

BA-PHALABORWA LOCAL MUNICIPALITY



2024/25 FOURTH QUARTER PERFORMANCE REPORT



Acronyms

AFS

AFS stands for Annual Financial Statements

BPM

BPM stands for Ba-Phalaborwa Municipality

BAC

Bid Adjudication Committee

BEC

Bid Evaluation Committee

HH

Household

1. Introduction

The purpose of this report is to present the fourth quarter performance assessment report on the performance of the municipality against the targets set out in the Service Delivery and Budget Implementation Plan (SDBIP) 2024/25 financial year. The report is prepared as a response to the requirements of Section 52(d) of Local Government: Municipal Finance Management Act (Act 56 of 2003)

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 SDBIP within 28 days after the approval of the 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 SDBIP are made public within 14 days after their approval.

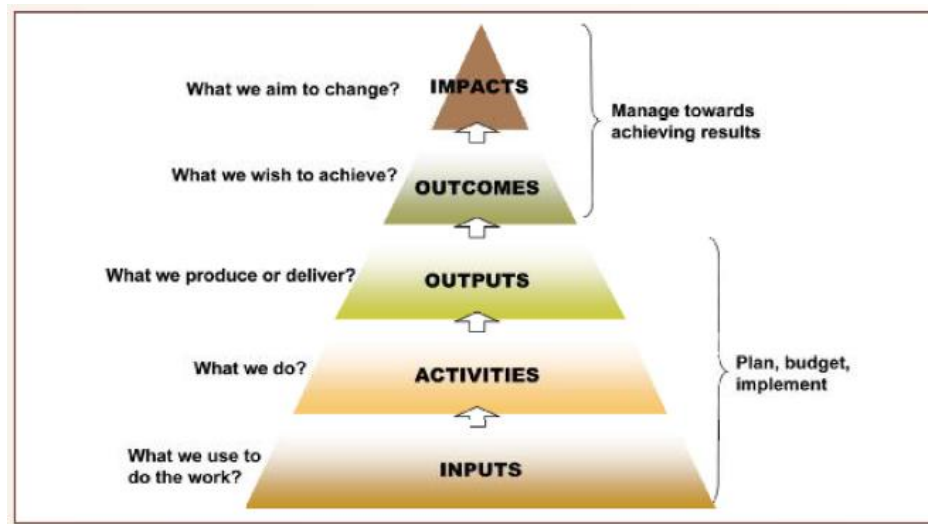
The following National Treasury prescriptions, in terms of MFMA Circular 13, are applicable to the Ba-Phalaborwa Local Municipality:

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.

The methodology followed by Ba-Phalaborwa Local Municipality in the development of the SDBIP is in line with the Logic Model methodology proposed by National Treasury as contained in the Framework for Managing Programme Performance Information



4. Strategic Intent

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 and 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”

5. Municipal fourth quarter performance assessment as per key performance areas

The table below illustrates the performance of each Ker Performance Area of Ba-Phalaborwa Municipality against the National Key Performance Areas (NKPAs). The 2024/2025 Service Delivery and Budget Implementation Plan on which this Performance Report is based, comprises 66 key performance indicators with its concomitant performance targets. As an organisation, Ba-Phalaborwa Local Municipality in the 2024/2025 fourth quarter reporting period had a total of 66 Key Performance Indicators (KPIs), 57 of the performance indicators set were achieved, 9 were not achieved and 1 is not applicable. This accounts for 86% target achievement, translating to a negative variance of 13% and 1% of performance not applicable.

Key Performance Area	Quarter Target	Target Achieved	Target not Achieved	Not applicable	% Achievement
Spatial Rationale	3	3	0	0	100%
Basic Services Delivery	11	8	3	0	73%
Municipal Financial Viability	8	6	2	0	75%
Local Economic Development	4	3	1	0	75%
Municipal Transformation and Institutional Development	7	7	0	0	100%
Good Governance and Public Participation	33	30	3	1	91%
Total	66	57	9	1	86%

6. Fourth Quarter Projections of Revenue for Each Source

6.1 Monthly projections of revenue for each source for 2024/25

Sources of Revenue	2024/25 Monthly Projections of revenue for each source					Evidence Required
	R'000					
	4 th Quarter target (1 April – 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Performance Variance	Challenges	Corrective measures/ Interventions	
Exchange Revenue						
Service charges – electricity	197,916	138,442	(59,474)	Low collection on electricity due to illegal connection and theft.	Continuous investigation and audit electricity meters to reduce theft	Finance report
Service Charges – Refuse	21,914	21,082	(832)	Variance not material	None	Finance report
Sale of Goods and Rendering of Services	3,772	3,213	(559)	Variance not material	None	Finance report
Agency services	6,888	3,080	(3,808)	Income from Agency not captured fully on the financial system. To add agency fee for Mopani	Recons to be finalised at Year end. Moving forward, is to ensure that recons are done on a monthly and to adjust in adjustment periods.	Finance report
Interest earned from Receivables	18,470	9,904	(8,566)	Culture of non-payment of municipal services especially in the townships & Interest reversals in the form of settlement discount.	Debt collector has been sourced to assist with long outstanding debts in township areas. And to reduce the budget in the 2025/26 adjustment budget.	Finance report
Interest earned from Current and Non-Current Assets	5,394	4,550	(1,344)	It was overbudget and the balance for investment is lower.	To monitor the expenditures and have more money to invest	Finance report
Rental of Facilities and Equipment	365	529	164	Target met	None	Finance report
Operational Revenue	8,186	327	(7,859)	Customers opting not to use Municipal facilities (Phalaborwa area has high unemployment rate)	None	Finance report
Non- Exchange Revenue						Finance report
Property Rates	194,706	180,141	(14,566)	Culture of non-payment of municipal services especially in the townships & Interest reversals in the form of settlement discount.	Debt collector has been sourced to assist with long outstanding debts in township areas.	Finance report
Fines, Penalties and Forfeits	1,438	48	(1,390)	Not all transactions for Fines are captured on the financial system	Recons to be finalised at Year end. Moving forward, is to ensure that recons are done on a monthly and to adjust in adjustment periods	Finance report
Licenses and permits	6,445	5,573	(873)	Variance not material	None	Finance report
Transfers recognised - operational	222,873	223,113	116	Target met	None	Finance report
Interest	47,632	2,965	(44,667)	Culture of non-payment of municipal services especially in the townships & Interest reversals in the form of settlement discount.	Debt collector has been sourced to assist with long outstanding debts in township areas.	Finance report
Transfers recognised - capital	35,284	35,105	179	MIG Grant was not fully spent	None	Finance report
Total Revenue by Source	773771,785	628,070	(143,714)			Finance report

