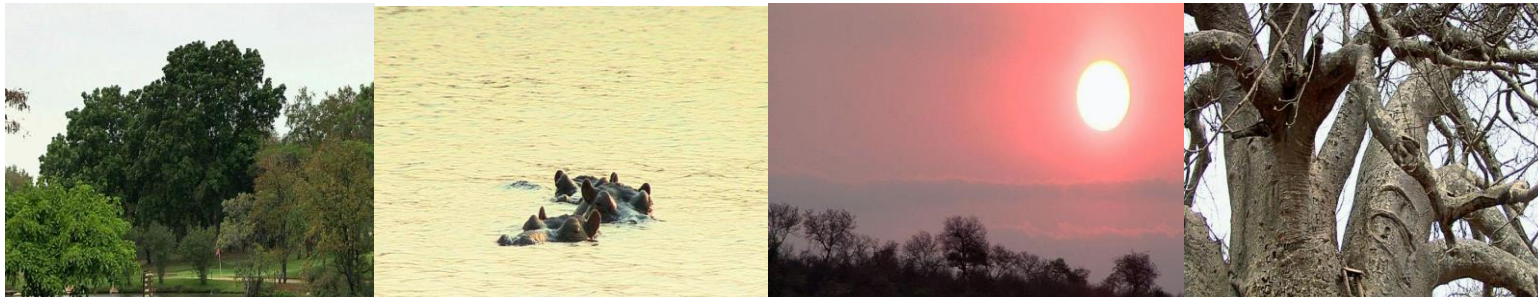


BA-PHALABORWA LOCAL MUNICIPALITY



2022 /23 ANNUAL PERFORMANCE REPORT



The Home of Marula and Wildlife Tourism

TABLE OF CONTENTS

| | |
|--|----|
| Introduction | 3 |
| Legislation | 4 |
| Methodology and Content | 5 |
| Strategic Intent | 6 |
| Accounting Officer Performance Overview | 8 |
| Performance Analysis | 9 |
| Monthly Projections of Revenue for each Source | 10 |
| Monthly Projections of Revenue and Expenditure by Vote: Annual | 11 |
| Quarterly projections of Service Delivery Targets and Performance Indicators per KPA | 12 |
| KPA 1: Spatial Rationale | 13 |
| KPA 2: Basic Service Delivery | 15 |
| KPA 3: Municipal Financial Viability | 21 |
| KPA 4: Local Economic Development | 23 |
| KPA 5: Municipal Transformation and Institutional Development | 25 |
| KPA 6: Good Governance and Public Participation | 33 |
| Capital Works Plan | 47 |
| Summary of Capital Projects per Responsible Manager | 48 |
| Assessment of Contracted Service Providers | 49 |

Introduction

The development, implementation and monitoring of a Service Delivery and Budget Implementation Plan (SDBIP) is a requirement of the Municipal Finance Management Act, Act 56 Of 2003. The SDBIP gives effect to the Integrated Development Plan (IDP) and Budget of a Municipality and will be possible if the Budget is aligned to the IDP. The SDBIP is a management plan for implementing the IDP through the approved Budget.

The SDBIP is a twelve months implementation plan that binds the executive and administration to align their activities to the strategic objectives of the institution. It provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly revenue and expenditure projections. It assists the accounting officer, the executive, council and the community in their respective oversight responsibilities, since it serves as an implementation and monitoring tool.

In the interest of good governance and better accountability, the SDBIP should determine and be aligned with the performance agreements of the Municipal Manager and Senior Managers. The SDBIP is, therefore,, defined as **an action plan with revenue projections, expenditure estimates and allocations of resources to priority issues**. The SDBIP has targets for the implementation of projects and/or activities. Monthly, quarterly, half-yearly and annual **targets with allocated resources and responsible persons** are clearly set in the SDBIP.

Legislation

Section 1 of the MFMA defines the 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 services and the execution of its annual budget and which must include (as part of the top-layer) the following:

- (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 69(3)(a) of the MFMA requires the accounting officer to submit a draft SDBIP to the mayor no later than 14 days after the approval of the budget and drafts of the performance agreements as required in terms of Section 57(1)(b) of the Municipal Systems Act.

Section 53 (1) (c) (ii) requires that a municipality’s Service Delivery and Budget Implementation Plan be **approved by the Mayor within 28 days after the approval of the budget**. Although the SDBIP is not required to be approved by council, **it should be tabled before council and made public** for information and for purposes of monitoring.

Despite the legislated deadlines, MFMA Circular No. 13 states that “[a] municipality should ideally **publish its draft SDBIP with its draft budget as supporting documentation to assist its budget hearing process normally held at the end of March or in April.**” In order for a municipality to comply with the provisions of this statement, the **mayor will need to approve the draft top-layer SDBIP by mid-March.**

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 SDBIP are made public within 14 days after approval. The SDBIP is a dynamic document that may (at lower layers of the plan) be continually revised by the municipal manager and other top managers, as actual performance after each month or quarter is taken into account. However, **the top-layer of the SDBIP and its targets cannot be revised without notifying the council**, and if there is to be changes in service delivery targets and performance indicators, this must be with the approval of the council, following approval of an adjustments budget (Section 54(1)(c) of MFMA). The contemplated council approval is meant to avoid a situation where service delivery targets may be revised downwards in the event that there is poor performance.

Methodology and Content

The IDP objectives need to be quantified and translated into key performance indicators. The budget is then aligned to the objectives, projects and activities to enable the SDBIP to serve as a monitoring tool for service delivery.

The SDBIP is a layered plan that comprises the top layer as well as the lower layer SDBIP. The top layer deals with consolidated service delivery targets and time frames for top management, whereas the lower layer consists of detailed outputs that are broken down into smaller outputs and then linked and assigned to middle and lower managers.

The following are the minimum required components of a top-layer SDBIP:

- (a) Monthly projections of revenue to be collected for each source
- (b) Monthly projections of expenditure (operating and capital) and revenue for each vote
- (c) Quarterly projections of service delivery targets and performance indicators for each vote
- (d) Ward information for expenditure and service delivery
- (e) Detailed capital works plan broken down by ward over three years

The diagram below shows the process for approving the SDBIP including how the departmental SDBIPs roll up into the draft SDBIP:

