

BA-PHALABORWA LOCAL MUNICIPALITY



FIRST QUARTER PERFORMANCE REPORT 2025/2026



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1. Introduction

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

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

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

2. Legislation

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

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

Section 53 of the MFMA stipulates that the Mayor should approve the 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.

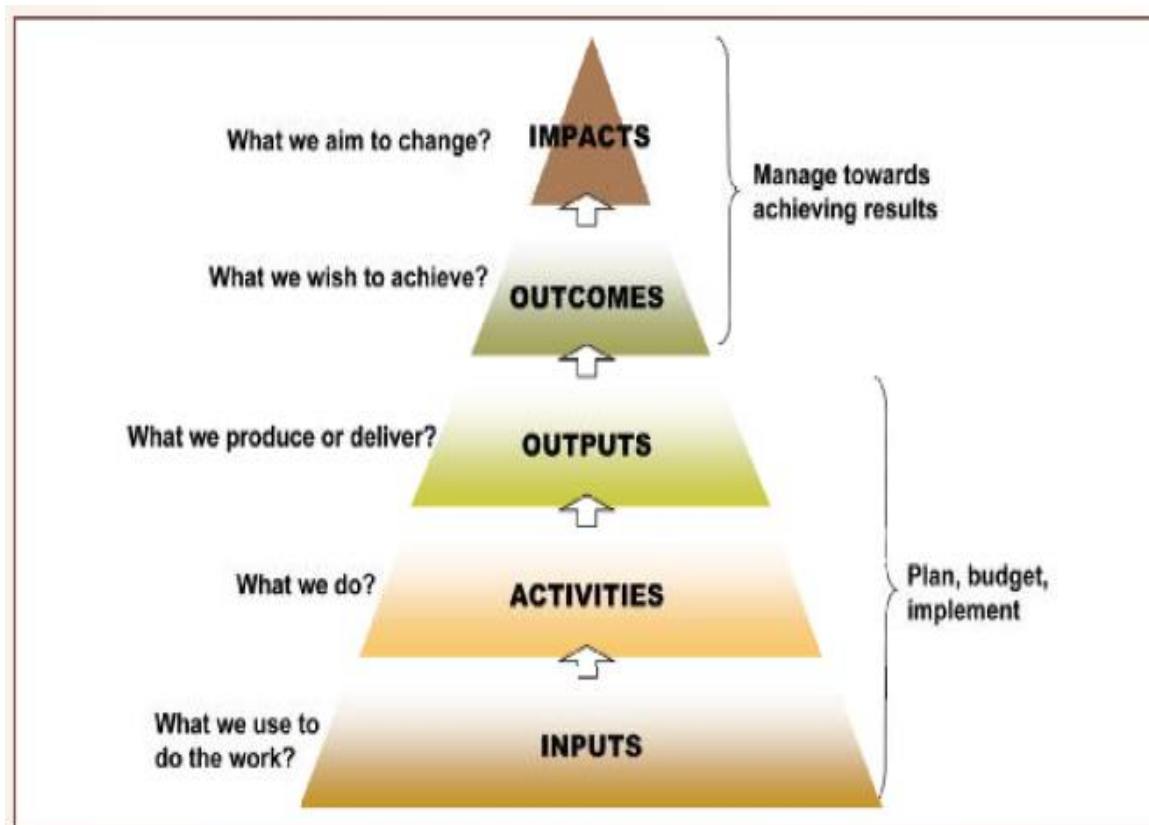
The following National Treasury prescriptions, in terms of MFMA Circular 13, are applicable to the Ba-Phalaborwa Local Municipality:

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 year

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 (KPAs) 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. Municipal first quarter performance assessment as per 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). The 2025/2026 Service Delivery and Budget Implementation Plan on which this Performance Report is based, comprises 86 key performance indicators with its performance targets. As an organisation, Ba-Phalaborwa Local Municipality in the 2025/2026 first quarter reporting period had a total of 59 Key Performance Indicators (KPIs), 44 of the performance indicators set were achieved, 13 were not achieved and 2 is not applicable. This accounts for 77% of the target achievement, translating to a negative variance of 23%. As compared to the performance for the first quarter of 2024/25, the total achievement was 78%, while the 2025/26 first quarter performance accounts to 77%.

2024/25 First Quarter Performance Analysis						2025/26 First Quarter Performance Analysis					
Key Performance Area	First Quarter Target	Target Achieved	Target not Achieved	Target not applicable	% Achievement	Key Performance Area	First Quarter Target	Target Achieved	Target not achieved	Target not applicable	% Achievement
Spatial Rationale	1	1	0	0	100%	Spatial Rationale	1	1	0	0	100%
Basic Services Delivery	12	6	6	0	50%	Basic Services Delivery	12	9	3	0	75%
Municipal Financial Viability	8	6	2	0	75%	Municipal Financial Viability	9	5	4	0	55%
Local Economic Development	4	4	0	0	100%	Local Economic Development	4	4	0	0	100%
Municipal Transformation and Institutional Development	4	4	0	0	100%	Municipal Transformation and Institutional Development	3	3	0	0	100%
Good Governance and Public Participation	28	23	4	1	85%	Good Governance and Public Participation	30	22	6	2	78%
Total	57	44	12	1	78%	Total	59	44	13	2	77%

5. Revenue and Expenditure Projections

5.1 Projections of revenue for each source for 2025/26

Sources of Revenue	2025/26 Projections of revenue for each source					Evidence Required	Internal Audit comments
	R'000						
	1 st Quarter target	1 st Quarter Actual Performance	First Quarter Performance Variance	Challenges	Corrective measures/ Interventions		
Exchange Revenue							
Service charges – electricity	48 489	29 589	(18 900)	Low collection on electricity due to illegal connection, theft and load shedding	Continuous investigation and audit electricity meters to reduce theft	Finance report	Satisfactory
Service Charges – Refuse	4 974	5 349	375	Target Met	None	Finance report	Satisfactory
Sale of Goods and Rendering of Services	1 498	2 878	1 380	Target Met	None	Finance report	Satisfactory
Agency services	2 983	286	(2 697)	Municipality to update agency fees from Mopani and speed up capturing vehicle licenses transactions	To continue monitoring the agency fees from and Mopani and ensure that all transactions are captured.	Finance report	Satisfactory
Interest earned from Receivables	4 192	2 812	(1 380)	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 townships	Finance report	Satisfactory
Interest earned from Current and Non-Current Assets	1 338	1 027	(311)	Target Met	None	Finance report	Satisfactory
Rental of Facilities and Equipment	87	600	513	Target Met	None	Finance report	Satisfactory
Operational Revenue	1 858	306	(1 552)	Customers opting not to use Municipal facilities (Phalaborwa area has high unemployment rate)	None	Finance report	Satisfactory
Non- Exchange Revenue						Finance report	
Property Rates	53 544	52 956	(588)	Variance not material	None	Finance report	Satisfactory
Fines, Penalties and Forfeits	326	65	(262)	Variance not material	None	Finance report	Satisfactory
Licenses and permits	1 463	6 101	4 638	Target met	None	Finance report	Satisfactory
Transfers recognised - operational	56 008	91 662	35 654	Target Met	None	Finance report	Satisfactory
Interest	10 810	9 836	(974)	Variance not material	None	Finance report	Satisfactory
Transfers recognised - capital	11 771	4 922	(6 849)	Target not met due to additional disaster grant received in the month of September and 3 projects for MIG still under Evaluation. Contractor for substation was appointed in the month of September and electrification of Majeje villages went for re-advert	Fast-tracking of the construction of the new projects.	Finance report	Satisfactory
Total Revenue by Source	199 342	208 389	9 046			Finance report	Satisfactory