6.2 Monthly projections of Expenditure for 2024/25

Sources of Revenue	2024/25 Monthly Projections of expenditure for each source					Evidence Required
	R'000					
	4 th Quarter target (1 April – 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Performance Variance	Challenges	Corrective measures/ Interventions	
Employee Related Costs	211,878	178,285	(33,593)	Low expenditure on employee costs due to other vacant positions	Filling of critical positions that are budgeted for	Finance report
Remuneration of councillors	18,067	17,260	(806)	None	None (Variance not material)	Finance report
Bulk purchases - electricity	153,890	138,092	(15,798)	Low expenditure on bulk electricity purchased	Continuously monitor cost containment measures.	Finance report
Inventory consumed	25,204	26,696	1,492	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report
Debt impairment	105,500	0	(105,500)	The calculations are normally done normally at year end	Journal to be processed at year end	Finance report
Depreciation and amortisation	83,646	81,696	(1,951)	None	Final journal to be processed at year end	Finance report
Interest	20,552	2,071	(18,481)	The calculations are normally done normally at year end	Journal to be processed at year end	Finance report
Contracted services	83,153	60,622	(22,531)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report
Transfers and subsidies	676	214	(461)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report
Operational costs	115,196	106,578	(8,618)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report
Total Expenditure by Source	817,762.00	611,514.00	(206,247.00)			Finance report

7. Detailed institutional performance results for 2024/25 fourth quarter per key performance area

<i>Under-Performance</i>	0 - 99%
<i>Good Performance</i>	100%
<i>Not applicable</i>	

KPA 1: Spatial Rationale

KPA 1: Spatial Rationale													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/24)	Annual Target 30/06/25	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and challenges	Corrective Measures/ Interventions	
1.1 Spatial Planning													
1.1.1	Governance and Administration	Sustain the environment	Number of supplementary valuation roll reviewed by 30/06/2025	Senior Manager Planning & Development	1	1	OPEX	1	1	0	supplementary valuation roll reviewed and approved by council.	None	Supplementary valuation roll and Council resolution
1.1.2	Governance and Administration	Sustain the environment	Number of 2025/29 General Valuation roll developed by 30/06/2025	Senior Manager Planning & Development	0	1	OPEX	1	1	0	2025/29 General Valuation roll was developed and approved by council	None	Council resolution and General Valuation Roll 2025/29
1.1.3	Governance and Administration	Sustain the environment	Turnaround time of complete land use & development applications submitted to Mopani Planning Tribunal by 30/06/2025.	Senior Manager Planning & Development	Within 90 days of receipt	Within 90 days of receipt	OPEX	Within 90 days of receipt	3 applications received and submitted to Mopani Planning Tribunal with 90 days of receipt	0	3 applications received and submitted to Mopani Planning Tribunal with 90 days of receipt	None	Date of receipt of complete application and Proof of Submission register to Mopani Planning Tribunal

KPA 2: Basic Service Delivery

KPA 2: SERVICE DELIVERY													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/24)	Annual Target 30/06/25	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and challenges	Corrective Measures/ Interventions	
2.1 Electricity													
2.1.1	Technical infrastructure	Provision of sustainable integrated infrastructure and service	% on reduction of electricity losses each quarter by 30/06/2025	Senior Manager Technical Services	-2.37%	10%	OPEX	10%	-3.0%	7%	Existing unfunctional meters, bypassed meters and ghost vending	Meter audits Meter replacements	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 30/06/2025	Senior Manager Technical Services	R15 792 642.00	R2 888 000.00	INEP	R2 888 000	R2 887 998.88	R1	R2 887 998.88 was spent on electricity capital funding	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 30/06/2025	Senior Manager Technical Services	3060	3060	OPEX	3060	3559	499	3559 Households with access to electricity in Municipal Licenced area (Phalaborwa Town)	None	Household, Number of HH list on conventional and pre-paid.
2.1.4	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Number of indigent HH receiving free basic electricity by 30/06/2025	Chief Financial Officer	1 008	2716	OPEX	2716	926	-1 790	Customers not collection free tokens. Due to illegal connection	Liaise with Eskom	Indigent Register and Proof of payment to ESKOM
2.2 Roads & Storm Water													
2.2.2	Technical	Provision	Expenditure on	Senior	R25 931	R18 971	MIG	R18 971	R24 267 990.05	+R5 296	None	None	Payment Certificates

KPA 2: SERVICE DELIVERY													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/24)	Annual Target 30/06/25	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and challenges	Corrective Measures/ Interventions	
	infrastructure	n of sustainable integrated infrastructure and service	roads and storm water capital funding spent per quarter by 30/06/2025	Manager Technical Services	468.05	664.41		664.41	was spent in the financial year	325.64 was spent over the target			and Expenditure Reports
2.3 Parks and Cemetery													
2.3.1	Protect Environment and Community Well being	Sustain the Environment	Number of parks maintained per month by 30/06/2025 (Wildevye, Phalaborwa Fourways, Sealane, Buffalo King Fisher, Impala Park, Namakgale Entrance, Defryn, Gravelote Park)	Senior Manager Community Services	9	9	OPEX	9	9	0	9 parks maintained per month	None	Monthly Maintenance plan & Maintenance reports with pictures
2.3.2	Protect Environment and Community Well being	Sustain the Environment	Number of cemeteries maintained per month by 30/06/2025. (Phalaborwa, Lulekani, Namakgale and Gravelote)	Senior Manager Community Services	4	4	OPEX	4	4	0	4 cemeteries maintained	None	Monthly Maintenance plan & Maintenance reports with pictures
2.4 Waste Management													
2.4.1	Protect Environment and Community Well being	Sustain the Environment	Number of Monthly Maintenance of Phalaborwa landfill site by 30/06/2025	Senior Manager Community Services	4	12	OPEX	3	3	0	Landfill site daily compaction and covering of waste	None	Monthly maintenance reports as per Service Level Agreement & Landfill site Maintenance

KPA 2: SERVICE DELIVERY													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/24)	Annual Target 30/06/25	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and challenges	Corrective Measures/ Interventions	
													Checklists
2.4.2	Protect Environment and Community Well being	Sustain the Environment	Number of Urban Households & Businesses with access to basic waste removal services (Phalaborwa town, Gravelote, Namakgale and Lulekani) by 30/06/2025	Senior Manager Community Services	13750	13265	OPEX	13265	13265	0	13265 Urban Households & Businesses with access to basic waste removal services	None	Collection Schedule & Confirmation of waste collection by Ward Councillors
2.4.3	Protect Environment and Community Well being	Sustain the Environment	Number of rural villages with access to basic waste removal services by 30/06/2025 (Mashishimale & Makhushane)	Senior Manager Community Services	1	2	OPEX	2	1	1	Breakdown of Tipper truck	Provision of skip bins and one villages Mashishimale	Collection Schedule & Confirmation of waste collection by Ward Councillors
2.4.4	Protect Environment and Community Well being	Sustain the Environment	Number of indigent Households receiving free basic waste removal service by 30/06/2025	Senior Manager Community Services	309	516	OPEX	516	516	0	None	None	List of Indigent Households receiving free basic waste removal