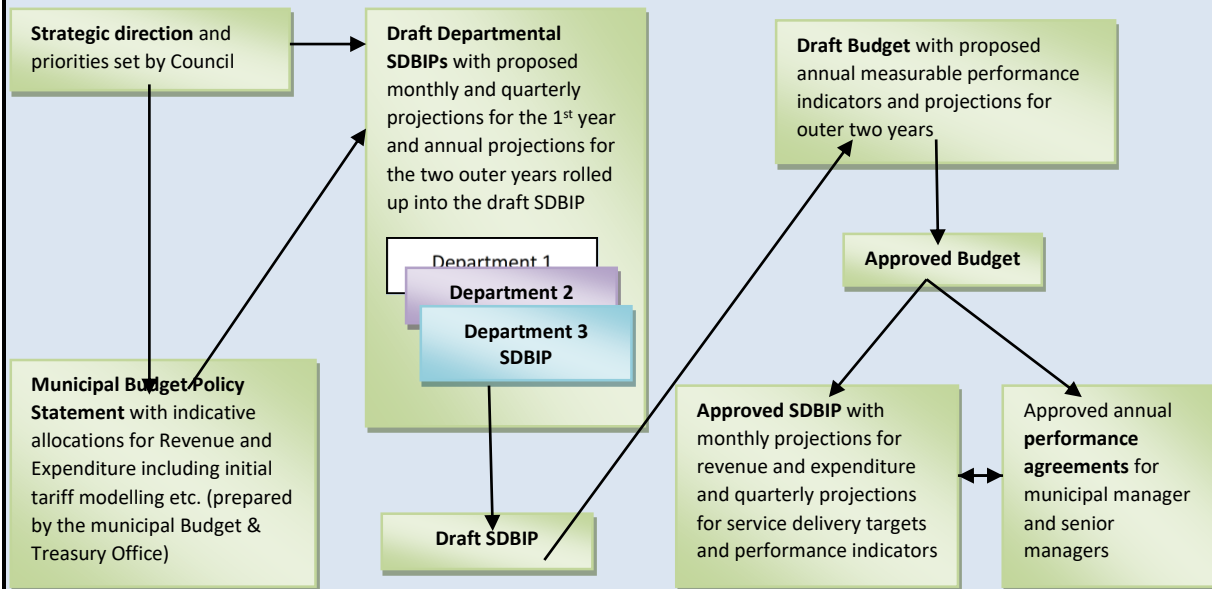


Diagram adapted from MFMA Circular No. 13 of 31 January 2005

Strategic Intent

The Municipality held a strategic session from 08 to 10 December 2021 to review its strategic intent in the IDP and in preparation for IDP, Budget and SDBIP for 2022/23 financial year.

The Strategic Intents are as follows

Vision:

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

Mission Statement:

“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

Conservation conscious”.

Strategic Objectives:

“Promotion of Local economy;

Provision of sustainable integrated infrastructure and services;

Sustain the environment;

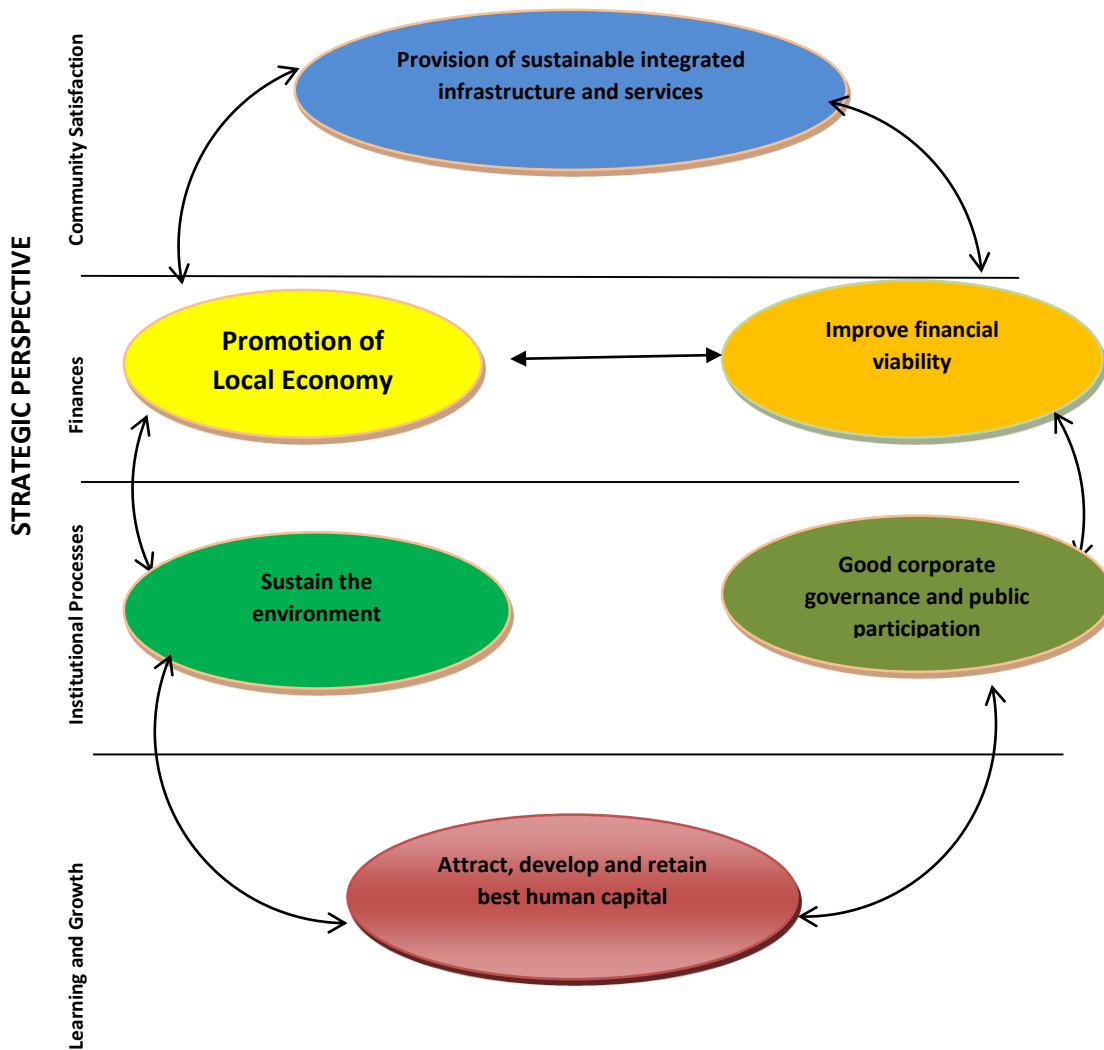
Improve financial viability;

Good corporate governance and public participation; and

Attract, develop and retain best human capital”.

The Municipality has adopted a Balanced Scorecard approach to planning and performance assessment. The strategic objectives are therefore spread across the four perspectives as indicated through the strategy map below

THE HOME OF MARULA WILDLIFE TOURISM



The Accounting Officer's Year End Institutional Performance Overview

This Annual Performance Report has been compiled in line with the provisions of Section 46 of the Local Government: Municipal Systems Act 32 of 2000 which mandates a municipality to prepare an Annual Performance Report for each financial year reflecting the performance of the municipality and of each external service provider during the financial year.

The Annual Performance Report is based on targets set for the implementation of the 2022/23 IDP through the Service Delivery Budget and Implementation Plan. The key performance indicators are classified according to the six key performance areas of local government and are aligned to the municipal objectives as outlined in the IDP

This report will record progress made by the municipality in fulfilling its objectives as reflected in the IDP, the Budget and the Service Delivery Implementation Plan. It will also reflect on the challenges encountered during the financial year.

Achievements:

PERFORMANCE ANALYSIS OF KEY PERFORMANCE AREAS

The table below illustrates the performance of each Key Performance Area of Ba-Phalaborwa Municipality against the National Key Performance Areas (NKPAs).

| Key Performance Area | 2021/22% Achievement | 2022/23 Total Number of Targets | 2022/23 Target Achieved | 2022/23 Target not Achieved | 2022/23 Target not Performed | 2022/23 % Achievement |
|--|----------------------|---------------------------------|-------------------------|-----------------------------|------------------------------|-----------------------|
| Spatial Rationale | 100% | 2 | 2 | 0 | 0 | 100% |
| Basic Services Delivery | 91% | 12 | 11 | 1 | 0 | 92% |
| Municipal Financial Viability | 92% | 13 | 12 | 1 | 0 | 92% |
| Local Economic Development | 100% | 5 | 5 | 0 | 0 | 100% |
| Municipal Transformation and Institutional Development | 78% | 9 | 7 | 2 | 0 | 78% |
| Good Governance and Public Participation | 93% | 43 | 40 | 2 | 1 | 93% |
| Total | 91% | 84 | 77 | 6 | 1 | 92% |

The municipality had a total of 84 key performance indicators for 2022/23 financial year compared to 82 in the prior year (2021/22). The municipality has for the current year under reporting achieved 92% of its targets compared to 91% in the prior year.

