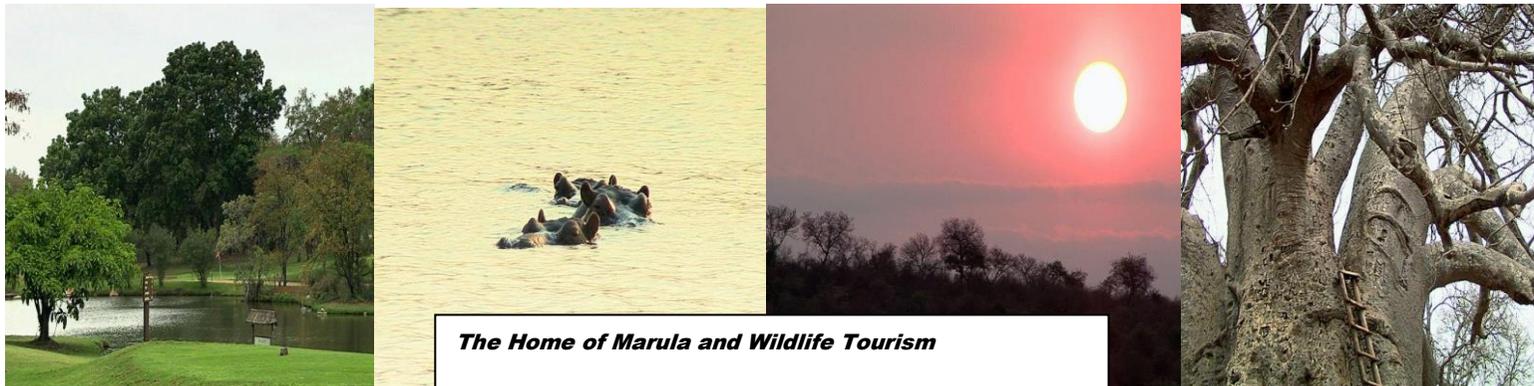


# BA-PHALABORWA LOCAL MUNICIPALITY



## 2024/25 FIRST QUARTER PERFORMANCE REPORT



*The Home of Marula and Wildlife Tourism*

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## **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

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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

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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:

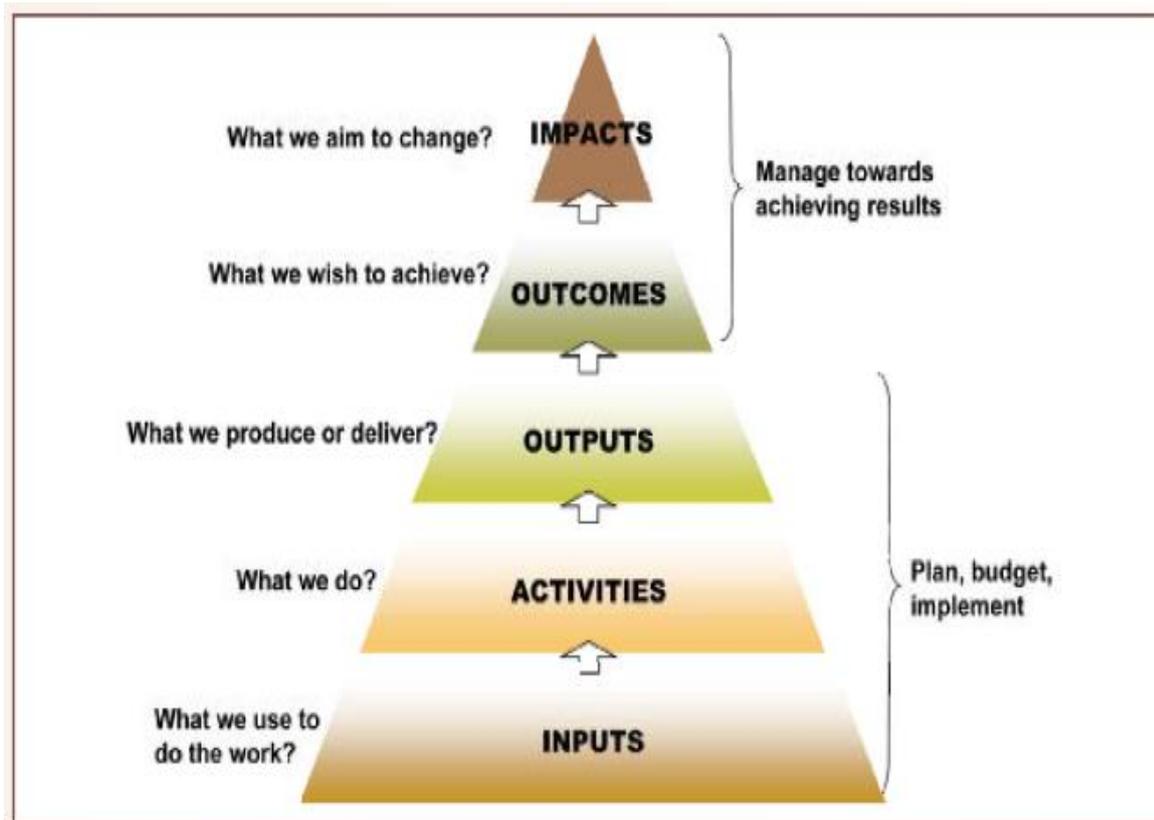
1. Monthly projections of revenue to be collected by source.
2. Monthly projections of expenditure (operating and capital) and revenue for each vote<sup>1</sup> \*
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service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