KPA 3: Municipal Financial Viability and Management

KPA 3: Municipal Financial Viability and Management													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/24)	Annual Target 30/06/25	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April–31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks And Challenges	Corrective Measures/ Interventions	
3.1 Financial Management													
3.1.3	Good governance and administration	Good corporate governance and public participation	Number of approved 2025/26 Final Budget by Council by 31/05/2025 (1 month before the start of the new financial year)	Municipal Manager	1	1	OPEX	1	1	0	2025/26 Final Budget approved by Council	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 30/06/2025	Chief Financial Officer	27	29	OPEX	29	29	0	29 budget related policies reviewed and approved by council.	None	Approved budget related policies and Council resolution 1. Property Rates Policy 2. Tariff Policy 3. Credit Control and Debt Collection By-law 4. Indigent Policy 5. Indigent Subsidy By-law 6. Supply chain management policy 7. Virement policy 8. Budget policy 9. Petty Cash policy 10. Asset Management Policy 11. Bad Debts Write Off 12. Deposit & Refund Policy 13. Cash management and

KPA 3: Municipal Financial Viability and Management													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/24)	Annual Target 30/06/25	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April–31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks And Challenges	Corrective Measures/ Interventions	
													Investment Policy 14. Fleet management Policy 15. Unknown Deposit Policy 16. Electricity Supply By-law 17. Subsistence and travelling Policy 18. Customer care Policy and Service Standards 19. Inventory Management Policy 20. Model SCM Policy for Infrastructure Procurement and Delivery Management 21. Unauthorized, Irregular, Fruitless and Wasteful Expenditure Policy 22. Cost Containment Policy 23. Gifts, Donations and Sponsorship policy 24. Property Rates By-laws 25.Tariff Book 26. Borrowing Policy 27. Funding and

KPA 3: Municipal Financial Viability and Management													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/24)	Annual Target 30/06/25	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April–31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks And Challenges	Corrective Measures/ Interventions	
													Reserve Policy 28. Infrastructure and Investment Policy 29. Long-term Financial Planning Policy
3.1.6	Governance and administration	Improve financial viability	Number of movable asset verifications conducted by 30/06/2025	Chief Financial Officer	4	4	OPEX	1	1	0	Assets verification was conducted	None	Quarterly assets verifications reports
3.1.7	Governance and administration	Improve financial viability	Number of strings uploaded using the LG Portal within 10 working days at the end of each month by 30/06/2025	Chief Financial Officer	12	12	OPEX	12	12	0	None	None	Monthly strings Proof of submission within 10 working days.
3.1.8	Governance and administration	Improve financial viability	% of improvement in revenue collection quarterly (improvement from 65% to 80% by 30/06/2025 budget year)	Chief Financial Officer	76%	80%	OPEX	80%	68%	-12%	Culture of non-payment	Continuous enforcement of Credit Control Establish a Revenue Protection Unit	Quarterly reports on revenue collection
3.1.9	Governance and administration	Improve financial viability	% of Debt collected by 30/06/2025	Chief Financial Officer	22%	22%	OPEX	15%	21%	+6%	None	None	Quarterly reports on debt collection
3.1.10	Good governance and administration	Good corporate governance and public participation	Number of updated indigent register by 30/06/2025	Chief Financial Officer	1	1	OPEX	1	1	0	None	None	Updated indigent register.
3.1.11	Good governance and administration	Improve financial viability	Amount of expenditure spent on MIG by 30/06/2025	Senior Manager Technical Services	R35 156 000.00	R35 283 950 .00	MIG	R35 283 950	R35 105 169.05	-R178 780.95	Under expenditure	Early submission of payment claims by service providers	MIG monitoring report/payment certificates/Grant reconciliation

KPA 4: LOCAL ECONOMIC DEVELOPMENT

KPA 4: Local Economic Development													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/24)	Annual Target 30/06/25	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and Challenges	Corrective Measures/ Interventions	
4.1 Job creation													
4.1.1	Economic	Promotion of local economy	Number of jobs created through capital Projects by 30/06/2025 (Temporary jobs)	Senior Manager Technical Services	70	70	CAPEX	70	105 jobs created through capital projects	+35 variance	105 jobs were created through capital Projects	None	Certified ID copies, payment registers and employment contracts
4.1.3	Economic	Promotion of local economy	Number of LED Forums meetings held by 30/06/2025.	Senior Manager Planning and Development	4	4	OPEX	1	1	0	LED forum meeting was held on 06 June 2025	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 30/06/2025	Chief Financial Officer	381	200	OPEX & CAPITAL	200	433	+233	433 SMMEs were supported through the municipal Supply Chain Management processes	None	System generated Expenditure report with SMMEs supported.
4.2.2	Economic	Promotion of local economy	Number of activities promoting and marketing Ba-phalaborwa Municipality as a tourist destination by 30/06/2025	Senior Manager Planning and Development	4	4 (Tourism month activities, Marula Activities, Rand Show, and Africa's Travel Indaba)	OPEX	1 Marula Activities 1 Rand Show 1 Africa's Travel Indaba	4	+1	Tourism month, Marula festivities, Rand Show, Africa Travel Indaba (x4) World Travel Market, Zimbabwe International Trade Fair (X2)	None	Invitations, Attendance register, reports

KPA 5: Municipal Transformation and Institutional Development

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 (30/06/24)	Annual Target 30/06/25	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and Challenges	Corrective Measures/ Interventions	
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 30/06/2025	Senior Manager Corporate Services	1	1	OPEX	1	1	0	1x Organizational Structure was approved on the 09 th of May 2024.	None	Council Resolution and Reviewed organizational structure with dates.
5.1.2	Good governance and administration	Good corporate governance and public participation	Number of HR Policies Reviewed by 30/06/2025	Senior Manager Corporate Services	7	6	OPEX	6	8	+2	8x Policies were reviewed and approved by Council on the 26 th of June 2025 as per Council Resolution 623/25, 1.Acting on Higher Position Policy. 2.Code of Conduct. 3.Experiential Learning Policy 4.Funeral Policy 5.Individual Performance Management System Policy 6.Framework Leave Policy Review 7.Overtime Policy Review 2025/2026	None	Council Resolutions on Reviewed policies and copies of Reviewed Policies. 1. Funeral Policy 2. Shift Work Policy 3. Individual Performance Management Policy 4. Overtime Policy 5. Smoking Policy 6. OHS Policy 7. Protective Equipment Policy COIDA Policy