5.2 Projections of Expenditure for 2025/26

Sources of Revenue	2025/26 Projections of expenditure for each source					Evidence Required	Internal Audit comments
	R'000						
	1 st Quarter target	1 st Quarter Actual Performance	First Quarter Performance Variance	Challenges	Corrective measures/ Interventions		
Employee Related Costs	56 961	47 208	(8 753)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report	Satisfactory
Remuneration of councillors	4 799	4 194	(605)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report	Satisfactory
Bulk purchases - electricity	37 703	42 878	5 175	Target met	There might be possibility of increasing the budget during adjustment	Finance report	Satisfactory
Inventory consumed	6 578	6 519	(59)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report	Satisfactory
Debt impairment	27 536	0	(27 536)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report	Satisfactory
Depreciation and amortisation	21 805	20 753	(1 052)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report	Satisfactory
Interest	5 180	0	(5 180)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report	Satisfactory
Contracted services	17 160	7 562	(9 599)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report	Satisfactory
Transfers and subsidies	130	0	(130)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report	Satisfactory
Operational costs	21 933	15 755	(6 178)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report	Satisfactory
Total Revenue by Source	198 786	144 867	(53 919)			Finance report	Satisfactory

5.3 Total Projections of Revenue and Expenditure by Vote for 2025/26

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

Expenditure and Revenue by Vote	1 st Quarter Target Opex	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks/Challenges	Corrective measures	Evidence Required	Internal Audit comments
Executive and Council	20 074	14 974	(5 100)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report	Satisfactory
Budget and Treasury and Administration	67 982	36 949	(31 033)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report	Satisfactory
Community and Social Services	16 099	11 722	(4 376)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report	Satisfactory
Public Safety	6 097	4 916	(1 183)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report	Satisfactory
Economic and Environmental Services	7 472	3 431	(4 041)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report	Satisfactory
Road Transport	22 969	19 316	(3 652)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report	Satisfactory
Electricity	56 448	53 002	(3 446)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report	Satisfactory
Waste Management	1 647	557	(1 090)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report	Satisfactory
Total by Vote	198 786	144 867	(53 919)			Finance report	Satisfactory

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

Expenditure and Revenue by Vote	1 st Quarter Target Capex	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks/Challenges	Corrective measures	Evidence Required	Internal Audit comments
Executive and council	0	0	0	None	None	Finance report	Satisfactory
Budget and treasury office	0	0	0	None	None	Finance report	Satisfactory
Corporate services	370	767	398	Target met	None	Finance report	Satisfactory
Community and public safety	2 261	0	(2 261)	There was interruption from the previous sub-contractors	The municipality is in the process of resolving the matter.	Finance report	Satisfactory
Road transport	13 025	7 418	(5 607)	Target not met due to additional disaster grant received in the month of September and 3 projects for MIG still under Evaluation.	Fast-tracking of the construction of the new projects.	Finance report	Satisfactory
Electricity	479	0	(479)	Contractor for substation was appointed in the month of September and electrification of Majeje villages went for re-advert	Fast-tracking of the construction of the new projects.	Finance report	Satisfactory
Waste	870	0	(870)	The project for landfill site still on evaluation stage	Fast-tracking of the construction of the new projects.	Finance report	Satisfactory
Total by Vote	17 004	8 185	(8 818)			Finance report	Satisfactory

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

Expenditure and Revenue by Vote	1 st Quarter Target Revenue	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks/Challenges	Corrective measures	Evidence Required	Internal Audit comments
Budget and Treasury	123 225	154 703	31 478	Target met	None	Finance report	Satisfactory
Corporate Services	87	665	577	Target met	None	Finance report	Satisfactory
Community and Social Services	370	767	398	Target met	None	Finance report	Satisfactory
Public Safety	3 528	6 101	2 573	Target met	None	Finance report	Satisfactory
Planning and development	75	55	(20)	Variance not material	None	Finance report	Satisfactory
Road Transport	12 747	5 810	(6 937)	Target not met due to additional disaster grant received in the month of September and 3 projects for MIG still under Evaluation.	Fast-tracking of the construction of the new projects.	Finance report	Satisfactory
Electricity	51 418	32 460	(18 959)	Contractor for substation was appointed in the month of September and electrification of Majeje villages went for re-advert	Fast-tracking of the construction of the new projects.	Finance report	Satisfactory
Waste Management	7 857	8 161	304	Target met	None	Finance report	Satisfactory
Total by Vote	199 342	208 389	9 046			Finance report	Satisfactory

6. Detailed institutional performance results for 2025/26 first 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 (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections and performance						Evidence Required	Internal Audit comments
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges	Interventions		
1.1 Spatial Planning															
1.1.2	Governance and Administration	Sustain the environment	Turnaround time of complete land use & development applications submitted to Mopani Planning Tribunal by 30/06/2026.	Senior Manager Planning & Development	12 applications received and submitted to Mopani Planning Tribunal within 90 days of receipt	Within 90 days of receipt	OPEX	Within 90 days of receipt	2 Development application has been submitted to Mopani within 90 days of receipt	0 days	2 Development application has been submitted to Mopani within 90 days of receipt	None	None	Date of receipt of complete application and Proof of Submission register to Mopani Planning Tribunal	Satisfactory

KPA 2: Basic Service Delivery

KPA 2: SERVICE DELIVERY															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections and performance						Evidence Required	Internal Audit Comments
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges	Interventions		
2.1 Electricity															
2.1.1	Technical infrastructure	Provision of sustainable integrated infrastructure and service	% on reduction of electricity losses each quarter by 30/06/2026	Senior Manager Technical Services	-2.37%	10%	OPEX	2%	-25.3%	27.3%	Increased losses	Unknown causes of losses	Implementation of reduction of losses strategy	BPM billing to consumers, Eskom bill and distribution loss	Satisfactory
2.1.2	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Expenditure on electricity capital funding spent per quarter by 30/06/2026	Senior Manager Technical Services	R15 792 642.00	R5 855 000	INEP	R1 463 750	0	-R1 463 750	Projects in procurement stage	Late appointment of service providers	Acceleration of project implementation	Payment Certificates and Expenditure Reports	Satisfactory
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 30/06/2026	Senior Manager Technical Services	3060	3060	OPEX	3060	3559	+499	3559 Households have access to electricity in Municipal Licenced area	None	None	Household, Number of HH list on conventional and pre-paid.	Satisfactory
2.1.4	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Number of indigent HH receiving free basic electricity by 30/06/2026	Chief Financial Officer	1 008	1 008	OPEX	1 008	1384	+376	None	None	None	Indigent Register and Proof of payment to ESKOM	Satisfactory
2.2 Roads & Storm Water															
2.2.1	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Number of kilometres of gravel roads rehabilitated	Senior Manager Technical Services	New	5.9km	CAPEX	Construction of with the following deliverables	Construction of Honeyville to Dinoko Sebera and	0	Construction of Honeyville to Dinoko	None	None	Completion Certificate	Satisfactory