### 3. Methodology and Content

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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. Strategic Intent

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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”***

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

## 5. 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 2024/2025 Service Delivery and Budget Implementation Plan on which this Performance Report is based, comprises 57 key performance indicators with its concomitant performance targets. As an organisation, Ba-Phalaborwa Local Municipality in the 2024/2025 first quarter reporting period had a total of 57 Key Performance Indicators (KPIs), 44 of the performance indicators set were achieved, 12 were not achieved and 1 is not applicable. This accounts for 78% target achievement, translating to a negative variance of 21% and 1% of performance not applicable.

Key Performance Area	First Quarter Target	Target Achieved	Target not Achieved	Not applicable	% Achievement
Spatial Rationale	1	1	0	0	100%
Basic Services Delivery	12	6	6	0	50%
Municipal Financial Viability	8	6	2	0	75%
Local Economic Development	4	4	0	0	100%
Municipal Transformation and Institutional Development	4	4	0	0	100%
Good Governance and Public Participation	28	23	4	1	85%
<b>Total</b>	<b>57</b>	<b>44</b>	<b>12</b>	<b>1</b>	<b>78%</b>

## 6. Revenue and Expenditure Projections

### 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					
	1 <sup>st</sup> Quarter target	1 <sup>st</sup> Quarter Actual Performance	First Quarter Performance Variance	Challenges	Corrective measures/ Interventions	
<b>Exchange Revenue</b>						Finance report
Service charges – electricity	49 479	35 368	(14 111)	Low collection on electricity due to illegal connection, theft and load shedding	Continuous investigation and audit electricity meters to reduce theft	Finance report
Service Charges – Refuse	5 479	5 099	(379)	Variance not material	None	Finance report
Sale of Goods and Rendering of Services	196	469	273	Target met	None	Finance report
Agency services	1 722	0	(1 722)	Income from Agency not captured on the financial system	There is arranged training to take place on the 17 <sup>th</sup> of October, in house so they can start capturing on the financial system	Finance report
Interest earned from Receivables	4 618	2 641	(1 976)	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
Interest earned from Current and Non-Current Assets	1 348	2 106	757	Target met	None	Finance report
Rental of Facilities and Equipment	71	153	82	Target met	None	Finance report
Operational Revenue	2 047	11	(2,035)	Customers opting not to use Municipal facilities (Phalaborwa area has high unemployment rate)	None	Finance report
<b>Non- Exchange Revenue</b>						Finance report
Property Rates	48 677	47 451	(1,226)	Culture of non-payment of municipal services especially in the townships	Debt collector has been sourced to assist with long outstanding debts in townships	Finance report
Fines, Penalties and Forfeits	360	0	(360)	Income from Fines not captured on the financial system	There is arranged training to take place on the 17 <sup>th</sup> of October, in house so they can start capturing on the financial system	Finance report
Licenses and permits	1 611	0	(1 611)	Income from Licences and permit not captured on the financial system	There is arranged training to take place on the 17 <sup>th</sup> of October, in house so they can start capturing on the financial system	Finance report
Transfers recognised -	55 803	91 702	35 898	Target met	None	Finance report

operational						
Interest	11 908	9 352	(2 556)	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
Transfers recognised - capital	10 024	1 811	(8 213)	Delays in approval of the designs by Eskom  Low expenditure due to new projects being on design stage. The new projects are on design stage	Eskom has been engaged to fast track the designs.  Fast-tracking of the construction of the new projects.	Finance report
<b>Total Revenue by Source</b>	<b>193 342</b>	<b>196 163</b>	<b>2 821</b>			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					
	1 <sup>st</sup> Quarter target	1 <sup>st</sup> Quarter Actual Performance	First Quarter Performance Variance	Challenges	Corrective measures/ Interventions	
Employee Related Costs	52 970	41 970	(11 000)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report
Remuneration of councillors	4 517	4 091	(426)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report
Bulk purchases - electricity	38 967	41 886	2 919	Target met	None	Finance report
Inventory consumed	11 026	4 393	(6 633)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report
Debt impairment	26 375	0	(26 375)	The calculations are normally done at year end	None	Finance report
Depreciation and amortisation	20 912	19 957	(955)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report
Interest	5 138	0	(5 138)	The calculations are normally done at year end	None	Finance report
Contracted services	19 902	12 562	(7 340)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report
Transfers and subsidies	269	38	(231)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report
Operational costs	28 885	20 750	(8 135)	Low Expenditure affected by non-spending on other line items	Continuously monitor cost containment measures.	Finance report
<b>Total Revenue by Source</b>	<b>208 960</b>	<b>145 647</b>	<b>(63 313)</b>			Finance report