KPA 5: Municipal Transformation and Institutional Development													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/24)	Annual Target 30/06/25	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and Challenges	Corrective Measures/ Interventions	
											8.Staff Provisioning Policy 2025/2026		
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 30/06/2025	Senior Manager Corporate Services	18	20	OPEX	5	54	+34	54 X Positions were appointed as follows: 54 X Positions were appointed as follows: July: (2) Traffic Inspectors were appointed (30) General Workers were appointed. August (01) MFMP intern was appointed. September: (06) officials were appointed. 1.Manager Admin and Council Support 2. Chief Accountant Credit Control and Indigent Management. 3.Chief Accountant Financial Planning 4. Chief Accountant Financial Control and Expenditure 5.Senior Accounting Clerk Bid Admin 6.Storeman. October: Four (04) Officials	None	Recruitment plan on critical positions and Appointment letters

KPA 5: Municipal Transformation and Institutional Development													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/24)	Annual Target 30/06/25	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and Challenges	Corrective Measures/ Interventions	
											<div>were appointed</div> <div>1.Accounting Clerk Store Management</div> <div>2.Manager Strategic Support</div> <div>3.Head of Centre Disaster Management</div> <div>4.Senior Accountant Payroll</div> <div>November:</div> <div>Chief Accountant Asset Management was appointed</div> <div>December:</div> <div>1.Manager Traffic and Licensing was appointed.</div> <div>January:</div> <div>(2) Municipal Law Enforcement Officers were appointed.</div> <div>March:</div> <div>(05) Officials were appointed</div> <div>1.Manager Electrical Services</div> <div>2. Manager Civil Engineering</div> <div>3.Accounting Clerk Bar Coding</div> <div>4.Accountant Property Rates</div> <div>5.Accountant Credit Control.</div>		

KPA 5: Municipal Transformation and Institutional Development													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/24)	Annual Target 30/06/25	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and Challenges	Corrective Measures/ Interventions	
											April: 1 X Municipal Law Enforcement Officer was appointed. May: 1 X Municipal Law Enforcement Officer was appointed.		
5.2 Employment Equity													
5.2.1	Good governance and administration	Good corporate governance and public participation	Number of EEP Post filled on Level 0,2,3 by 30/06/2025	Senior Manager Corporate Services	2	3	OPEX	3	6	+3	The following Managerial positions were appointed: 1.Manager Admin and Council Support. 2. Manager Strategic Support 3.Head of Centre Disaster Management 4.Manager Traffic and Licensing 5.Manager Electrical Services 6.Manager Civil Engineering	None	Implementation report on the Equity Plan & appointment letters
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 30/04/2025	Senior Manager Corporate Services	1	1	OPEX	1	1	0	1 x 2025/2026 WSP was Submitted to LGSETA on 30/04/2025.	None	WSP & proof of submission to LG SETA

KPA 5: Municipal Transformation and Institutional Development													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/24)	Annual Target 30/06/25	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and Challenges	Corrective Measures/ Interventions	
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 30/06/2025 (1% legislation)	Senior Manager Corporate Services	R1 255 545.09	R1 827 323	OPEX	R456 830.75	R2,003,155.31	+R175,823.31	A total of twenty-eight (28) Councillors and one hundred (107) officials were trained in the 2024/2025 financial year.	None	Expenditure reports; implementation reports
5.5 OHS													
5.5.1	Good governance and administration	Good corporate governance and public participation	Number of scheduled Institutional OHS meetings held by 30/06/2025	Senior Manager Corporate Services	4	4	OPEX	1	1	0	Institutional OHS Meetings was held on 08/04/2025	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	Baseline (30/06/2024)	Annual Target (30/06/25)	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and Challenges	Corrective Measures/ Interventions	
6.1 Council and Executive Management													
6.1.1	Good governance and administration	Good corporate governance and public participation	Number of scheduled Council meetings held by 30/06/2025	Senior Manager Corporate Services	12	11	OPEX	3	5	+2	5X Meetings were held as follows: 24 April 2025 (O) 12 May 2025 (SP) 29 May 2025 (SP) 18 June 2025 (SP) 26 June 2025	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 30/06/2025	Senior Manager Corporate Services	14	11	OPEX	3	6	+3	6X Meetings were held as follows: 23 April 2025 (O) 12 May 2025 (SP) 28 May 2025 (SP) 29 June 2025 (SP) 18 June 2025 (SP) 25 June 2025	None	Minutes of EXCO meetings, attendance registers
6.1.3	Good governance and administration	Good corporate governance and public participation	Number of scheduled MPAC meetings held as per legislation by 30/06/2025	Municipal Manager	8	4	OPEX	1	4	+3	MPAC meetings were held as follows: 18-20 June 2025 23 June 2025 25 June 2025	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 Recommendation approved by Council implemented by 30/06/2025	Municipal Manager	100%	100%	OPEX	100%	100%	0%	100% MPAC Quarterly Recommendations approved by Council implementations	None	Council Resolutions on MPAC Recommendations and Progress Report on the implementation

KPA 6: Good Governance and Public Participation													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/2024)	Annual Target (30/06/25)	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and Challenges	Corrective Measures/ Interventions	
													n of the Council Resolutions
6.1.5	Good governance and administration	Good corporate governance and public participation	Number of scheduled senior management meetings held by 30/06/2025	Municipal Manager	16	11	OPEX	2	4	+2	4X Senior management meetings were held as follows: 08 May 2025 13 May 2025 10 June 2025 19 June 2025	None	Minutes of Senior Management meetings, attendance registers
6.1.6	Good governance and administration	Good corporate governance and public participation	Number of scheduled Portfolio Committee meetings held by 30/06/2025	Municipal Manager	51	55	OPEX	55	67	+12	KPI Conducted: X21 Corporate Services: 20/06/2025 18/06/2025 27/05/2025 20/05/2025 06/05/2025 15/04/2025 22/04/2025 24/03/2025 13/03/2025 21/01/2024 16/07/2024 13/08/2024 04/09/2024 06/09/2024 18/09/2024 29/09/2024 04/10/2024 15/10/2024 21/10/2024 04/11/2024 12/11/2024 X12 Community & Social Services 20/05/2025 15/04/2025 17/06/2025	None	Minutes of Portfolios meetings, attendance registers

KPA 6: Good Governance and Public Participation													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/2024)	Annual Target (30/06/25)	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and Challenges	Corrective Measures/ Interventions	
											17/03/2025 18/02/2025 21/01/2025 16/07/2025 13/08/2024 17/09/2024 15/10/2024 12/11/2024 17/12/2024 X13 Planning & Development 16/04/2025 21/05/2025 17/06/2025 18/02/2025 22/01/2025 18/12/2025 13/03/2025 17/12/2024 12/11/2024 14/10/2024 16/07/2024 13/08/2024 19/10/2024 X10 Technical Services: 18/06/2025 13/06/2025 15/05/2025 10/04/2025 19/03/2025 14/02/2025 21/01/2025 16/07/2024 13/08/2024 17/09/2024 X11 Budget & Treasury: 17/06/2025 20/05/2024		