KPA 2: SERVICE DELIVERY															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections and performance						Evidence Required	Internal Audit Comments
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges	Interventions		
		integrated infrastructure and services	(Namakgale, Lulekani & Phalaborwa) by 30/06/2026.					-site establishment -box cutting -roadbed preparation	Aubrey Car Wash, with the following deliverables achieved on both projects Honiville - Site establishment = 100% Box cutting/clearing = 97.8% Roadbed = 85.38% Kanana Site establishment = 100% Box cutting/clearing = 98.7% Roadbed = 58%		Sebera and Aubrey Car Wash, with the following deliverables achieved on both projects Honiville - Site establishment = 100% Box cutting/clearing = 97.8% Roadbed = 85.38% Kanana Site establishment = 100% Box cutting/clearing = 98.7% Roadbed = 58%				
2.2.2	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Expenditure on roads and storm water capital funding spent per quarter by 30/06/2026	Senior Manager Technical Services	R25 931 468.05	R34 704 325.24	MIG	R6 950 000.00	R4 921 801.95	-R 2 028 198.05	Project is on Construction stage	Late appointment of service providers of the re-advertised project.	Fast tracking of procurement processes	Payment Certificates and Expenditure Reports	Satisfactory
2.3 Parks and Cemetery															
2.3.1	Protect Environment and Community	Sustain the Environment	Number of parks maintained per month by	Senior Manager Community Services	9	9	OPEX	9	9	0	9 parks maintained	None	None	Monthly Maintenance plan & Maintenance	Satisfactory

KPA 2: SERVICE DELIVERY															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections and performance						Evidence Required	Internal Audit Comments
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges	Interventions		
	y Well being		30/06/2026 (Wildevye, Phalaborwa Fourways, Sealane.Buffalo.King Fisher, Impala Park ,Namakgale Entrance ,Defryn, Gravelote Park)											reports with pictures	
2.3.2	Protect Environment and Community Well being	Sustain the Environment	Number of cemeteries maintained per month by 30/06/2026. (Phalaborwa, Lulekani, Namakgale and Gravelote)	Senior Manager Community Services	4	4	OPEX	4	4	0	4 cemeteries maintained	None	None	Monthly Maintenance plan & Maintenance reports with pictures	Satisfactory
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 30/06/2026	Senior Manager Community Services	4	12	OPEX	3	3	0	Phalaborwa Landfill site was maintained monthly	Daily covering, capping, & compaction of waste at the landfill site Lack of plants/ equipment	The Municipality issued a compliance note to the services provider	Monthly maintenance reports as per Service Level Agreement & Landfill site Maintenance Checklists	Satisfactory
2.4.2	Protect Environment and Community	Sustain the Environment	Number of Urban Households & Businesses	Senior Manager Community Services	13750	13265	OPEX	13265	15552	+2287	15552 Urban Households & Businesses	Breakdown of Refuse Compactor or truck	Daily rotation of refuse compactor	Collection Schedule & Confirmation of waste	Satisfactory

KPA 2: SERVICE DELIVERY															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections and performance						Evidence Required	Internal Audit Comments
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges	Interventions		
	y Well being		with access to basic waste removal services (Phalaborwa town, Gravelote, Namakgale and Lulekani) by 30/06/2026								have access to basic waste removal services		truck	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 30/06/2026 (Mashishimale & Makhushane)	Senior Manager Community Services	1	2	OPEX	2	2	0	2 Villages have access to waste removal services	Breakdown of Tipper Truck	Provision of skip bins in Makhishane & Mashishimale	Collection Schedule & Confirmation of waste collection by Ward Councillors	Not Satisfactory No confirmation of collection for ward 9 by Cllr Rapatsa for Makhushane for July to September 2025
2.4.4	Protect Environment and Community Well being	Sustain the Environment	Number of indigent Households receiving free basic waste removal service by 30/06/2026	Senior Manager Community Services	309	516	OPEX	516	514	-2	None	Low number of customers registering as Indigent	Motivates the Communities to register for Indigent Subsidy	List of Indigent Households receiving free basic waste removal	Satisfactory

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 (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections and performance						Evidence Required	Internal Audit Comments
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges	Intervention s		
3.1 Financial Management															
3.1.1	Good governance and administration	Good corporate governance and public participation	Number of approved budget planning schedule by 31/08/2025	Chief Financial Officer	1	1	OPEX	1	1	0	Budget planning schedule was approved by council on 30 July 2025	None	None	approved budget planning schedule and Council resolution	Satisfactory
3.1.5	Good governance and administration	Good corporate governance and public participation	Number of Supply Chain structures / Committees' members appointed by 08/07/2025	Municipal Manager	3	3	OPEX	3 (Specification , Evaluation and Adjudication)	1	0	Supply Chain structures / Committees' members appointed	None	None	Appointment letters of bid committee's members	Satisfactory
3.1.6	Governance and administration	Improve financial viability	Number of movable asset verifications conducted by 30/06/2026	Chief Financial Officer	4	4	OPEX	1	1	0	1 movable asset verifications conducted	None	None	Quarterly assets verifications reports	Satisfactory
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 30/06/2026	Chief Financial Officer	12	12	OPEX	3	2	-1	Strings uploaded using the LG Portal within 10 working days at the end of each month	The M01 was resubmitted on the 14th of August. However, the Treasury portal database was updated on the 15th of August.	None	Monthly strings Proof of submission within 10 working days.	Satisfactory
3.1.8	Governance and administration	Improve financial viability	% of improvement in revenue collection quarterly (Improvement from 65% to 80% by	Chief Financial Officer	76%	80%	OPEX	60%	-8% Improvement of Revenue compared to prior year Q1	+68%	-8% Improvement of Revenue compared to prior year.	Low revenue collection and Culture of non-payment	Installation of locks for mini substations and restrict water consumption in the townships.	% of Revenue Collected per Quarter (Billing vs Collection)	Satisfactory

KPA 3: Municipal Financial Viability and Management															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections and performance						Evidence Required	Internal Audit Comments
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges	Interventions		
			30/06/2026 budget year)												
3.1.9	Governance and administration	Improve financial viability	% of Debt collected by 30/06/2026	Chief Financial Officer	22%	15%	OPEX	3.75%	2%	-1.75%	Poor Revenue Collection	Culture of non-payment	Installation of locks for mini substations and restrict water consumption in the townships.	Quarterly reports on debt collection	Satisfactory
3.1.11	Good governance and administration	Good corporate governance and public participation	Number of billing reports done by 30/06/2026	Chief Financial Officer		12	OPEX	3	3	0	None	None	None	Monthly Billing Reports	Satisfactory
3.1.12	Good governance and administration	Improve financial viability	Amount of expenditure spent on MIG by 30/06/2026	Senior Manager Technical Services	R35 156 000.00	R39 035 000	MIG	R 7 445 925.03	R5 743 950.00	-R1 701 975.03	Under expenditure due to late appointment of service providers	Late appointment of service providers of the re-advertised project.	Fast tracking of procurement processes	MIG monitoring report/payment certificates/Grant reconciliation	Satisfactory
3.1.13	Good governance and administration	Good corporate governance and public participation	Submission of 2024/25 AFS to AG by 31/08/2025	Municipal Manager	1	1	OPEX	1	1	0	2024/25 AFS submitted to AG on 31 August 2025	None	None	Submission letters, copy of final AFS to AG	Satisfactory