### 6.3 Total Projections of Revenue and Expenditure by Vote for 2024/25

Monthly Projections of Revenue and Expenditure by Vote: (Operating) First Quarter
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Expenditure and Revenue by Vote	1 <sup>st</sup> Quarter Target Opex	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks/Challenges	Corrective measures	Evidence Required
Executive and Council	23 416	16 864	(6 553)	Low Expenditure affected by non-spending on other line items.	Continuously monitor cost containment measures.	Finance report
Budget and Treasury and Administration	60 147	38 248	(21 899)	Low Expenditure affected by non-spending on other line items.	Continuously monitor cost containment measures.	Finance report
Community and Social Services	15 789	11 293	(4 497)	Low Expenditure affected by non-spending on other line items.	Continuously monitor cost containment measures.	Finance report
Public Safety	15 273	4 717	(10 556)	Low Expenditure affected by non-spending on other line items.	Continuously monitor cost containment measures.	Finance report
Economic and Environmental Services	8 579	3 773	(4 806)	Low Expenditure affected by non-spending on other line items.	Continuously monitor cost containment measures.	Finance report
Road Transport	25 278	17 782	(7496)	Low Expenditure affected by non-spending on other line items.	Continuously monitor cost containment measures.	Finance report
Electricity	57 865	52 008	(5 857)	Low Expenditure affected by non-spending on other line items.	Continuously monitor cost containment measures.	Finance report
Waste Management	2 614	963	(1 650)	Low Expenditure affected by non-spending on other line items.	Continuously monitor cost containment measures.	Finance report
<b>Total by Vote</b>	<b>208 960</b>	<b>145 647</b>	<b>(63 313)</b>			Finance report

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

<b>Expenditure and Revenue by Vote</b>	<b>1<sup>st</sup> Quarter Target Capex</b>	<b>1<sup>st</sup> Quarter Actual Performance</b>	<b>1<sup>st</sup> Quarter Actual Performance variance</b>	<b>Remarks/Challenges</b>	<b>Corrective measures</b>	<b>Evidence Required</b>
Executive and council	0	0	0	None	None	Finance report
Budget and treasury office	0	0	0	None	None	Finance report
Corporate services	425	738	313	Target met	None	Finance report
Community and public safety	4 644	387	(4 257)	Still waiting for LEDET to finalise the engineering designs and layout.	LEDET to fast track the process of finalising the engineering designs and layout.	Finance report
Road transport	7 700	7 418	(352)	Low expenditure due to new projects being on design stage. The new projects are on design stage	Fast-tracking of the construction of the new projects.	Finance report
Electricity	2 004	0	(2 004)	Delays in approval of the designs by ESKOM	ESKOM has been engaged to fast track the designs.	Finance report
<b>Total by Vote</b>	<b>14 948</b>	<b>8 543</b>	<b>(6 405)</b>			Finance report

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

Expenditure and Revenue by Vote	1 <sup>st</sup> Quarter Target Revenue	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks/Challenges	Corrective measures	Evidence Required
Budget and Treasury	120 287	149 640	29 353	Target met	None	Finance report
Corporate Services	71	208	137	None	None	Finance report
Community and Social Services	57	90	33	Target met	None	Finance report
Public Safety	1 611	0	(1 611)	Income from Fines, Agency Services, Licences and permit not captured on the financial system	There is arranged training to take place on the 17th of October, in house so they can start capturing on the financial system	Finance report
Planning and development	69	296	227	None	None	Finance report
Road Transport	10 114	2 613	(7 501)	Low expenditure due to new projects being on design stage. The new projects are on design stage	Fast-tracking of the construction of the new projects.	Finance report
Electricity	52 478	35 657	(16 821)	Delays in approval of the designs by ESKOM	ESKOM has been engaged to fast track the designs.	Finance report
Waste Management	8 655	7 660	(995)	Variance not material	None	Finance report
<b>Total by Vote</b>	<b>193 342</b>	<b>196 163</b>	<b>2 821</b>			Finance report