KPA 6: Good Governance and Public Participation													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/2024)	Annual Target (30/06/25)	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and Challenges	Corrective Measures/ Interventions	
											15/04/2025 19/03/2025 18/02/2025 21/01/2025 18/07/2024 13/08/2024 17/09/2024 15/10/2024 14/11/2024		
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 30/06/2025.	Municipal Manager	3	4	OPEX	1	1	0	1 IDP REP Forum meeting was held during fourth quarter	None	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 30/06/2025	Municipal Manager	3	4	OPEX	1	1	0	IDP Steering Committee meeting was held during fourth quarter	None	Attendance registers, agendas, invitations
6.2.3	Good governance and administration	Good corporate governance and public participation	Number of scheduled and convened ward Committee meetings per ward by 30/06/2025. (Functionality of ward committees)	Municipal Manager	228	209	OPEX	57	57	0	Ward committee meetings were held as per schedule	None	Minutes, attendance register, and Consolidated Ward Committee Report
6.2.4	Good governance and administration	Good corporate governance and public participation	Number of quarterly Mayoral Imbizos and public participation by 30/06/ 2025	Municipal Manager	4	4	OPEX	1	1	0	Public participation meetings were held in the month of April.	None	Public notices, attendance register and Community Inputs report.
6.2.5	Good governance and administration	Good corporate governance and public	% of complains resolved by 30/06/2025	Senior Manager Technical Services	74%	100%	OPEX	100%	69.24%	30.26%	Shortage of vehicle and material	- Strengthen supervision on work done - Ensure	Complains Register.

KPA 6: Good Governance and Public Participation													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/2024)	Annual Target (30/06/25)	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and Challenges	Corrective Measures/ Interventions	
	on	participation										availability of vehicle and material needed	
6.3 Corporate Governance													
6.3.1	Good governance and administration	Good corporate governance and public participation	Number of Audit Committee meetings held by 30/06/2025	Municipal Manager	12	7	OPEX	7	13	+6	6 Special meetings were held: 1 meeting in-committee with AGSA, 1 meeting for Audit strategy discussion, 1 Audit report discussion with AGSA, 1 meeting for Mid-Year Report, 1 meeting for AGSA Report approval and 1 for Internal Audit Policies approval.	None	Copies of approved minutes, attendance registers
6.3.2	Good governance and administration	Good corporate governance and public participation	Number of Reviewed and approved 2024/25 Audit Committee Charter by 30/06/2025	Municipal Manager	1	1	OPEX	1	1	0	AC Charter approved by Council on the 26 th June 2025	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 30/06/2025	Municipal Manager	30	24	OPEX	24	38	+14	3 Technical Audit Steering Committee held. 23 Management Audit Steering Committee held. 12 EXCO Audit Steering Committee held.	None	Approved minutes and attendance registers. (Exco and Management)
6.3.4	Good governance and administration	Good corporate governance and public participation	Number of 2024/25 Risk-based Audit Plan reviewed and approved by 30/06/2025	Municipal Manager	1	1	OPEX	1	1	0	Risk-Based Audit Plan approved by Council on the 26 th of June 2025	None	Approved Risk-based audit plan and AC Resolution
6.3.5	Good	Good	%	Chief	100%	100%	OPEX	100%	170%	+70%	The following	None	Audit

KPA 6: Good Governance and Public Participation													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/2024)	Annual Target (30/06/25)	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and Challenges	Corrective Measures/ Interventions	
	governance and administration	corporate governance and public participation	Implementation of IA Plan by 30/06/2025	Executive Audit							Engagements were conducted beyond the Annual Audit Plan due to risk changes: FMCMM Action Plan Review -Interim Financial --- Statements Review -Head Count review -UIFWE Review for MPAC probing.		Committee Report with progress on Internal Audit Plan & Council Resolution
6.3.6	Good governance and administration	Good corporate governance and public participation	% Implementation of Internal Audit Action Plan by 30/06/2025	Municipal Manager	93%	90%	OPEX	90%	46%	-44%	Not all findings were addressed by year-end.	Management is currently addressing all the audit findings per Department. Accounting Officer has established weekly meetings to monitor the implementation of the findings.	Internal Audit Institutional 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 30/06/2025	Chief Executive Audit	6	4	OPEX	4	9	+5	Additional AC reports were presented to Council for the following: Audit Strategy approval. Audit report for AGSA. Mid-Year and Annual Report approval. Budget Adjustment. Approval of Internal Audit Policies.	None. The Audit Committee does the responsibilities of both the Audit committee and the Performance Audit Committee.	Audit Committee Reports and Council Resolution
6.3.8	Good governance and administration	Good corporate governance and public participation	% implementation of Audit Committee Resolutions	Municipal Manager	98%	100%	OPEX	100%	100%	0%	None	None	Audited Audit Committee Institutional Resolution Register

KPA 6: Good Governance and Public Participation													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/2024)	Annual Target (30/06/25)	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and Challenges	Corrective Measures/ Interventions	
6.3.12	Good governance and administration	Good corporate governance and public participation	% of implementation AG Action Plan by 30/06/2025	Municipal Manager	60%	80%	OPEX	80%	58%	-22%	The 2023/2024 Audit action Plan is at 30% implementation and the 2022/2023 is at 80% implementation. Overall is 58%.	Accounting Officer monitors the progress weekly to improve the progress.	Audited AG Action Plan
6.3.13	Good governance and administration	Good corporate governance and public participation	Number of Local Labour Forum meetings convened by 30/06/2025	Senior Manager Corporate Services	11	11	OPEX	3	8	+5	8X Meetings were held as follows: 22 April 2025(O) 30 April 2025(S) 05 May 2025(S) 07 May 2025 13 May 2025(S) 27 May 2025(S) 12 June 2025(S) 13 June 2025(S)	None	LLF minutes, invitations, 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 30/06/2025	Municipal Manager	1	1	OPEX	1	1	0	Fraud and anti-corruption strategy was reviewed and approved on 29 May 2025	None	Approved fraud and Anti-Corruption strategy and Council resolution
6.4.2	Good governance and administration	Good corporate governance and public participation	Number of Reviewed Institutional Strategic Risk Register approved by 30/06/2025	Municipal Manager	1	1	OPEX	1	1	0	Institutional Strategic Risk Register was reviewed and approved on the 29 May 2025	None	Approved Institutional Strategic Risk register and council resolution
6.4.3	Good governance and administration	Good corporate governance and public participation	Number of Institutional Risk Management Committee meetings held by 30/06/2025	Municipal Manager	5	4	OPEX	1	2	+1	Risk Management Committee meetings were held as follows: 29 April 2025 14 May 2025	None	Minutes of the Risk Committee meeting and attendance register
6.4.4	Good governance and administration	Good corporate governance and public	Number of reports on the % of fraud and corruption cases	Municipal Manager	N/A	100%	OPEX	100%	None	None	No cases were reported for investigation.	None	Case register and Investigation reports