KPA 4: LOCAL ECONOMIC DEVELOPMENT

KPA 4: Local Economic Development															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections and performance						Evidence Required	Internal Audit comments
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges	Interventions		
4.1 Job creation															
4.1.1	Economic	Promotion of local economy	Number of jobs created through capital Projects by 30/06/2026 (Temporary jobs)	Senior Manager Technical Services	70	70	CAPEX	15	140	+125	Numbers have improved on infrastructure	None	None	Certified ID copies, payment registers and employment contracts	Not satisfactory, please provide a softcopy list with all the candidates captured and confirming if the Certified ID copies, payment registers and employment contracts are attached
4.1.3	Economic	Promotion of local economy	Number of LED Forums meetings held by 30/06/2026.	Senior Manager Planning and Development	4	4	OPEX	1	1	0	1 st quarter LED Forum meeting held 22 August 2025	None	None	Invitations, Attendance register and minutes	Satisfactory
4.2 Enterprise Support															
4.2.1	Economic	Promotion of local economy	Number of SMMEs supported through the municipal SCM (procurement) by 30/06/2026	Chief Financial Officer	381	400	OPEX & CAPITAL	100	196	+96	196 SMMEs supported through the municipal SCM	None	None	System generated Expenditure report with SMMEs supported.	Satisfactory
4.2.2	Economic	Promotion of local economy	Number of activities promoting and marketing Baphalaborwa	Senior Manager Planning and Development	4	5 (Tourism month activities, Marula	OPEX	1 Tourism month activities	1	0	Tourism Month Activities held during	None	None	Invitations, Attendance register, reports	Satisfactory

KPA 4: Local Economic Development															
PMS No. & Perform ance Area	Cluster	IDP Objective	Key Performance Indicator	Responsibl e Manager	Baseline (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections and performance						Evidence Required	Internal Audit comments
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenge s	Interventio ns		
			Municipality as a tourist destination by 30/06/2026	nt		Activities, World Travel Market, Rand Show, and Africa's Travel Indaba)					September 2025				

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 (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections and performance						Evidence Required	Internal Audit Comments
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges	Interventions		
5.3 Skills Development															
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 30/06/2026 (1% legislation)	Senior Manager Corporate Services	R1 255 545.09	R1 652 174.00	OPEX	R413 042,50	R480 833,70	+R67 791,20	None	None	None	Expenditure reports; implementation reports	Satisfactory
5.4 Performance Management System															
5.4.1	Good governance and administration	Good corporate governance and public participation	Number of S54&56 signing of Annual Performance Agreements by 30/07/2025 (One month after the start of each financial year	Municipal Manager	6	6	OPEX	6	6	0	Section 54&56 Managers signed Annual Performance Agreements.	None	None	Copies of signed Performance Agreements with dates complying the legislated timeline& submission letters to COGHSTA.	Satisfactory
5.5 OHS															
5.5.1	Good governance and administration	Good corporate governance and public participation	Number of scheduled Institutional OHS meetings held by 30/06/2026	Senior Manager Corporate Services	4	4	OPEX	1	1	0	OHS meeting was held 8 July 2025	None	None	Quarterly Reports, minutes, and attendance registers	Satisfactory

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 (30/06/25)	Annual Target (30/06/26)	Budget	2025/26 Quarterly Projections and performance					Evidence Required	Internal Audit Comments	
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges			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 30/06/2026	Senior Manager Corporate Services	12	8	OPEX	1	7	+6	Overperformed due to Special meetings. Council meetings held in 1 st quarter: 17/07/2025 (SP) 24/07/2025 (SP) 30/07/2025 (O) 29/08/2025 (S) 12/09/2025 (S) 25/09/2025 (S) 30/09/2025 (S)	Minutes awaiting for approval on the 30/10/2025	Approved minutes and attendance will be submitted after approval by Council.	Minutes of council meetings, attendance registers	Satisfactory
6.1.2	Good governance and administration	Good corporate governance and public participation	Number of scheduled Exco meetings held by 30/06/2026	Senior Manager Corporate Services	14	8	OPEX	1	7	+6	Overperformed due to special meetings. Exco meetings held in the 1 st quarter. 17/07/2025 (SP) 24/07/2025 (SP) 29/07/2025 (O) 28/08/2025	Minutes awaiting for approval on the 22/10/2025	Approved minutes and attendance will be submitted after approval by Council.	Minutes of EXCO meetings, attendance registers	Satisfactory

KPA 6: Good Governance and Public Participation															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target (30/06/26)	Budget	2025/26 Quarterly Projections and performance						Evidence Required	Internal Audit Comments
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges	Interventions		
											(S) 12/09/2025 (S) 25/09/2025 (S) 30/09/2025 (S)				
6.1.3	Good governance and administration	Good corporate governance and public participation	Number of scheduled MPAC meetings held as per legislation by 30/06/2026	Municipal Manager	8	4	OPEX	1	2	+1	MPAC meetings were held as follows: 31 / 07 / 2025 25 / 09 / 2025	None	None	Council Approved MPAC schedule of meetings & Attendance registers	Satisfactory
6.1.4	Good governance and administration	Good corporate governance and public participation	% of MPAC quarterly Recommendation approved by Council implemented by 30/06/2026	Municipal Manager	100%	100%	OPEX	100%	0%	-100%	0% of MPAC quarterly Recommendation approved by Council implemented	Implementation of the recommendation is on progress: Council approved the establishment of the Disciplinary Financial Board. The Board held its first meeting on the 5 th of August 2025. The Second meeting is scheduled	Disciplinary Financial Board report will be prepared and presented to council.	Council Resolutions on MPAC Recommendations and Progress Report on the implementation of the Council Resolutions	Satisfactory

KPA 6: Good Governance and Public Participation															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target (30/06/26)	Budget	2025/26 Quarterly Projections and performance						Evidence Required	Internal Audit Comments
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges	Interventions		
												for 13 th October 2025. Illegal connection is also attended to.			
6.1.5	Good governance and administration	Good corporate governance and public participation	Number of scheduled senior management meetings held by 30/06/2026	Municipal Manager	16	11	OPEX	3	8	+6	Senior Management meetings were held as follows: 08/07/2025 (OD) 12/08/2025 (OD) 14/08/2025 (SP) 28/08/2025 (SP) 10/09/2025 (SP) 11/09/2025 (SP) 16/09/2025 (OD) 25/09/2025 (SP)	None	None	Minutes of Senior Management meetings, attendance registers	Satisfactory
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 30/06/2026.	Municipal Manager	3	4	OPEX	1	1	0	IDP Rep Forum meeting was held on 22 July 2025	None	None	Attendance registers, agendas, invitations	Satisfactory
6.2.2	Good governance and administration	Good corporate governance and public participation	Number of IDP Steering Committee meetings held by	Municipal Manager	3	4	OPEX	1	1	0	IDP Steering Committee was held on 17 July 2025	None	None	Attendance registers, agendas, invitations	Satisfactory