Monthly projections of revenue for each source

| Sources of Revenue | Actual (30 June 2022) | Annual Target (01 Jul 2022- 30 June 2023) (R'000) | Annual Actual Performance (R'000) | Variance (R'000) | Remarks | Challenges | Corrective Measures | Evidence required |
|---------------------------------------|-----------------------|---|-----------------------------------|------------------|--|---|--|-------------------|
| Property Rates | 133,293 | 176,887 | 135,075 | (41,813) | Low collection on property rates | Low collection of Revenue due to objections made on the Property Market Value | None | Finance report |
| Service charges – electricity | 113,307 | 152,547 | 119,965 | (32,582) | low collection on Service Charges | 1.Low collection on electricity due to illegal connection 2. Load shedding and People are using Solars | Continue to investigate and audit electricity meters | Finance report |
| Service Charges – Refuse | 17,385 | 19,726 | 18,558 | (1,168) | Low Collection on Refuse | Lack of Development in the Ba-Phalaborwa Area | Municipality is in the Process of Developing EXT 10 | Finance report |
| Rental of Facilities and Equipment | 205 | 209 | 512 | 303 | None | None | None | Finance report |
| Interest on external Investments | 2,434 | 2,481 | 4,026 | 1,545 | None | More income received from call accounts | More interest earned on investment | Finance report |
| Interest Earned – Outstanding Debtors | 53,098 | 59,140 | 55,956 | (3,185) | "The Interest earned on outstanding debtors was over budgeted. | Reversal of Interest in the form of settlement | Furthermore, interest is also reversed (in a form of discount) when customers settle accounts And the council has rebates on property rates & also indigent subsidy which reduce the interest charged | Finance report |
| Fines | 598 | 1,295 | 514 | (781) | | Low Collection of Fines due to unemployment | The traffic fines were under collected due to culture on none payment of traffic fines by the offenders e | Finance report |
| Licenses and Permits | 20,358 | 5,802 | 3,949 | (1,853) | None | None | None | Finance report |
| Agency services | 21,601 | 6,200 | 21,483 | 15,283 | Reconciliation is done at year end | Reconciliation is done at year end | Reconciliation is done at year end | Finance report |
| Transfers recognised - operational | 182,025 | 195,030 | 196,070 | 1,039 | None | None | None | Finance report |
| Transfers recognised – capital | 47,368 | 42,377 | 42,559 | 182 | Spend as per the plan | | | Finance report |
| Other Revenue | 10,677 | 8,077 | 1,277 | (6,800) | none | i. Municipality no longer selling Tender Documents ii. Ba-phalaborwa has high unemployment rate. | Job creation | Finance report |
| Total Revenue by Source | 602,352 | 669,771 | 599,943 | (69,828) | | | | |

Monthly projections of Expenditure (Operating and Capital) and Revenue by vote: Annual 2022/23

| Expenditure and Revenue by Vote | Opex Actual (30 June 2022) | Opex Annual Target (01 Jul 2022–30 Jun 2023) (R'000) | Opex Actual performance (R'000) | Opex Remarks/challenges/corrective measures | Capex Actual (30 June 2022) | Capex Annual Target (01 Jul 2022 – 30 Jun 2023) (R'000) | Capex Actual performance | Capex Remarks/challenges/corrective measures | Revenue Actual (30 June 2021) | Revenue Annual Target (01 Jul 2022 – 30 Jun 2023) (R'000) | Revenue Actual performance | Revenue Remarks/challenges/corrective measures | Evidence required |
|---------------------------------|----------------------------|--|---------------------------------|--|-----------------------------|---|--------------------------|--|-------------------------------|---|----------------------------|---|-------------------|
| Executive and council | 35,597 | 38,046 | 66,915 | None | | | | | | | | | Finance report |
| Budget and Treasury | 229,145 | 90,181 | (2,374) | Low Expenditure affected by non-spending on other line items due to the introduction of lock down regulations which prevented other activities to take place | | | | | 364,367 | 418,201 | 376,718 | None | Finance report |
| Corporate Services | 52,916 | 57,853 | 57,666 | None | | 1,500 | 1,447 | None | 248 | 209 | 815 | None | Finance report |
| Community and Social Services | 16,660 | 13,431 | 19,107 | Low Expenditure affected by non-spending on other line items | | 1,000 | | None | 181 | 180 | 267 | None | Finance report |
| Public Safety | 39,409 | 383 | 19,328 | None | | | | | 19,994 | 5,802 | 21,659 | None | Finance report |
| Economic and Environmental | 47,798 | 7,982 | 15,260 | Low Expenditure affected by non-spending on other line items | | | | | 30,600 | 290 | 176 | None | Finance report |
| Road Transport | 86,733 | 50,556 | 88,991 | Waiting to process year end Journals for the depreciation at year end | (6) | 26,100 | 22,669 | None | 30,153 | 43,740 | 41,771 | None | Finance report |
| Electricity | 166,358 | 151,224 | 155,385 | Waiting to process year end Journals for the depreciation at year end | (396) | 8,277 | 7,006 | None | 146,027 | 165,352 | 132,175 | Illegal connections, Culture of non-payment of services | Finance report |
| Waste Management | 22,515 | 4,577 | 2,474 | None | | | | | 25,611 | 31,163 | 26,346 | None | Finance report |
| Total by Vote | 697,131 | 452,279 | 465,328 | | (402) | 36,877 | 31,122 | | 617,180 | 664,938 | 599,926 | | |

Results for 2022/23 Annual Performance as per Key Performance Areas

| | |
|----------------------------------|------------------|
| <i>Under-Performance</i> | 0 - 49% |
| <i>Partially achieved</i> | 50 – 74% |
| <i>Good Performance</i> | 75 – 100% |
| <i>Over achieved</i> | Over 100% |
| <i>No performance</i> | |

Note:

1. Over achievement Standards does not apply to compliance targets
2. Over achievement standards applies to service delivery targets and core business of the municipality

KPA 1: Spatial Rationale

KPA 1: Spatial Rationale

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2021/22 Performance (01/July 2021-30/June/22) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
|-----------------------------|-------------------------------|-------------------------|---|---------------------------------------|---|----------------------------|----------------------------|--------|--|-----------------------------|--|------------|------------------------------------|--|
| 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 | 1 | OPEX | 1 | 0 | Advertised and Gazetted | None | None | 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 days of received | Within 90 days of received | OPEX | 9 Applications were received and submitted within 90 days received | 0 | All applications received processed within 90 days | None | None | 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 | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
|----------------------------|--------------------------|--|--|-----------------------------------|---|---------------------|------------------------|--------|---|-----------------------------|---|--|---|--|
| 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% | 5.2% | 4% | OPEX | 17.7% | 13,7% | Improvement recorded is because of meter audit conducted | None | None | 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 | R21 810 637.50 | R8 000 000.00 | INEG | R7 999 676.00 | R324.00 | Allocated amount was spent accordingly | None | None | 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 | 5631 | 4167 | OPEX | 3931 | 236 | The billing information for listing of the number of households with access to electricity had duplicated | Previous listing submitted had duplicates households | Duplicates 236 of households were removed | Household list on conventional and pre-paid |
| 2.1.4 | Technical infrastructure | Provision of sustainable | Number of indigent HH receiving free | Chief Financial Officer | 506 | 421 | 333 | OPEX | 419 | +86 | The indigent register was | None | None | Indigent register Proof of Payment to Eskom |