KPA 6: Good Governance and Public Participation													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/2024)	Annual Target (30/06/25)	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and Challenges	Corrective Measures/ Interventions	
	on	participation	reported and investigated within 30 working days by 30/06/2025										
6.5 HIV/AIDS													
6.5.1	Good governance and administration	Provision of sustainable integrated infrastructure and services	Number of outreach programmes conducted within Ba-Phalaborwa Municipality by 30/06/2025	Municipal Manager	3	3	OPEX	1 Candle Light Memorial service	8	+5	Overachieved due to programme demand and the End Gender Based Violence & Femicide 100-Day Challenge	None	Outreach programmes report Attendance registers Invitations Agenda
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 30/06/2025	Municipal Manager	4	4	OPEX	1	1	0	Security Management reports for Safeguarding of Council Assets was reported to council.	None	Security Management Reports & Council Resolution
6.7 Disaster Management													
6.7.1	Governance and Administration	Good corporate governance and public participation	Number of disaster awareness campaigns conducted by 30/06/2025	Municipal Manager	6	4	OPEX	1	4	+3	4X disaster awareness campaigns were held as follows: 15 April 2025 29 April 2025 15 May 2025 27 May 2025	None	Invitations, Attendance registers and disaster awareness conducted reports
6.8 Performance Management System													
6.8.5	Good governance and administration	Good corporate governance and public participation	Number of Draft 2025/26 SDBIP submitted to the Mayor 14 days after the adoption of the IDP and Budget)	Municipal Manager	1	1	OPEX	1	1	0	Draft 2025/26 SDBIP was submitted to the Mayor 14 days after the approval of the IDP and SDBIP	None	2025/26 Draft SDBIP submitted to the Mayor and proof of submission to the Mayor.
6.8.6	Good	Good	Number of	Municipal	1	1	OPEX	1	1	0	Final 2025/26	None	2025/26

KPA 6: Good Governance and Public Participation													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/2024)	Annual Target (30/06/25)	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and Challenges	Corrective Measures/ Interventions	
	governance and administration	corporate governance and public participation	approved Final 2025/26 SDBIP (28 days after the adoption of the IDP and Budget) approved by mayor	Manager							SDBIP was approved by the Mayor 28 days after the approval of final IDP and Budget		Final SDBIP approved by the Mayor (Signed and Dated)
6.9 Integrated Development planning													
6.9.3	Governance and Administration	Good corporate governance and public participation	Number of 2025/26 Final IDP approved by Council 31/05/2025	Municipal Manager	1	1	OPEX	1	1	0	2025/26 Final IDP approved by Council on 29 May 2025	None	Approve 2025/26 Final IDP and Council resolution
6.10 Communication													
6.10.1	Governance and Administration	Advance good corporate governance	Number of Communication Strategy reviewed and approved by Council by 30/06/2025	Municipal Manager	1	1	OPEX	1	1	0	Communication Strategy reviewed and approved On 29 May 2025	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 in accordance with legislation checklist by 30/06/2025	Municipal Manager	100%	100%	OPEX	100%	100%	0%	information was submitted for publishing on the website in accordance with legislation checklist	None	Legislation Checklist, Proof of submission to IT

KPA 6: Good Governance and Public Participation													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/2024)	Annual Target (30/06/25)	Budget	2024/25 Quarterly Projections					Evidence Required
								4 th Quarter Target (1 April– 31 June 25)	4 th Quarter Actual Performance	4 th Quarter Actual Performance variance	Remarks and Challenges	Corrective Measures/ Interventions	
6.10.3	Governance and Administration	Advance good corporate governance	Number of Local Communicators Forum held by 30/06/2025	Communication manager	4	4	OPEX	1	1	0	LLF Meeting was held on 11 June 2025	None	Invitations, Minutes, and attendance registers

Capital Projects per Responsible Manager

Responsible Manager	Project Name	Total Capital Budget (R'000)	Adjustment budget	Planned Start Date	Planned Completion Date	Ward No.	Four Quarter Actual Performance (01 Apr 2025 – 30 Jun 2025)	Remarks	Challenges	Corrective Measures/ Interventions	Evidence required
Internally funded											
Senior Manager Technical	Upgrade of road from gravel to Tar: Tambo Phase 2	R6 720 000.00	R6 720 000.00	01/07/24	30/06/25		R6 719 462.65	None	None	None	Completion certificate
Waste Management											
Senior Manager Planning and Development	Establishment Cemetery at Gravelotte	R1 000 000.00	R1 000 000.00	01/07/24	30/06/25	18	Project completed	None	None	None	Advert and appointment. Specialised studies report Receipt of application and Proof of submission to Tribunal Expenditure report
Senior Manager Community Services	Development of Phalaborwa new landfill site Phase1	R5 000 000.00	R5 000 000.00	01/07/24	30/06/25	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16	Waiting for Advert	None	None	None	Advertisement, Appointment letters, Progress Reports, Completion certificate, Expenditure report
Senior Manager Community Services	Procure a trailer for refuse collection enhancement	R200 000.00	R200 000.00	01/07/24	30/06/25	All	The project is completed	None	None	None	Request for purchase, appointment letter, Payment certificate, Expenditure report and delivery note
Senior Manager Community Services	Procure LDV bakkie for environmental law enforcement	R600 000.00	R600 000.00	01/07/24	30/06/25	All	Waiting for procurement	None	None	None	Request for purchase, appointment letter, Payment certificate, Expenditure report and delivery note
Office Furniture and Equipment											
Senior Manager Corporate	Purchase of office Furniture & Equipment	R 1 700 000. 00	R 1 700 000. 00	01/07/24	30/06/25		Equipment purchased	None	None	None	Request for purchase and Payment certificate, Expenditure report

Responsible Manager	Project Name	Total Capital Budget (R'000)	Adjustment budget	Planned Start Date	Planned Completion Date	Ward No.	Four Quarter Actual Performance (01 Apr 2025 – 30 Jun 2025)	Remarks	Challenges	Corrective Measures/ Interventions	Evidence required
Integrated National Electrification Projects (INEP)											
Senior Manager Technical	Electrification of new villages within Ba-Phalaborwa Municipality as per DMRE's approval.	R 4 814 000.00	R 2 888 000.00	01/07/24	30/06/25	All	R 2 887 998.88	Construction completed	None	None	Progress Reports, Completion certificate (only in 4 th Quarter), Expenditure report
Municipal Infrastructure Grant (MIG)											
Senior Manager Technical	Upgrading of Benfarm phase 2	R 4 037 446.27	R 1 543 571.00	01/07/24	30/08/24	3	R 1 656 947.62	Project is completed	None	None	Completion certificate, Expenditure report
Senior Manager Technical	Refurbishment of Namakgale stadium	R 10 837 178.65	R 10 837 179.00	01/07/24	30/06/25	4&5	R 10 837 179.00	Project is under construction	None	None	Progress Reports, completion certificate (at 4 th quarter), Expenditure report
Senior Manager Technical	Installation of stormwater culverts at Mashishimale to Lejori, Makhushane, Humulani and Lulekani	R 500 000.00	R 400 280.00	01/07/24	30/07/24	2,10,16,16	R 400 279.93	Project is completed	None	None	Completion certificate, Expenditure report
Senior Manager Technical	Selwane sports complex	R 937 660.67	R 0	01/07/24	30/07/24	17&18	R 0.00	Project is completed	None	None	Completion certificate, Expenditure report
Senior Manager Technical	Upgrading of Honeyville to Dinoko Sebera from gravel to paving	R 6 687 241	R 8 884 601.00	01/07/24	30/06/27	2,9	R 9 651 124.74	Project is under construction at 26.24% physical progress	None	None	Appointment letters, detailed design report, Progress Reports, Expenditure report
Senior Manager Technical	Upgrading of gravel to paving from Aubrey carwash via	R 5 384 423.41	R 7 302 548.00	01/07/24	30/06/26	2	R 6 536 008.74	Project is under construction at 31.61%	None	None	Appointment letters, detailed design report, Progress Reports, Expenditure report