KPA 6: Good Governance and Public Participation															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target (30/06/26)	Budget	2025/26 Quarterly Projections and performance						Evidence Required	Internal Audit Comments
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges	Interventions		
		n	30/06/2026												
6.2.3	Good governance and administration	Good corporate governance and public participation	Number of scheduled and convened ward Committee meetings per ward by 30/06/2026. (Functionality of ward committees)	Municipal Manager	228	209	OPEX	57	57	0	Ward Committee meetings were held as per the schedule	None	None	Minutes, attendance register, and Consolidated Ward Committee Report	Satisfactory
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	Mayoral Imbizos was held on 15 August 2025	None	None	Public notices, attendance register and Community Inputs report.	Satisfactory
6.2.5	Good governance and administration	Good corporate governance and public participation	% of complains resolved by 30/06/2026	Senior Manager Technical Services	74%	75%	OPEX	75%	80.93%	+5.93%	Over performance due to closing of backlogs during standby	None	None	Complains Register.	Not Satisfactory Pease provide softcopy evidence as I cannot do recalculations on the hardcopy
6.3 Corporate Governance															
6.3.1	Good governance and administration	Good corporate governance and public participation	Number of Audit Committee meetings held by 30/06/2026	Municipal Manager	12	10	OPEX	3	4	+1	A special meeting to consider the draft AFS was held.	None	None	Copies of approved minutes, attendance registers	Satisfactory
6.3.3	Good governance and administration	Good corporate governance and public participation	Number of Audit Steering Committee meetings held by 30/06/2026	Municipal Manager	30	36	OPEX	8	18	+10	13 Management Audit steering committee meetings were held.	None	None	Approved minutes and attendance registers. (Exco and Management)	Satisfactory

KPA 6: Good Governance and Public Participation															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target (30/06/26)	Budget	2025/26 Quarterly Projections and performance						Evidence Required	Internal Audit Comments
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges	Interventions		
											5 Exco Audit Steering Committee meetings were held.				
6.3.5	Good governance and administration	Good corporate governance and public participation	% Implementation of IA Plan by 30/06/2026	Chief Executive Audit	100%	100%	OPEX	20%	31%	+11%	The Acting MM requested more adhoc which added more audits for the quarter.	None	None	Audit Committee Report with progress on Internal Audit Plan & Council Resolution	Satisfactory
6.3.6	Good governance and administration	Good corporate governance and public participation	% Implementation of Internal Audit Action Plan by 30/06/2026	Municipal Manager	93%	100%	OPEX	100%	54%	-46%	Management is currently attending to findings as raised whereas some have financial impact.	Financial constraints on environmental findings	Alternatives are being explored to address the findings.	Internal Audit Institutional Follow-up Report	Satisfactory
6.3.7	Good governance and administration	Good corporate governance and public participation	Number of Audit Committees Reports presented to Council by 30/06/2026	Chief Executive Audit	6	6	OPEX	2	0	-2	No report was presented to Council in the 1 st quarter.	The Council sittings were held a day after AC sittings which did not allow adequate time for AC preparations for reports.	The dates for both AC and Council to be looked into to allow such times.	Audit Committee Reports and Council Resolution	Satisfactory
6.3.8	Good governance and administration	Good corporate governance and public participatio	% implementation of Audit Committee Resolutions	Municipal Manager	98%	100%	OPEX	100%	91%	-8%	Management is currently addressing resolutions that are not	Resolutions were not all addressed by	Accounting Officer has established weekly meetings to	Audited Audit Committee Institutional Resolution	Satisfactory

KPA 6: Good Governance and Public Participation															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target (30/06/26)	Budget	2025/26 Quarterly Projections and performance						Evidence Required	Internal Audit Comments
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges	Interventions		
		n									implemented.	management.	ensure that resolutions are addressed.	Register	
6.3.10	Good governance and administration	Good corporate governance and public participation	Submission of 2024/25 Annual Performance Report to AG by 31/08/2026	Municipal Manager	1	1	OPEX	1	1	0	2024/25 Annual Performance Report was submitted to AG on 31 August 2025	None	None	Submission letters, copy of final Annual Performance Report	Satisfactory
6.3.12	Good governance and administration	Good corporate governance and public participation	% of implementation of AG Action Plan by 30/06/2026	Municipal Manager	60%	80%	OPEX	100%	70%	-30%	There are 4 findings still outstanding which are being attended to.	PMS Cascading is still not completed . ICT Strategy not approved, 2 Findings on Environment not done.	Management has put together a plan to address this finding. The MM is monitoring the progress weekly.	Audited AG Action Plan	Satisfactory
6.3.13	Good governance and administration	Good corporate governance and public participation	% of implementation of 2024/2025 AG Action Plan by 30/06/2026	Municipal Manager	New	100% of findings due according to approved Audit Action Plan	OPEX	100% of findings due according to approved Audit Action Plan	Audit is still in progress. No report issued yet.	N/A	N/A	N/A	N/A	Audited AG Action Plan	Satisfactory
6.3.14	Good governance and administration	Good corporate governance and public participation	Number of Local Labour Forum meetings convened by 30/06/2026	Senior Manager Corporate Services	11	11	OPEX	3	2	-1	Local Labour forum meetings held as follows: 18 August 2025 21 August 2025	Deadlock with unions	None	LLF minutes, invitations, and attendance register.	Satisfactory
6.4 Risk Management, Fraud & Anti-Corruption															

KPA 6: Good Governance and Public Participation															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target (30/06/26)	Budget	2025/26 Quarterly Projections and performance						Evidence Required	Internal Audit Comments
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges	Interventions		
6.4.3	Good governance and administration	Good corporate governance and public participation	Number of Institutional Risk Management Committee meetings held by 30/06/2026	Municipal Manager	5	4	OPEX	1	1	0	Risk Management Committee meeting was held on 23 July 2025. meeting	None	None	Minutes of the Risk Committee meeting and attendance register	Satisfactory
6.4.4	Good governance and administration	Good corporate governance and public participation	Number of reports on the % of fraud and corruption cases reported and investigated within 30 working days by 30/06/2026	Municipal Manager	N/A	100%	OPEX	100%	N/A	N/A	No cases report on fraud and corruption	None	None	Case register and Investigation reports	Satisfactory
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 30/06/2026	Municipal Manager	3	3	OPEX	1 Mandela Day event	3	+2	HIV/AIDS outreach programme were conducted as follows: Mandela Day 18 July 2025 25 July 2025 GBVF 100 Day Challenge Launch 27/08/2025	None	None	Outreach programmes report Attendance registers Invitations Agenda	Satisfactory
6.6 Security management															
6.6.1	Governance	Good	Number of	Municipal	4	4	OPEX	1	2	+1	2 Security	None	None	Security	Satisfactory