| KPA 2: SERVICE DELIVERY | | | | | | | | | | | | | | |
|----------------------------|--------------------------|---|--|-----------------------------------|---|---------------------|------------------------|--------|---|-----------------------------|---|-----------------------------------|---|--|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
| | | Integrate infrastructure and service | basic electricity by 30/06/2023 | | | | | | | | reviewed and updated through ward councillors initiative which caused an increase in the number of indigent customers | | | |
| 2.2 Roads & Storm Water | | | | | | | | | | | | | | |
| 2.2.1 | Technical infrastructure | Provision of sustainable integrated infrastructure and services | Number of kilometres of gravel roads upgraded to tar by 30/06/2023 (Benfarm Upgrading of street 1km) | Senior Manager Technical Services | 0.8 km | 1km | CAPEX | 1km | 0km | -1km | Physical progress is 28.58% entailing of the following components, site establishment 50%, cut to fill/spoil:84.66%, in situ roadbed 82.4%, selected layers 74.9%, subbase 35.1 % | The contractor is behind schedule | Contractor submitted project recovery plan. | Payment Certificates and Expenditure Reports |
| 2.2.2 | Technical infrastructure | Provision of sustainable integrated infrastructure | Expenditure on roads and storm water capital funding spent per quarter by 30/06/2023 | Senior Manager Technical Services | R17 057 041.84 | R17 057 041.84 | R26 100 000.00 | CAPEX | R26 218 078.47 | R118 078.47 | Projects utilized their allocations | none | none | Payment Certificates and Expenditure Reports |

| KPA 2: SERVICE DELIVERY | | | | | | | | | | | | | | |
|-------------------------------|--|-------------------------|--|-----------------------------------|---|---------------------|------------------------|--------|---|-----------------------------|--|------------|------------------------------------|--|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
| | | ure and service | | | | | | | | | | | | |
| 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, Phalaborwa Fourways, Sealane, Buffalo, King Fisher, Impala Park Namakgale Entrance, Defryn, Gravelote | Senior Manager Community Services | 9 | 9 | 9 | OPEX | 9 | 0 | The developed parks are maintained as per monthly programme | None | None | Maintenance plan, Inspection reports and pictures |
| 2.3.2 | Protect Environment and Community Well being | Sustain the Environment | Number of cemeteries maintained per month by 30/06/2023 (Phalaborwa, Lulekani, Namakgale and Gravelote) | Senior Manager Community Services | 4 | 4 | 4 | OPEX | 4 | 0 | Minimal horticultural maintenance at all municipal cemeteries due to shortage of resources | None | None | 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 | 4 | 12 | OPEX | 12 | 0 | Minimal horticultural maintenance of parks due to water restrictions | None | None | 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 | Senior Manager Community Services | 12605 | 12605 | 12198 | OPEX | 12542 | +344 | The physical verification was | None | None | Confirmation of waste collection by ward councillors |

KPA 2: SERVICE DELIVERY

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
|----------------------------|--|-------------------------|--|-----------------------------------|---|---------------------|------------------------|--------|---|-----------------------------|---|------------|------------------------------------|---|
| | Community Well being | | basic waste removal services Phalaborwa town, Gravelote, Namakgale and Lulekani by 30/06/2023 | | | | | | | | conducted on urban, and township households | | | 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 | 2 | OPEX | 2 | 0 | Continuous collection of waste removal in rural areas | None | None | 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 | 252 | 907 | OPEX | 334 | -573 | Verification was done on indigent receiving basic waste removal | None | None | 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 | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
|---------------------------------|------------------------------------|--|--|-------------------------|---|---------------------|------------------------|--------|---|-----------------------------|--|------------|------------------------------------|--|
| 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 | 1 | OPEX | 1 | 0 | Approved by council on 27 th July 2022 | None | None | 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 | 1 | OPEX | 1 | 0 | Draft Budget was Approved on 30 th March 2023 | None | None | 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 | 1 | OPEX | 1 | 0 | Final budget was approved on 29 May 2023. | None | None | 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 | 23 | OPEX | 23 | 0 | 23 Policies were approved. | None | None | 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 07/07/2022 | Municipal Manager | 3 | 3 | 3 | OPEX | 3 | 0 | 3 Bid Committees or Structures were developed | None | None | Appointment letters of bid committee members |

KPA 3: Municipal Financial Viability and Management

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
|----------------------------|------------------------------------|--|--|-------------------------|---|---------------------|------------------------|--------|---|-----------------------------|--|--|---|---|
| 3.1.6 | Governance and administration | Improve financial viability | Number of quarterly movable asset verifications conducted by 30/06/2023 | Chief Financial Officer | 4 | 3 | 4 | OPEX | 4 | 0 | None | None | None | 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 | 12 | OPEX | 12 | 0 | None | None | None | Monthly strings Proof of submission within 10 days. |
| 3.1.8 | Governance and administration | Improve financial viability | % of improvement in revenue collection monthly improvement from 65 to 80% by 30/06/2023 budget year | Chief Financial Officer | 65% | 65% | 80% | OPEX | 78% | -2% | The target of 80% was not achieved due to illegal connection | High number of customers with illegal connection | Joint Portfolio of BTO and Technical Services sittings to enhance revenue which includes addressing illegal connection. | 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% | 13% | 50% | OPEX | 8% | -42% | Lack of Capability to Enforce Credit Control | High number of customers with illegal connection | Establish a Revenue Protection Unit | 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 | 1 | OPEX | 1 | 0 | Indigent register was updated | None | None | Updated indigent register |

KPA 3: Municipal Financial Viability and Management

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
|----------------------------|------------------------------------|-----------------------------|---|-----------------------------------|---|---------------------|------------------------|--------|---|-----------------------------|--|--|--|--|
| 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 | R 31 747 372 | R36 186 000.00 | MIG | R36 185 997.00 | R3 | None | None | None | MIG monitoring report/payment certificates/Grant reconciliation Duplicate for October |
| 3.1.12 | Good governance and administration | Improve financial viability | % of quarterly Municipal Capital Budget spent by 30/06/2023 | Chief Financial Officer | 81% | 81% | 100% | OPEX | 89% | -11% | A target of 100% was not reached due to non-implementation of one internally funded project (Development of Landfill site) | Insufficient funds | LEDET will be funding the municipality for designs. PMC has been approached for funding the construction of the landfill | Finance reports |
| 3.1.13 | Good governance and administration | Improve financial viability | % of quarterly Municipal Personnel Budget spent by 30/06/2023 | Chief Financial Officer | 91% | 91% | 100% | OPEX | 83% | -17% | Municipal Personnel Budget was not 100% spent. | The target for spending was not reached due to low overtimes claimed and filling of vacant positions | The municipality prioritise critical positions to be filled each financial year. | Expenditure report |

KPA 4:

LOCAL ECONOMIC DEVELOPMENT

| KPA 4: Local Economic Development | | | | | | | | | | | | | | |
|-----------------------------------|----------|----------------------------|--|---|---|---------------------|------------------------|----------------|--|-----------------------------|---|------------|------------------------------------|---|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022- 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
| 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 | 144 | 70 | CAPEX | 84 | +14 | More jobs opportunities were created by the contractors | None | None | 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 | 63 | OPEX | 63 | 0 | 63 jobs were created through EPWP | None | None | 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 | 2 | 4 | OPEX | 4 | 0 | LED Forum meetings held each quarter. | None | None | 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 | 432 | 200 | OPEX & CAPITAL | 459 | +259 | None | None | None | System generated Expenditure report with SMMEs supported. Attached |
| 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 | 2 | 4 | | 4 | 0 | Four activities were held and attended to promote Ba-Phalaborwa: Tourism month, Marula Activities Rand Easter and Durban Indaba | None | None | 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 | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
|---|------------------------------------|--|---|-----------------------------------|---|---------------------|------------------------|--------|---|-----------------------------|---|--|---|---|
| 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 | 1 | OPEX | 1 | 0 | 2023/2024 Organisational Structure was approved on the 25/05/2023, as per Council Resolution No. 274/23 | None | None | 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 | 9 | 6 | OPEX | 0 | -6 | 6 Draft reviewed policies were developed | Delays in the finalisation of the consultation process by the LLF. | The Policies will be tabled to Council for approval by 30 September 2023. | 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 | 55 | 20 | OPEX | 20 | 0 | 20 Positions were filled as per planned target | None | None | Approved Memo on critical positions and Appointment letters |
| 5.2 Employment Equity | | | | | | | | | | | | | | |
| 5.2.1 | Good governance and administration | Good corporate governance and public participation | Implementation of EEP on Post Level 0,2,3 by 30/06/2023 | Senior Manager Corporate Services | 2 | 2 | 1 | OPEX | 2 | -1 | Chief Electrical Engineer and Manager PMU Appointed, however the Chief | None | None | Implementation report on the Equity Plan |

KPA 5: Municipal Transformation and Institutional Development

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
|----------------------------|---------|---------------|---------------------------|---------------------|---|---------------------|------------------------|--------|---|-----------------------------|--|------------|------------------------------------|-------------------|
| | | | | | | | | | | | Electrical Engineer resigned and in November 2022, the position has been re-advertised | | | |

5.3 Skills Development

| | | | | | | | | | | | | | | |
|-------|------------------------------------|---|--|-----------------------------------|---|---|---|------|---|---|--|------|------|--------------------------------------|
| 5.3.1 | Good governance and administration | Attract, develop, and retain best human capital | Number of Reviewed and submitted Skills Development Plan by 30/04/2023(Number of people trained in terms of Work Skills Plan) | Senior Manager Corporate Services | 1 | 1 | 1 | OPEX | 1 | 0 | WSP was submitted on the 28 th of April 2023. | None | None | WSP & proof of submission to LG SETA |
|-------|------------------------------------|---|--|-----------------------------------|---|---|---|------|---|---|--|------|------|--------------------------------------|

| | | | | | | | | | | | | | | |
|-------|------------------------------------|--|---|-----------------------------------|---------------|---------------|---------------|------|---------------|-------------|--|--|---|---|
| 5.3.2 | Good governance and administration | Attract, develop and retain best human capital | Amount of Municipal budget allocated and spent on work skills development per quarter 30/06/2023(1% legislation) | Senior Manager Corporate Services | R2 041 777.00 | R2 041 777.00 | R1 644 881.06 | OPEX | R1 294 957.70 | R349 923.36 | Some of the trainings was conducted in-house | The trainings were conducted in-house not outside the municipal area which contributed less expenditure on amount allocated for skills development | In future proper training tracking consistent income and expenses will be conducted | Expenditure reports; implementation reports |
|-------|------------------------------------|--|---|-----------------------------------|---------------|---------------|---------------|------|---------------|-------------|--|--|---|---|

5.4 Performance Management System

| | | | | | | | | | | | | | | |
|-------|------------------------------------|--------------------------------------|--|-------------------|---|---|---|------|---|---|---|------|------|--|
| 5.4.1 | Good governance and administration | Good corporate governance and public | Number of S56&57 signing of Annual Performance | Municipal Manager | 5 | 5 | 6 | OPEX | 6 | 0 | All Senior Managers signed Annual performance | None | None | Copies of signed Performance Agreements with dates complying the legislated time |
|-------|------------------------------------|--------------------------------------|--|-------------------|---|---|---|------|---|---|---|------|------|--|

KPA 5: Municipal Transformation and Institutional Development

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
|----------------------------|------------------------------------|--|---|-----------------------------------|---|---------------------|------------------------|--------|---|-----------------------------|--|--|---|---|
| | | participation | Agreements by 30/07/2022 (One month after the start of each financial year | | | | | | | | Agreements | | | 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 30/06/2023 (Mid – year/Annual) | Municipal Manager | 0 | 0 | 2 | OPEX | 0 | -2 | Individual performance assessment were not conducted for financial 2022/23 | Scorecards were issued for Annual 2021/22 and three scorecards are ready for assessment and one is the process of auditing | The assessments will be conducted by the end of September 2023. | 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 scheduled Institutional OHS quarterly meetings held by 30/06/2023 | Senior Manager Corporate Services | 4 | 4 | 4 | OPEX | 4 | 0 | 4 meetings were held | None | None | 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 | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/Interventions | Evidence Required |
|---|------------------------------------|--|---|-----------------------------------|---|---------------------|------------------------|--------|---|-----------------------------|---|------------|-----------------------------------|--|
| 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 30/06/2023 | Senior Manager Corporate Services | 16 | 16 | 6 | OPEX | 16 | +10 | 6 scheduled meetings were held 10 Special Council meetings | None | None | 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 | 12 | 11 | OPEX | 17 | +6 | 12 scheduled meetings were held. 5 Special meetings were held. | None | None | 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 | 11 | 4 | OPEX | 13 | +9 | 4 scheduled meetings were held. 9 Special meetings were held. | None | None | 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% | 86% | 100% | OPEX | 100% | 0% | 100% Implementation of MPAC resolutions. | None | None | Resolution register and POE to support resolutions implemented. Attached |

KPA 6: Good Governance and Public Participation

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
|---|------------------------------------|--|---|---------------------|---|---------------------|------------------------|--------|---|-----------------------------|---|--|---|--|
| 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 | 15 | 12 | OPEX | 15 | +3 | 12 ordinary 3 Special meetings were held | None | None | 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 30/06/2023 | Municipal Manager | 58 | 58 | 55 | OPEX | 62 | +7 | 55 scheduled meetings were held 7 special meetings were held | None | None | Minutes of Portfolios meetings, attendance registers 58 minutes |
| 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 | 2 | 4 | OPEX | 3 | -1 | Three meetings were held | One meeting was not held due community satisfaction survey information received late. Analysis of the questionnaires is done by one official. The preparations for strategic planning affected the convening of the rep forum. | Distribution of the community satisfaction survey questionnaires will be done in August instead of September. | 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 | 3 | 4 | OPEX | 3 | -1 | Three meetings were held | One meeting was not held due community satisfaction survey information received late. Analysis of | Distribution of the community satisfaction survey questionnaires will be done in August | Attendance registers, agendas, invitations |