Responsible Manager	Project Name	Total Capital Budget (R'000)	Adjustment budget	Planned Start Date	Planned Completion Date	Ward No.	Four Quarter Actual Performance (01 Apr 2025 – 30 Jun 2025)	Remarks	Challenges	Corrective Measures/ Interventions	Evidence required
	cemetery to Kanana							physical progress			BEC and BAC minutes
Senior Manager Technical	Installation of stormwater culvert at Tension Pilusa graveyard	R 6 900 000.00	R6 315 771.00	01/07/24	30/06/25	8	R6 023 629.02	Project has reached practical completion	None	None	Appointment letters, detail design report, Progress Reports, expenditure report, completion certificate (only at 4 th quarter) BEC and BAC minutes

9. Assessment of 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	POE Required
									Poor, Fair, Good, Very good & Above expectations Mid -Year	
CORPORATE SERVICES										
Financial Management Systems	Acquisition Enterprise Resource System for 3 years	CCG	Own Funding	01 September 2024	31 August 2027	R15 287 579.2	1 405 982.72	None	Good	Signed Service Level Agreement Singed Inception report with milestones and evidence
Rental Installation and maintenance	Provision of Telephone System	Mabapa	Ba-Phalaborwa Municipality	01 October 2024	30 September 2027	R2 371 875.00	R1 528 071.00	None	Good	Signed SLA

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	POE Required
									Poor, Fair, Good, Very good & Above expectations Mid -Year	
of VoIP for 3 years										
Rental of Multifunction Printer	Supply , maintenance and support of Multi-function	DIDO September	Ba-Phalaborwa Municipality	01 August 2022	30 July 2025	R1 245 735.69	R391 298.04	None	Good	Signed Service Level Agreement .
Provision of 140 Laptops	Supply, maintenace of Tools of trade to Cllrs	Ngilazi	Ba-Phalaborwa Municipality	August 2024	30 March 2027	R5 865 011.04.00	R977 501.82	None	Very good	Signed Service Level Agreement . Singed Inception report with milestones
Provision Of Data and Voice	Supply of Data and voice to LLRs and Officials	Vodacom and MTN	Ba-Phalaborwa Municipality			2 100 000.00	R1 776 000.00	None	Good	Singed Inception report with milestones
TECHNICAL SERVICES										
Installation of stormwater culvert at Tension Pilusa	<ul style="list-style-type: none"> • Site establishment • Clearing and grubbing • Demolishing existing culverts • Installation of pre cast culverts • Construction of layer works • Installations of road signs 	Vinlee Pty Ltd	MIG	17/12/2024	13/04/2025	R4 741 570.53	Project has reached practical completion	None	Good	Signed Service Level Agreement . Singed Inception report with milestones and evidence
Refurbishment of Namakgale	<ul style="list-style-type: none"> • Site establishment • Soccer field 	Laelo JV Mokhomole	MIG	25/04/2025	25/04/2026	R18 776 889.54	Contractor is onsite	Frequent disruptions by owed sub-contractors.	Good	Signed Service

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	POE Required
									Poor, Fair, Good, Very good & Above expectations Mid -Year	
stadium	<ul style="list-style-type: none"> • Athletic track contraction • Paving access road • Change rooms • Gate house • Sewer, portable water • Electrical and mechanical • Refurbishment of combo courts 	construction						Intervention		Level Agreement . Singed Inception report with milestones and evidence
Upgrading of Honiville to Dinoko Sebera from gravel to block paving	<ul style="list-style-type: none"> • Site establishment • Accommodation of traffic • Box cutting • Layer works • Paving • Kerbing • Road signs • Drains • Road marking 	Nghilazi contractors	MIG	20/12/2024	20/12/2025	R32 451 640.74	Contractor is onsite	None	Fair	Signed Service Level Agreement . Singed Inception report with milestones and evidence
Upgrading of Aubrey carwash via cemetery to Kanana from gravel to block paving	<ul style="list-style-type: none"> • Site establishment • Accommodation of traffic • Box cutting • Layer works • Paving • Kerbing • Road signs • Drains • Road marking 	Within Africa Construction	MIG	20/12/2024	20/12/2025	R22 084 936.95	Contractor is onsite	None	Fair	Signed Service Level Agreement . Singed Inception report with milestones and evidence
Upgrading of Benfarm street	<ul style="list-style-type: none"> • Site establishment • Accommodation of 	Risima project managers	MIG	14/11/2022	30/05/2024	R25 749 583.82	Project is completed	None	Fair	Signed Service

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	POE Required
									Poor, Fair, Good, Very good & Above expectations Mid -Year	
from gravel to paved phase 2	<ul style="list-style-type: none"> • traffic • Box cutting • Layer works • Paving asphalt • Kerbing • Road signs • Drains • Road marking 	and contractors								Level Agreement . Singed Inception report with milestones and evidence
PLANNING AND DEVELOPMENT										
Supplementary	Conduct supplementary Valuation Roll	DDP Valuers	Ba-Phalaborwa Municipality	December	June 2025	150 000	Ongoing		Above expectation	Signed Service Level Agreement . Singed Inception report with milestones and evidence.
General Valuation roll 2025 - 2030	Conduct a new general Valuation Roll	LUTENDO	Ba-Phalaborwa Municipality	February	June 2025	3 000 000	Final General Valuation Roll ready for implamatiation		Good	Signed Service Level Agreement . Singed Inception report with milestones and evidence