KPA 6: Good Governance and Public Participation															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target (30/06/26)	Budget	2025/26 Quarterly Projections and performance						Evidence Required	Internal Audit Comments
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges	Interventions		
	ce and Administration	corporate governance and public participation	Security Management reports for Safeguarding of Council Assets by 30/06/2026	Manager							Management reports for Safeguarding of Council Assets Reports will be tabled in council during second quarter.			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 30/06/2026	Municipal Manager	6	4	OPEX	1	4	+3	Disaster awareness campaigns were conducted as follows: 14/07/2025 21/07/2025 19/08/2025 27/08/2025	None	None	Invitations, Attendance registers and disaster awareness conducted reports	Satisfactory
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 31/07/2026	Municipal Manager	1	1	OPEX	1	1	0	IDP/Budget/PMS/MPAC Framework and Process Plan approved by Council on 30 July 2025	None	None	Approved IDP/Budget/PMS/MPAC Framework and Process Plan and Council Resolution Council	Satisfactory
6.10 Communication															
6.10.2	Governance and	Advance good	% for submission of	Municipal Manager	100%	100%	OPEX	100%	100%	0%	Information was	None	None	Legislation Checklist,	Satisfactory

KPA 6: Good Governance and Public Participation															
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target (30/06/26)	Budget	2025/26 Quarterly Projections and performance						Evidence Required	Internal Audit Comments
								1 st Quarter target (1 Jul – 30 Sept 25)	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges	Interventions		
	Administration	corporate governance	information for publishing on the website in accordance with legislation checklist by 30/06/2026								submitted for publishing on the website in accordance with legislation checklist			Proof of submission to IT	
6.10.3	Governance and Administration	Advance good corporate governance	Number of Local Communicators Forum held by 30/06/2026	Communication manager	4	4	OPEX	1	1	0	Communication Forum meeting was held on 10 September 2025	None	None	Invitations, Minutes, and attendance registers	Satisfactory
6.11 Information Communication Technology															
6.11.1	Governance and Administration	Advance good corporate governance	Number of ICT Steering Committee convened by 30/06/2026	ICT Manager	4	4	OPEX	1	1	0	ICT Committee Meeting was held on	None	None	Invitations, Minutes, and attendance registers	Satisfactory
6.11.2	Governance and Administration	Advance good corporate governance	Number of monthly Disaster Recovery Plan (DRP) test performed by 30/06/2026	ICT Manager	5	12	OPEX	3	3	0	DR test conducted	No Challenges	None	DR Test Report	Satisfactory

Capital Projects per Responsible Manager

Responsible Manager	Project Name	Total Capital Budget	Planned Start Date	Planned Completion Date	Ward No.	Quarterly Outputs 2025/26						
						1 st Quarter target 01 Jul - 30 Sept 2025	1 st Quarter Actual Performance	1 st Quarter Actual Performance variance	Remarks	Challenges	Interventions	Evidence required
Internally funded												
Senior Manager Technical	Upgrade of road from gravel to Tar: Tambo Phase 2	R6 720 000.00	01/07/25	30/06/26	5&6	Completion	Completion	N/A	N/A	None	None	Completion certificate
Senior Manager Technical	Refurbishment of Namakgale stadium	R10 400 000.00	01/07/25	30/06/26	4,5	Construction with the following deliverables - Reconditioning of combo courts -grassing of the pitch -Sewer line construction -Main water line construction -widening of road	Construction with the following deliverables - Reconditioning of combo courts -grassing of the pitch -Sewer line construction -Main water line construction -widening of road	The following items are completed : Reconditioning of combo courts = 98% -grassing of the pitch = 90% -widening of road = 85%	-Sewer line construction = 87% -Main water line = 0%	Contractor to accelerate works on site.	Contractor to accelerate works on site.	Completion certificate
Senior Manager Technical	Upgrading of Honeyville to Dinoko Sebera from gravel to tar	R7 523 000.00	01/07/25	30/06/26	8,9	Construction with the following deliverables -site establishment -box cutting -roadbed preparation	Construction with the following deliverables -site establishment -box cutting -roadbed preparation	Site establishment = 100% Box cutting/clearing = 97.8% Roadbed = 85.38%	N/A	None	None	Progress Reports, Expenditure report, Completion certificate for Quarter 4
Senior Manager Technical	Upgrading of gravel to asphalt from Aubrey carwash via cemetery to Kanana	R3 052 000.00	01/07/25	30/06/26	2	Construction with the following deliverables -site establishment -box cutting -roadbed	Construction with the following deliverables -site establishment -box cutting -roadbed	Site establishment = 100% Box cutting/clearing = 98.7% Roadbed = 58%	N/A	None	None	Progress Reports, Expenditure report, Completion certificate for Quarter 4

						preparation	preparation					
Waste Management												
Senior Manager Community Services	Development of Phalaborwa New Landfill Site	R4 000 000.00	01/07/25	30/06/26	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16	Evaluation, Adjudication,	Specification briefing has been made and awaiting for Bid evaluation committee to sit.	None	None	None	None	Advertisement, Appointment letters, Progress Reports, Completion certificate, Expenditure report
Senior Manager Technical Services	Construction of a Trapezoidal concrete lined stormwater channel, in ward 5 Namakgale	R1 500 000.00	01/07/25	30/06/26	5	Evaluation, Adjudication,	Bid-Specification Committee to be appointed in the months of November 2025	None	None	None	None	Progress Reports, Completion certificate (only in 4th Quarter), Expenditure report
Office Furniture & Equipment												
Senior Manager Corporate	Purchase of office Furniture & Equipment	R 1 700 000. 00	01/07/25	30/06/26	Office use	Appointment of the service provider	Furniture ordered in July 2025	None	1 x Executive office Desk with drawer 1 x executive leather office chair	None	None	Requisition
Integrated National Electrification Projects (INEP)												
Senior Manager Technical	Electrification of 150 household in Majeje phase 03	R3 855 000.00	01/07/25	30/06/26	All	Appointment of the Service Provider	Project under procurement stage	Service provider was not appointed	Project re-advertised	Non-responsive bids resulted in delays in appointment	Accelerated bid evaluation and adjudication processes	Progress Reports, Completion certificate (only in 4 th Quarter), Expenditure report
Senior Manager Technical	Construction of New Substation	R2 000 000.00	01/07/25	30/06/26		Appointment of the Service Provider	Service Provider appointed	None	N/A	N/A	N/A	Progress Reports, Expenditure report
Municipal Infrastructure Grant (MIG)												
Senior Manager Technical	Upgrading of gravel to asphalt street paving from clinic via ZCC ward 2	R6,400,000.00	01/07/25	30/07/26	2	Appointment of Consulting Engineer	Project is at Adjudication stage.	The Project was re-advertised	Project is currently at Adjudication stage	Late appointment of service provider. The Project was re-advertised	Fast-tracking of appointment	Appointment letters, detail design report, Progress Reports, expenditure report, completion certificate (only at