KPA 6: Good Governance and Public Participation

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
|---------------------------------|------------------------------------|--|---|-----------------------------------|---|---------------------|------------------------|--------|---|-----------------------------|--|--|---|---|
| | | | | | | | | | | | | the questionnaires is done by one official. The preparations for strategic planning affected the convening of the rep forum. | instead of September. | |
| 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 | 114 | 209 | OPEX | 228 | + 19 | 209 scheduled meetings were held 19 special meeting | None | None | Minutes and attendance register |
| 6.2.4 | Good governance and administration | Good corporate governance and public participation | Number of quarterly Mayoral Izimbizos and public participation by 30/06/2023 | Municipal Manager | 4 | 4 | 4 | OPEX | 4 | 0 | 3 Mayoral Imbizo and 1 public participation meetings were held | None | None | Public notices and Community Inputs report. |
| 6.2.5 | Good governance and administration | Good corporate governance and public participation | % of complains resolved quarterly by 30/06/2023 | Senior Manager Technical Services | 66% | 66% | 100% | OPEX | 72% | -28% | Most complains are for the basic services | Old electrical, sewer and water infrastructure and shortage of personnel. | Refurbishment of the network infrastructure and filling of vacant positions to improve the turnaround time. | System generated Complains register, |
| 6.3 Corporate Governance | | | | | | | | | | | | | | |
| 6.3.1 | Good governance and | Good corporate governan | Number of Audit Committee meetings held | Municipal Manager | 14 | 14 | 7 | OPEX | 13 | +6 | Normal Meetings (3): | None | None | Copies of approved minutes, |

KPA 6: Good Governance and Public Participation

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/Interventions | Evidence Required |
|----------------------------|------------------------------------|--|--|---------------------|---|---------------------|------------------------|--------|---|-----------------------------|--|------------|-----------------------------------|--|
| | administration | ce and public participation | by 30/06/2023 | | | | | | | | 22 August, 14 December 2022, 10 May 2023 Special Meetings (10): 29 August, 30 August, 26 September, 03 October, 29 November, 16 January, 24 February, 17 May, 25 May and 26 June 2023 | | | 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 | 1 | OPEX | 1 | 0 | AC Charter was approved on the 29 June 2023 Council resolution 304/23 | None | None | 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 | 23 | 24 | OPEX | 24 | 0 | 19 Management ASC 5 EXCO Steering Committee | None | None | 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 | 1 | OPEX | 1 | 0 | AC Charter was approved on the 29 June 2023 Council resolution 304/23 | None | None | Approved Risk-based audit plan. |

KPA 6: Good Governance and Public Participation

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
|----------------------------|------------------------------------|--|---|-----------------------|---|---------------------|------------------------|--------|---|-----------------------------|---|--|---|---|
| 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% | 90% | 100% | OPEX | 91% | -9% | Report to be presented to AC on the 24 th July 2023 | 9% variance was due to projects that were supposed to be outsourced but could not due to re-advertisement of the tender. | Projects are rolled over to 2023/2024 and the tender is on procurement stage | 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% | 64% | 100% | OPEX | 86% | -14% | Management is in the process of addressing 14% not implemented findings | Some finding could not be implemented due to budget constraints | Budget is made available in the 2023/2024 | 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 | 7 | 4 | OPEX | 5 | +1 | 4 reports were presented during ordinary council 1 report was presented during special council meeting | None | None | Audit Committee Reports and Council Resolution Attached |
| 6.3.8 | Good governance and administration | Good corporate governance and public participation | % implementation of Audit Committee Resolutions | Municipal Manager | 90% | 90% | 100% | OPEX | 95% | -5% | 5% of the Audit Committee resolutions were not implemented | 5% pertains to investigation on irregular expenditure investigation and Indigent Registration which is in progress. Probity for SCM, Appointment of ICT Steering Committee | Investigation on Government Employees is completed, ICT Steering Committee Chairperson is advertised and Independent person requested to assist the Municipality in the meantime. | Audited Audit Committee Resolution Register |

KPA 6: Good Governance and Public Participation

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
|----------------------------|------------------------------------|--|--|---------------------------------------|---|---------------------|------------------------|--------|---|-----------------------------|---|--|--|---|
| | | | | | | | | | | | | Chairperson, Overtime Audit Report findings to be considered in the AFS and Monthly Service Provider assessment. | Overtime findings effected on the AFS. Probity on SCM to be budgeted in the 204/2025 budget. Indigent Registration to be vetted. | |
| 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% | 0% | 100% | OPEX | 48% Satisfaction | -52% Dissatisfaction | The purpose of the study was to get the public's perception of municipal services with the view to inform decision making in developing future municipal plans. | Poor provision of service delivery (water& sanitation, roads,maintenance of parks, waste removal | The report was presented during strategic planning session to add value in decision for future planning | 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 | 1 | OPEX | 1 | 0 | 2021/22 Annual Performance report and AFS were Submitted on the 31 st of August to AG | None | None | Submission letters, copy of final AFS and 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 2021/22 AG Report findings by 31/03/2023. | Municipal Manager | 1 | 1 | 1 | OPEX | 1 | 0 | Annual Audit Plan approved by AC on the 16 th of January 2023 and on the 30 January 2023 by Council | None | None | Approved AG Action Plan by Council |

KPA 6: Good Governance and Public Participation

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
|---|------------------------------------|--|--|-----------------------------------|---|---------------------|------------------------|--------|---|-----------------------------|--|---|---|---|
| 6.3.12 | Good governance and administration | Good corporate governance and public participation | % of implementation AG Action Plan by 30/06/2023 | Municipal Manager | 30% | 30% | 80% | OPEX | 54% | -26% | The planned 80% will be achieved by 31 August 2023 | 30% of the findings are addressed but must be reflected on the draft AFS to confirm their implementation in full. | The Draft AFS will be tabled to Audit Committee on the 29 th August 2023. After this date progress will be confirmed by Internal Audit. | 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 | 14 | 11 | OPEX | 2 | 9 | 11/07/2022 (Postponed) 15/07/2022 (collapsed) 25/10/2022 21/04/2023 12/05/2023 17/05/2023 19/05/2023 20/06/2023 | Eight (08) LLF meetings were convened however, only two (02) meetings were successfully held and six (06) were unsuccessful, due to lack of quorum which led to postponements or collapse of the meeting. | Members of the LLF need to be trained on how to solve their differences during the LLF meetings. Utilization of other structures such as the Bargaining Councils to resolve disputes emanating from the LLF members. | LLF minutes and attendance register. |
| 6.4 Risk Management, Fraud & Anti-Corruption | | | | | | | | | | | | | | |
| 6.4.1 | Good governance and administration | Good corporate governance and public participation | Number of reviewed fraud and anti-corruption strategy approved by 30/06/2023 | Municipal Manager | 1 | 1 | 1 | OPEX | 1 | 0 | Reviewed fraud and anti-corruption strategy was approved on the 30/05/2023 | None | None | Approved fraud and Anti-Corruption strategy by council (Council resolution) |
| 6.4.2 | Good governance and administration | Good corporate governance and | Number of Reviewed Institutional Strategic Risk Register | Municipal Manager | 1 | 1 | 1 | OPEX | 1 | 0 | Approved on the 30/05/2023 | None | None | Approved Institutional Strategic Risk register |

KPA 6: Good Governance and Public Participation

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/Interventions | Evidence Required |
|--------------------------------|------------------------------------|---|--|---------------------|---|---------------------|------------------------|--------|---|-----------------------------|--|------------|-----------------------------------|---|
| | | public participation | approved by 30/06/2023 | | | | | | | | | | | |
| 6.4.3 | Good governance and administration | Good corporate governance and public participation | Number of Institutional Risk Management Committee meetings held by 30/06/2023 | Municipal Manager | 7 | 7 | 4 | OPEX | 4 | 0 | Approved on the 28/07/2022; 16/11/2022; 28/03/2023 22/05/2023 | None | None | Minutes of the Risk Committee meeting and attendance register |
| 6.4.4 | Good governance and administration | Good corporate governance and public participation | % of fraud and corruption cases reported and investigated within 30 working days by 30/06/2023 | Municipal Manager | - | - | 100% | OPEX | - | - | No case was reported for investigation | None | None | 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 | 11 | 10 | OPEX | 13 | +3 | 10 ordinary 3 special Over performed due to programme demand and support from implementing partners | None | None | 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 | 4 | OPEX | 4 | 0 | 1 st ; 2 nd ; 3 rd & 4 th quarter reports were submitted to council. | None | None | Security Management Reports |