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	POE Required
									Poor, Fair, Good, Very good & Above expectations Mid -Year	
GIS Link With Financial System	Migration Tpams, IDP Dashboard and Billing Viewer	ESRI	Ba-Phalaborwa Municipality	May 2024	June 2025	1 196 000	Training of personnel		Good	Signed Service Level Agreement · Singed Inception report with milestones and evidence
Housing Sector Plan	Develop Ba-Phalaborwa Housing Sector Plan	ELMON	Ba-Phalaborwa Municipality	May 2024	June 2025	600 000	Completed	600 000	Good	Signed Service Level Agreement · Singed Inception report with milestones and evidence
BUDGET AND TREASURY										
AFS Preparation	AFS preparation and Fixed asset register compilation	SEMPRO CONSULTING	Own funding	01 July 2024	30 June 2027	R9 997 000.00 Current budget R3 300 000.00	Submitted all the AFS before the prescribed cut-off date. Spent R 3 175 000.00	None	Good	Signed Service Level Agreement · Singed Inception report with milestones and evidence
VAT REVIEW AND RECOVERY	VAT Review and Recovery	SEMPRO CONSULTING	Own funding	20 April 2022	20 April 2025	8.5% of the collected amount	The service provider is submitting VAT	None	Good	Signed Service Level

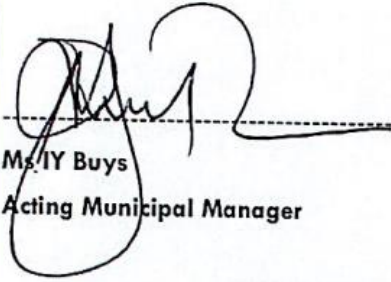
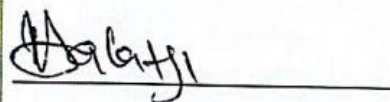
Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	Progress to date	Challenges and intervention	Assessment of service provider	POE Required
									Poor, Fair, Good, Very good & Above expectations Mid -Year	
						Current Budget R1 700 00.00	201s on time and they have managed to collect an amount of R57 713 848.64 from the beginning of the contract. Paid for the year R 1 731 179.77			Agreement . Signed Inception report with milestones and evidence
Debt Collection	Provision of debt collection services for Ba-Phalaborwa Municipality for a period of three (3) years	Noko Maimela	Own funding	June 2022	June 2025	8.5 % of the collected amount. Current budget R 1500 000.00	The performance is not good. Spent R 688 157.95	1.Low collection on consumer debtors, they have requested the municipality to assist them with the restriction/disconnection of water and the municipality was unable to assist due to capacity on the technical aspect. 2.They should have Site offices in the remote areas that they were given to collect, to be able to interact with the customers. 3. Untraceable accounts, name changes	Poor	Signed Service Level Agreement . Signed Inception report with milestones and evidence

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	POE Required
									Poor, Fair, Good, Very good & Above expectations Mid -Year	
								on accounts, deceased accounts and dispute accounts.		
Prepaid Electricity Vending	Selling Prepaid Electricity Tokens	CIGICELL	Own funding	March 2023	February 2026	% excluding VAT of the amount collected. Current budget R1 200 000.00	Still performing well Spent R 1 471 531.66	No issues	Very Good	Signed Service Level Agreement . Singed Inception report with milestones and evidence
Meter reading	Reading Water & Electricity Meters	SEMS	Own funding	November 2022	October 2024	R600 000.00 for electricity readings	Still progressing well Spent R 259 949.83 for electricity.	Service Provider stopped taking readings due to non - payments. Budget issues to be resolved	Good	Signed Service Level Agreement . Singed Inception report with milestones and evidence
MUNICIPAL MANAGER OFFICE										
Security Services	Provision of Security Services and access control	A-Team Task Force	Ba-Phalaborwa Municipality	01/03/2025	29/02/2028	R54 208 746. 00	The company is on site rendering services.	None	Very Good	SLA, Monthly Security Reports and Performance Assessments

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	POE Required
									Poor, Fair, Good, Very good & Above expectations Mid -Year	
Co-Source of Internal Audit services	Co-source of Internal Audit services – Implementation of IA Plan	Thabi consulting	Internal Funding	16 February 2024	16 February 2027	R2 872 049.60	<p>The following engagements were planned for Co-sourcing with the service provider:</p> <p>AFS Review IT Follow-up Review IT Governance Review IT security Review. Infrastructure Maintenance Fraud & Corruption Review. Review of Interim Financial Statements Electricity Distribution Loss Review.</p> <p>All projects were conducted according to plan and the budget and reported on time. Skills transfer was implemented on planned</p>	None	Very Good	SLA, Engagement Allocation to Service Provider, Confirmation of completion of the Engagements and Skills Transfer Report

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	POE Required
									Poor, Fair, Good, Very good & Above expectations Mid -Year	
							<p>projects.</p> <p>All engagements were concluded on time and all requirements were met.</p>			

FOURTH QUARTER APPROVAL

Purpose	<p>The purpose of this report is to present the fourth quarter performance assessment report on the performance of the municipality against the targets set out in the Service Delivery and Budget Implementation Plan (SDBIP) 2024/25 financial year. The report is prepared as a response to the requirements of Section 52(d) of Local Government: Municipal Finance Management Act (Act 56 of 2003)</p>
Monitoring implementation of the SDBIP	<p>Progress against the objectives set out in the Top Layer SDBIP will be monitored and reported on a monthly, quarterly, and annual basis.</p>
Signatures	<p style="text-align: right;">2024/25 fourth Quarter Compiled by:</p> <div style="display: flex; justify-content: space-between; align-items: flex-end; margin-top: 20px;"> <div style="text-align: center;">  Ms. TY Buys Acting Municipal Manager </div> <div style="text-align: center;"> <u>30/07/2025</u> Date </div> </div> <p style="text-align: right; margin-top: 20px;">2024-25 fourth Quarter Approved by</p> <div style="display: flex; justify-content: space-between; align-items: flex-end; margin-top: 20px;"> <div style="text-align: center;">  Cllr MM Malatji Mayor </div> <div style="text-align: center;"> <u>30/07/2025</u> Date </div> </div>

Annexure A

Methodology

The difference in the figures denoted under 5 Revenue and Expenditure Projections by sources are due to the rounding of figures from the budget to the nearest thousands.

Technical Definitions

AFS

AFS stands for Annual Financial Statements

BPM

BPM stands for Ba-Phalaborwa Municipality

BAC

Bid Adjudication Committee

BEC

Bid Evaluation Committee

HH

Household

Baseline

The performance of the previous year

Urban Areas

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

Reduction in water losses

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

Reduction in electricity losses

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

Kilometres of roads upgrade from gravel to tar/paving

This relates 3.8km of Benfarm Upgrading of street)

Rehabilitation

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

Site Establishment/ Set-up Construction Site

Arrangement of offices, bringing the machinery and equipment onsite.

Tourism Initiatives Activities

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

Tourism Indaba – Procurement of promotional materials

SPLUMA – Spatial Planning Land Use Management Act 2013**No. SPLUMA Applications**

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

SMME- Small Medium and Micro Enterprise

Number of businesses supported.