												4th quarter) BEC and BAC minutes
Senior Manager Technical	Installation of stormwater culvert at Shitshitwe culvert	R4,000,000.00	01/07/25	30/07/27	9	Appointment of Consulting Engineer	Project is at Adjudication stage.	The Project was re-advertised	Project is at Adjudication stage.	Late appointment of service provider. The Project was re-advertised.	Fast-tracking of appointment	Appointment letters, detail design report, Progress Reports, expenditure report, completion certificate (only at 4 th quarter) BEC and BAC minutes
Senior Manager Technical	Upgrading of Honeyville to Dinoko Sebera from gravel to paving	R9,000,000.00	01/07/25	30/06/26	8,9	Construction with the following deliverables -site establishment -box cutting -roadbed preparation	Site establishment = 100% Box cutting/clearin g = 97.8% Roadbed = 85.38%	None	Set targets were met.	None	None	Progress Reports, Expenditure report, Completion certificate for Quarter 4
Senior Manager Technical	Upgrading of gravel to paving from Aubrey carwash via cemetery to Kanana	R7,304,325.24	01/07/25	30/06/26	2	Construction with the following deliverables -site establishment -box cutting -roadbed preparation	Site establishment = 100% Box cutting/clearin g = 98.7% Roadbed = 58%	None	Set targets were met.	None	None	Progress Reports, Expenditure report, Completion certificate for Quarter 4
Senior Manager Technical	Upgrade of gravel to asphalt from Nkateko high school to Pondo combined school	R8,000,000.00	01/07/25	30/06/26	14	Appointment of Consulting Engineer	Project is at Evaluation stage.	The Project was re-advertised.	Project is currently at Evaluation stage.	Late appointment of service. provider. The Project was re-advertised	Fast-tracking of appointment.	Appointment letters, design report, Progress Reports, Expenditure report BEC and BAC minutes
Senior Manager Technical	Installation of high mast lights in Ba- Phalaborwa	R2,202 350.00	01/07/25	30/06/26	All Wards	Designs approval	Project is at Adjudication stage.	The Project was re-advertised.	Project is at Adjudication stage. Evaluation was completed	Late appointment of service provider. The Project was re-advertised.	Fast-tracking of appointment.	Design report, Progress report, expenditure reports
Municipal Disaster Response Grant (MDRG)												

Senior Manager Technical	Derrick Nyathi bridge rehabilitation	R4 000 000.00	01/09/25	30/02/202 6	14	Advertisement of bids	Project is at Evaluation stage	0	None	None	N/A	Bids Advertisements, bid evaluation minutes, Site handover minutes, Progress reports, completion certificate (third quarter only)
Senior Manager Technical	Graveyard Selwane	R6 000 000.00	01/09/25	30/02/202 6	18	Advertisement of bids	Project is at Evaluation stage	0	None	None	N/A	Bids Advertisements, bid evaluation minutes, Site handover minutes, Progress reports, completion certificate (third quarter only)

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	1 st Quarter performance	Challenges and intervention	Assessment of service provider	POE Required	Internal Audit comments
									Poor, Fair, Good, Very good & Above expectations Quarter 1		
BUDGET AND TREASURY (BTO)											
AFS Preparation	AFS preparation and fixed Assets register compilation	Sempro Consulting	Own funding	August 2024	July 2027	R3 000 000.00	R900 000.00	No challenges	4	Signed Service Level Agreement. Singed Inception report with milestones and evidence	Satisfactory
Debt Collection	Provision of debt collection services for a period of three (3) years.	Smart Metro JV	Own funding	August 2025	July 2028	R1 300 000.00	R0	Service Provider was appointed in September. No challenges.	Not Applicable The service provider was appointed September 2025	Signed Service Level Agreement.	Satisfactory
Pre-paid Electricity Vending	Selling Pre-Paid electricity tokens.	Cigicell	Own funding	April 2023	March 2026	R1 400 000.00	R245 990.88	No challenges	4	Signed Service Level Agreement. Singed Inception report with milestones and evidence	Satisfactory
Meter Reading	Reading electricity meters	Semodi Trading	Own funding	February 2025	January 2028	R500 000.00	R14 784.00	No challenges	3	Singed Inception report with milestones and evidence	Satisfactory
TECHNICAL SERVICES											

Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	1 st Quarter performance	Challenges and intervention	Assessment of service provider	POE Required	Internal Audit comments
									Poor, Fair, Good, Very good & Above expectations Quarter 1		
Refurbishment of Namakgale stadium	- Inception - Design - Tender administration - Supervision Close out	Infra Projects Africa	MIG & Internal Funding	26 June 2019	25 April 2027	R650 000.00	Project is being monitored as per scope given	None	3	Signed Service Level Agreement.	Not satisfactory Evidence not provided
Refurbishment of Namakgale stadium	a) Artificial surfacing of the Athletics track b) Completion of Sewer reticulation. c) Refurbishment of the Combo Courts d) Topsoiling and grassing & kerbing around the playing field e) Fencing around the Soccer Pitch f) Upgrading of Access Gates (Gate 1 & 2) g) Removal and re-installation of Clear-vu fence at Gate 1 h) Supply and installation of Handrails i) Installation of turnstiles at Gate 1 j) Water pressure testing. k) Supply of tanks and construction of tank stands to supplement municipal water supplies. l) Stormwater drainage m) Widening of Access	Laelo JV Mokhomole	MIG & Internal Funding	27 March 2025	25 April 2026	R9 750 000.00	Physical progress is at 69%	Frequent disruptions by owed sub-contractors from previous contractor. Intervention meetings are held in order to resolve the matter	3	Signed Service Level Agreement. Signed Inception report with milestones and evidence	Satisfactory

Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	1 st Quarter performance	Challenges and intervention	Assessment of service provider	POE Required	Internal Audit comments
									Poor, Fair, Good, Very good & Above expectations Quarter 1		
	Road from Gate 2 to the Grandstand and walkways n) Building works										
Upgrading of gravel to 80mm block interlocking paving from Honiville to Dinoko Sebera	- Inception - Design - Tender administration - Supervision Close out	Tshashu Consulting and Project Managers	MIG & Internal Funding	30 August 2024	23 January 2027	R350 000.00	Project is being monitored as per scope	None	2	Singed Inception report with milestones and evidence	Satisfactory
Upgrading of gravel to 80mm block interlocking paving from Honiville to Dinoko Sebera	Clearing and grubbing • Relocation of services (Eskom and water) • Removal of indigenous trees • Moving back fences of encroaching stands • Mass earthwork • Hard rock blasting • Construction of layer works – roadbed, selected ,sub-base and base • Stabilization of base layer • Surfacing with 80mm Interlocking Block Pave • Improvement of the road D3790 intersection with 30mm asphalt surfacing • Installation of culverts • Construction of concrete v-drains and edge beams • Construction of Sub-	Nghilazi Contractors	MIG & Internal Funding	13 December 2024	23 January 2026	R8 650 000.00	Physical progress is at 40%.	There is slow progress on site. The project is being monitored closed and the contractor is required to accelerate on works	2	Signed Service Level Agreement. Singed Inception report with milestones and evidence	Satisfactory

Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	1 st Quarter performance	Challenges and intervention	Assessment of service provider	POE Required	Internal Audit comments
									Poor, Fair, Good, Very good & Above expectations Quarter 1		
	Soil drainage • Installation of kerbs • Construction of speed humps 10 • Stone pitching and gabion installation • Installation of guardrails • Installation of road signs										
Upgrading of gravel to 80mm block interlocking paving from Aubery carwash via cemetery to Kanana	• Inception • Design • Tender administration • Supervision Close out	Tshashu Consulting and Project Managers	MIG & Internal Funding	30 August 2024	23 January 2027	R250 000.00	Project is being monitored as per scope issued	None	2	Signed Service Level Agreement. Signed Inception report with milestones and evidence	Satisfactory
Upgrading of gravel to 80mm block interlocking paving from Aubery carwash via cemetery to Kanana	• Relocation of services (Eskom and water) • Removal of indigenous trees • Moving back fences of encroaching stands • Mass earthwork • Hard rock blasting • Construction	Within Africa Construction	MIG & Internal Funding	04 December 2024	23 January 2026	R7 054 325.24	Physical progress is at	There is slow progress on site due to community issues	2	Signed Inception report with milestones and evidence	Satisfactory

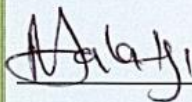
Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	1 st Quarter performance	Challenges and intervention	Assessment of service provider	POE Required	Internal Audit comments
									Poor, Fair, Good, Very good & Above expectations Quarter 1		
	of layer works – roadbed, selected ,sub-base and base • Stabilization of base layer • Surfacing with 80mm interlocking block pavement • Installation of culverts • Construction of concrete v-drains and edge beams • Construction of Sub-Soil drainage • Installation of kerbs • Installation of guardrails • Construction of speed humps 10 • Stone pitching and gabion installation • Installation of road signs										

Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	1 st Quarter performance	Challenges and intervention	Assessment of service provider	POE Required	Internal Audit comments
									Poor, Fair, Good, Very good & Above expectations Quarter 1		
	Road markings										
MUNICIPAL MANAGER OFFICE											
Co-Source of Internal Audit services	Co-source of Internal Audit services – Implementation of IA Plan	Thabi consulting	Internal	16 February 2024	16 February 2027	R2 872 049.60	The following engagements were planned for Co-sourcing with the service provider: AFS Review Cyber Security Review. Project Assurance. The AFS Review was completed on the 25th of August 2025 and presented to Management & Audit Committee. The engagement was concluded on time and was value add. Project Assurance was revised on the Annual Plan due to implementation of PMS system delay. Cyber Security Audit in progress.	None	3	Signed Service Level Agreement. Singed Inception report with milestones and evidence	Satisfactory
Implementation of GIAS	Conducting of Internal Periodic Assessment in line with Global Internal Audit Standards.	Thabi consulting	Internal	12 July 2025	30 September 2025	R195 000	Conducting of Internal Periodic Assessment for the 2024/2025	None	3	Signed Service Level Agreement.	Satisfactory

Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	1 st Quarter performance	Challenges and intervention	Assessment of service provider	POE Required	Internal Audit comments
									Poor, Fair, Good, Very good & Above expectations Quarter 1		
							Financial Year in line with the Global Internal Audit Standards is concluded. Report issued and recommendations are considered to improve processes in internal audit.			Singed Inception report with milestones and evidence	
Security Services	Provision of Security Services and access control.	A-Team Task Force	Ba-Phalaborwa Municipality	01 March 2025	29 February 2028	R54 208 746.00	Good	None	3		Satisfactory
PLANNING AND DEVELOPMENT											
General Valuation Roll 2025 - 2030	Draft and implement the General Valuation roll	Lutendo Group (Pty) Ltd	Ba-Phalaborwa Municipality	08 February 2024	08 February 2030	R1 998 230	General Valuation roll implemented as from the 1 st of July 2025	None	3	Signed Service Level Agreement. Singed Inception report with milestones and evidence	Satisfactory
Development of CBD Urban Renewal Strategy	Create a Urban renewal strategy for the CBD	Nkanivo Development Consultants	Ba-Phalaborwa Municipality	01 September 2025	30 May 2026	R1 200 000	Inception still to be conducted	None	Not applicable The service provider was appointed 01 September 2025	Signed Service Level Agreement. Singed Inception report with milestones and evidence	Not applicable
CORPORATE SERVICE											
Rental Installation	Delivery and installation	Mabapa	BPM	01 October	27	R2 371 875.00	R104 989 .63	None	4	Signed	Satisfactory

Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	1 st Quarter performance	Challenges and intervention	Assessment of service provider	POE Required	Internal Audit comments
									Poor, Fair, Good, Very good & Above expectations Quarter 1		
and maintenance of VoIP for 3 years	of the VOIP PBX system on all municipal offices	Technologies		2024	September 2027					Service Level Agreement. Singed Inception report with milestones and evidence	
Acquisition Enterprise Management System	Annual Licence , maintenance and support on Sage 200 and 300	CCG SYSTEMS	BPM	01 September 2024	31 August 2027	R15 287 579.2	R1 974 421 94	No functional PMS module	3	Signed Service Level Agreement. Singed Inception report with milestones and evidence	Satisfactory
Rental of Multifunction Printer	Supply, maintenance and support of 36 Multi-function printers Supply and delivery of toners.	ANAKA	BPM	01 August 2025	31 July 2028	R2 364 630.00	R116 907.32	System Board broken due to Power cuts	1	Signed Service Level Agreement. Singed Inception report with milestones and evidence	Satisfactory
Provision of 140 Laptops	Supply and delivery 140 laptops.	Nghilazi Group (Pty) Ltd	BPM	01 August 2024	21 July 2028	R5 865 011.04.00	R 616 251 15	None	5	Signed Service Level Agreement. Singed Inception	Satisfactory

Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	1 st Quarter performance	Challenges and intervention	Assessment of service provider	POE Required	Internal Audit comments
									Poor, Fair, Good, Very good & Above expectations Quarter 1		
										report with milestones and evidence	
Provision Of Data and Voice	Supply of Data and voice to CLLRs and Officials	MTN and Vodacom	BPM	01 February 2024	January 2026	R 2 100 000.00	R444 507 39	None	5	Signed Service Level Agreement. Singed Inception report with milestones and evidence	Satisfactory
COMMUNITY AND SOCIAL SERVICES											
Provision of services to the waste disposal site in Ba-Phalaborwa	Compaction, excavation and hauling of gravel material for cover in the landfill site	Mamayila trading enterprise	Ba-Phalaborwa Municipality	01 October 2022	31 September 2025	Operational budget (12 337 758,00)	Operation and maintenance of Phalaborwa landfill site. Contract is coming to an end by September 2025	There are no cover material and compaction around the landfill site all plants must be on the site daily basis. Building rubble was used as covering materials as an alternative due to lack of soil around the site.	2	Signed Service Level Agreement. Singed Inception report with milestones and evidence	Satisfactory

Purpose	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)
Monitoring implementation of the SDBIP	Progress against the objectives set out in the Top Layer SDBIP will be monitored and reported on a monthly, quarterly, and annual basis.
Signatures	2025/26 First Quarter Compiled by:  _____ ST Mokobi Municipal Manager <u>30/10/2025</u> _____ Date 2025-26 First Quarter Approved by  _____ Cllr MM Malatji Mayor <u>30/10/2025</u> _____ Date

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.

Note that the **Budget** figures are VAT exclusive while on the **IDP and SDBIP** is VAT inclusive.

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.