KPA 6: Good Governance and Public Participation

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/Interventions | Evidence Required |
|--|------------------------------------|--|--|---------------------|---|---------------------|------------------------|--------|---|-----------------------------|---|------------|-----------------------------------|---|
| 6.7 Disaster Management | | | | | | | | | | | | | | |
| 6.7.1 | Governance and Administration | Good corporate governance and public participation | Number of disaster awareness campaigns conducted by 30/06/2023 | Municipal Manager | 13 | 13 | 4 | OPEX | 14 | + 10 | 4 ordinary 10 special Some of the activities undertaken were joint operation with the District municipality | None | None | Invitations, Agenda, Attendance register and disaster awareness conducted reports |
| 6.8 Performance Management System | | | | | | | | | | | | | | |
| 6.8.1 | Governance and Administration | Good corporate governance and public participation | Number of Mid-Year Budget and Performance Assessment Report submitted to council by 31/03/2023 | Municipal Manager | 1 | 1 | 1 | OPEX | 1 | 0 | Submitted to council on 30 th of January 2023 | None | None | 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 | 1 | OPEX | 1 | 0 | 2021/22 Draft Annual Report was approved by council on 30 th of January 2023 | None | None | 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 Annual Report approved by 31/03/2023 | Municipal Manager | 1 | 1 | 1 | OPEX | 1 | 0 | Oversight Report was approved by council on the 30 th of March 2023 | None | None | 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 | 1 | OPEX | 1 | 0 | 2022/2023 SDBIP was approved by council on the 30 th of March 2023 | None | None | 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 | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
|--|------------------------------------|--|--|---------------------|---|---------------------|------------------------|--------|---|-----------------------------|--|------------|------------------------------------|---|
| 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 (14 days after the adoption of the IDP and Budget) | Municipal Manager | 1 | 1 | 1 | OPEX | 1 | 0 | The draft SDBIP was Submitted to the Mayor 14 days after the approval IDP and Budget | None | None | 2023/24 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 2023/24 SDBIP (28 days after the adoption of the IDP and Budget) approved by mayor | Municipal Manager | 1 | 1 | 1 | OPEX | 1 | 0 | Final 2023/24 SDBIP was approved by the Mayor on 27 June 2023 | None | None | 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 | 1 | OPEX | 1 | 0 | Approved by council on 27 th of July 2022 | None | None | 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 | 1 | OPEX | 1 | 0 | Approved by council on the 30 th of March 2023 | None | None | Council resolution (Council approve 2023/24 Draft IDP) |

KPA 6: Good Governance and Public Participation

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2021/22 Performance (01 July 2021-30/June 2022) | Baseline (30/06/22) | Annual Target 30/06/23 | Budget | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Actual Performance Variance | Remarks | Challenges | Corrective Measures/ Interventions | Evidence Required |
|----------------------------|-------------------------------|--|---|-----------------------|---|---------------------|------------------------|--------|---|-----------------------------|--|------------|------------------------------------|--|
| 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 | 1 | OPEX | 1 | 0 | Approved by council on the 30 th of May 2023 | None | None | Council resolution (Council approve 2023/24 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 30/06/2023 | Municipal Manager | 1 | 1 | 1 | OPEX | 1 | 1 | Approved by council on the 30 th May 2023 | None | None | 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 30/06/2023 | Municipal Manager | 100% | 100% | 100% | OPEX | 100% | 0% | Information was submitted for publishing on the website as according to legislation to our website | None | None | 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 | 4 | OPEX | 4 | 4 | Quarterly Local Communicators Forum Meetings held as per planned | None | None | 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 | | | | |
|---------------------------------------|--|------------------------------|-----------------|--------------------|-------------------------|----------|---|--|---|---|---|
| | | | | | | | Annual Actual Performance (01 Jul 2022 – 30 Jun 2023) | Remarks | Challenges | Corrective Measures/ Interventions | Evidence required |
| Waste Management | | | | | | | | | | | |
| Senior Manager Technical Services | Establishment of new land fill site Phalaborwa | R1 000 000.00 | R0 | 01/07/22 | 30/06/23 | All | R0 | The bids for the design, supervision and monitoring of the new landfill site were advertised but quoted above the budget. | Insufficient funds | LEDET will be funding the municipality for designs. PMC has been approached for funding the construction of the landfill. | Bid Committees minutes and registers, advertisements. Final detailed design reports |
| Office Furniture and Equipment | | | | | | | | | | | |
| Senior Manager Corporate | Office Furniture and Equipment | R 1 500.000.00 | R0 | 01/07/22 | 30/06/23 | | R1 447 221.00 | 35 requisitions were completed and submitted to supply SCM. All the requested furniture were procured and delivered. | None | None | Request for purchase and Payment certificate |
| INEG (Electrification) | | | | | | | | | | | |
| Senior Manager Technical | Electrification | R8 000 000.00 | R0 | 01/07/22 | 30/06/23 | | R7 999 676.00 | Construction Completed awaiting Eskom to update electrical Network Schematics (ENS) and book closing span | None | None | Bid Committees minutes and registers, advertisements. Final detailed design reports. Completion certificate |
| Senior Manager Technical | Refurbishment of Namakgale stadium | R 5 357 000.00 | R 7 457,000.00 | 01/07/22 | 30/06/23 | | R7 338 918.00 | MIG The project is at 56% physical progress, made up of the following major components. Demolitions 90%, Grandstand 100%, Palisade fence 100%, Paving and parking 85%, | Contractor abundant site due to lack of funds | Forward planning for next financial year | Progress reports and completion certificate |

| | | | | | | | | | | | |
|--------------------------|--|-----------------|-----------------|----------|----------|--|--------------|--|---|--|---|
| | | | | | | | | Multipurpose courts 55% | | | |
| Senior Manager Technical | Tambo Upgrading of Street phase 2 | R200 000.00 | R 2,200,000.00 | 01/07/22 | 30/06/23 | | R3 322 549 | Project is completed and under defects liability period | Project is completed and under defects liability period | None | Progress reports, completion certificate and payment certificate |
| Senior Manager Technical | Benfarm upgrading of street | R 10 000 000.00 | R 8,000,000.00 | 01/07/22 | 30/06/23 | | R 6 877 448 | Physical progress is 28.58%, entailing of the following major components Site establishment 50%, Cut to fill/spoil 84.66%, In-situ roadbed 82.4%, selected layers 74.9%, subbase 35.1% | Project is behind schedule | Contractor to come up with an acceleration plan to recover lost time | Advertisement, site meetings and progress reports and completion certificate. |
| Senior Manager Technical | Selwane Sports complex | R 820 000.00 | R0. | 01/07/22 | 30/06/23 | | R 820 000 | Project is 99% complete | Grassing is complete and part of top soiling | Contractor to fast-track completion of top soiling | Progress reports and completion certificate |
| Senior Manager Technical | Installation of storm water culverts in Mashishimale Lejori, Makhushane ,Access bridge to cemetery Humulani and Lulekani | R 18 000.000.00 | R 15,900,000.00 | 01/07/22 | 30/06/23 | | R 16 018 082 | Three culverts Mashishimale Lejori, Makhushane, Access bridge to cemetery Humulani) were completed and have reached practical completion. Lulekani Culvert was advertised | Late appointment | Advertisement of bids | Minutes of bid committees and advertisement, Progress reports and payment certificates. |

Assessment for service providers



Ratings

| Rating | Description of rating |
|--------|--------------------------------|
| 1 | Poor Performance |
| 2 | Fair Performance |
| 3 | Good Performance |
| 4 | Very Good Performance |
| 5 | Performance Above Expectations |

| Project name | Scope of work | Name of the Service provider | Source of funding | Start date | Completion date | Budget | Progress to date | Challenges and intervention | Assessment of service provider |
|--|---|------------------------------|----------------------------|-----------------|-------------------|--------------------|---|---|--|
| | | | | | | | | | Poor, Fair, Good, Very good & Above expectations Quarter 2 |
| Prepaid Electricity Vending | Selling Prepaid Electricity Tokens | CIGICELL | Ba-Phalaborwa Municipality | March 2023 | February 2025 | | In Progress | None | Very Good |
| Meter reading | Reading Water & Electricity Meters | SEMS | Ba-Phalaborwa Municipality | October 2022 | September 2024 | | In Progress | None | Very Good |
| Debt Collection | Enforcing Credit Control Measures | NOKO MAIMELA | Ba-Phalaborwa Municipality | November 2022 | October 2024 | | In Progress | None | Good |
| Financial Management System | Acquisition of Enterprise Management System for a period of three (3) years | CCG Systems | Ba-Phalaborwa Municipality | August 2021 | August 2024 | R 14 571 893.46 | In Progress | None | Good |
| LED Strategy review | Reviewing of the Local Economic Development Strategy | Ntiyiso Consulting | Ba-Phalaborwa Municipality | July 2022 | March 2023 | R543 200.86 | Completed | None | Good |
| Preparation of FAR and AFS | Provision of professional services for the preparation of Annual Financial Statements and Compilation of Asset register for period of three years | Sempro Consulting | Ba-Phalaborwa Municipality | July 2021 | June 2024 | R 13 839 275.00 | In Progress | None | Good |
| Prepaid Electricity | Online Vending system, third party vending for a period of three years | Cigicell (Pty) Ltd | Ba-Phalaborwa Municipality | February 2020 | February 2023 | 3% excluding Vat | In Progress | None | Good |
| Debt Collection | Provision of debt collection services for Ba-Phalaborwa Municipality for a period of three (3) years | Noko Maimela | Ba-Phalaborwa Municipality | June 2022 | June 2025 | 8.5_ % | In Progress | None | Good |
| Provision of service to the waste disposal site in Ba-Phalaborwa | Compaction, dust suppression, excavation and hauling of gravel material for cover in the landfill site (operation, | Mamayila trading enterprise | Ba-Phalaborwa Municipality | 01 October 2022 | 31 September 2025 | Operational budget | There is daily operation which is done according to the requirements of landfill site | There was lack of proper compaction and covering of waste on the landfill site. The | Fair |

| | | | | | | | | | |
|---|--|-------------------------|----------------------------------|-------------------|------------------|----------------|---|---|------|
| | maintenance and management of the landfill site) | | | | | | license, but with a limited/few number of landfill machinery. | <p>smoke was observed during landfill inspection after the site was burnt.</p> <p>Landfill Technical Committee was formed to support operation, maintenance, and management of the landfill site.</p> <p>Weekly meetings are held to address progress on the landfill site.</p> | |
| Valuation roll | Supplementary valuation | DDP Valuers | Ba-Phalaborwa Municipality | 04 January 2019 | 13 December 2022 | R150 000.00 | 100% | Supplementary Valuation roll was approved by Council May 2023 | Good |
| Conveyancing of properties | Transferring of properties Namakgale C | Mahumani conveyancers | Ba-Phalaborwa Municipality | 01 May 2018 | 31 June 2024 | R1 500 000.00 | 60% | None | Good |
| Refurbishment of Namakgale stadium | Renovations and extensions | TP NOKO | Municipal Infrastructure Grant | 01 March 2021 | 17 October 2023 | R44 941 439,69 | 53% | Stoppages of works due to late payments of local labourers and sub-contractors | Poor |
| Upgrading of Benfarm Phase2 | Upgrading from gravel to tar | Risima Project managers | MIG | 14 November 2022 | 22 March 2024 | R30 420 000.00 | 31.6% | Contractor behind schedule | Poor |
| Tambo upgrading of streets | Upgrading from gravel to tar | Tshiamiso trading | MIG & Ba-Phalaborwa Municipality | 09 June 2020 | 31 August 2022 | R50 200 292.59 | 100% | Project completed | Good |
| Installation of stormwater culvert in Mashishimale to Lejori, Makhushane, Humulani and Lulekani | Construction of culvert | RM Mashaba Dinikong | MIG & Ba-Phalaborwa Municipality | 03 October 2022 | 28 June 2024 | R28 000 000.00 | 75% | Three culverts are completed. Lulekani culvert is on evaluation stage | Good |
| Selwane sports complex | Construction of sports facility | Nandzu trading | MIG | 11 September 2021 | 30 June 2023 | R45 518 378.36 | 100% | Project is completed | Good |

ANNUAL PERFORMANCE APPROVAL

| | |
|---|---|
| Approval by the Mayor | <p>The Annual Performance Report is hereby compiled in terms of Municipal Systems Act (MSA), 32 of 2000, section 46(1) and (2), as well as the MFMA Circular 11 on annual reporting. This report covers the performance information from 01 July 2022 to 30 June 2023 and focuses on the implementation of the Service Delivery Budget and Implementation Plan (SDBIP), in relation to the objectives as encapsulated in the Municipality's Integrated Development and Plan (IDP). This Report reflects actual performance of the Municipality as measured against the performance indicators and targets in its Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP) for 2022/2023.</p> |
| Monitoring implementation of the SDBIP | <p>Progress against the objectives set out in the SDBIP will be monitored and reported on a monthly, quarterly, half-yearly and annual basis.</p> |
| Signatures | <p style="text-align: center;">2022/23 Annual Performance Report Compiled by:</p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">  <hr style="border-top: 1px dashed black;"/> <p>Dr KKL Pilusa Municipal Manager</p> </div> <div style="text-align: center;"> <p>31/08/2023</p> <hr style="border-top: 1px dashed black;"/> <p>Date</p> </div> </div> <p style="text-align: center; margin-top: 20px;">2022/23 Annual Performance Report Approved by:</p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">  <hr style="border-top: 1px dashed black;"/> <p>Cllr M.M Malatji Mayor</p> </div> <div style="text-align: center;"> <p>31/08/2023</p> <hr style="border-top: 1px dashed black;"/> <p>Date</p> </div> </div> |

Annexure A

Annexure A

Methodology

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

Technical Definitions

BPM

BPM stands for Ba-Phalaborwa Municipality

HH

Household

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

1 Kilometres of roads upgrade from gravel to tar/paving

This relates 1 km Benfarm street upgrading.

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

SPLUMA Applications

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

% Debt Coverage

This is calculated by $A = B - C/D$

Where - “A” represents debt coverage, “B” represents total operating revenue received, “C” represents operating grants, “D” represents debt service payments (i.e. interest + redemption) due within the financial year

Outstanding Service Debtors to Revenue

This is calculated by $A = B/C$

“A” represents outstanding service debtors to revenue

“B” represents total outstanding service debtors

“C” represents annual revenue actually received for services;

Cost Coverage Ratio

This is calculated by $A = B + C/D$

Where - “A” represents cost coverage

“B” represents all available cash at a particular time, “C” represents investments

“D” represents monthly fixed operating expenditure