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

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

# 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	
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges		Interventions
<b>1.1 Spatial Planning</b>														
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	8 applications were received and applications were submitted to Mopani Planning Tribunal within 90 days of receipt	0	None	None	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	
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges		Interventions
<b>2.1 Electricity</b>														
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	17.7%	10%	OPEX	10%	0.22%	9.78%	Low reduction	Losses due to non-malfunctioning meters	Installation of meter project is in progress. The replacement of meters for large power users is in progress	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	R7 999 676.00	R4 814 000.00	INEP	R1 203 500	R0	-R1 203 500	Low expenditure	Delays in approval of the designs by ESKOM	ESKOM has been engaged to fast-track the designs	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	3931	3931	OPEX	3931	3083	-848	None	None	None	Household, Number of HH list on conventional and pre-paid.
2.1.4	Technical infrastructure	Provision of sustainable integrated	Number of indigent HH receiving free basic electricity by 30/06/2025	Chief Financial Officer	419	2716	OPEX	2716	1 008	-1 710	Low number of registered indigents	Encourage customers to register for indigent subsidy	Report to Eskom	Indigent Register and Proof of payment to ESKOM

**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
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges	Interventions	
		infrastructure and service												
2.2.1	Technical infrastructure	Provision of sustainable integrated infrastructure and services	Number of kilometres of gravel roads upgraded to tar by 30/06/2025. (Benfarm Upgrading of street)	Senior Manager Technical Services	0km	3.8km	CAPEX	3.8km of road Completed	3.8km of road Completed	3.8km of road is surfaced. The project is on practical completion.	None	None	The project has not reached completion due to slow delivery of concrete by the concrete supplier	Close monitoring of the remaining works
2.2.2	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Expenditure on roads and storm water capital funding spent per quarter by 30/06/2025	Senior Manager Technical Services	R26 218 078.47	R18 971 664.41	MIG	R1 897 166	R1,811,369.00	R85,797.00	Low expenditure due to new projects being in the design stage	The new projects are in the design stage	Fast-tracking of the construction of the new projects.	Payment Certificates and Expenditure Reports
<b>2.3 Parks and Cemetery</b>														
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)	Senior Manager Community Services	9	9	OPEX	9	9	0	Parks are maintained as per monthly plan. Water restriction	None	None	Monthly Maintenance plan & Maintenance reports with pictures

**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			Remarks	Challenges	Interventions	Evidence Required
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance				
			,Namakgale Entrance ,Defryn, Gravelote Park)											
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	Cemeteries are maintained as per the roster.	None	None	Monthly Maintenance plan & Maintenance reports with pictures
<b>2.4 Waste Management</b>														
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	Monthly Maintenance reports of Phalaborwa Landfill were deveped	None	None	Monthly maintenance reports as per Service Level Agreement & Landfill site Maintenance 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	12542	13265	OPEX	13265	13265	0	13265 Households & Businesses have access to basic waste removal services	None	None	Collection Schedule & Confirmation of waste collection by Ward Councillors

**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
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges	Interventions	
								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	2	
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	334	516	OPEX	516	516	0	516 Households are receiving free basic waste removal	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			Remarks	Challenges	Interventions	Evidence Required
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance				
<b>3.1 Financial Management</b>														
3.1.1	Good governance and administration	Good corporate governance and public participation	Number of approved budget planning schedule by 31/08/2024	Chief Financial Officer	1	1	OPEX	1	1	0	Budget Schedule was approved by Council on 25 July 2024	None	None	approved budget planning schedule and Council resolution
3.1.5	Good governance and administration	Good corporate governance and public participation	Number of Supply Chain structures / Committees members appointed by 07/07/2024	Municipal Manager	3	3	OPEX	3 (Specification, Evaluation and Adjudication)	3	0	Bid Committees were appointed	None	None	Appointment letters of bid committees members
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	Quarterly asset verification was conducted. 20 September 2024 23 September 2024 25 September 2024 26 September 2024 27 September 2024	None	None	Quarterly assets verifications reports
3.1.7	Governance and administration	Improve financial viability	Number of strings uploaded	Chief Financial Officer	12	12	OPEX	3	3	0	03 Monthly strings were submitted	None	None	Monthly strings Proof of submission within

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			Remarks	Challenges	Interventions	Evidence Required
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance				
			using the LG Portal within 10 working days at the end of each month by 30/06/2025								within 10 days at the end of each month.  14 August 2024 13 September 2024 09 October 2024			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	78%	80%	OPEX	68.75%	55%	-13.75%	None	High number of illegal connections	BTO & Technical Department is conducting a Meter audit to determine illegal and faulty meters and the next step will be to replace the faulty meters and also issue a fine for customers who did illegal connection	Quarterly reports on revenue collection

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			Remarks	Challenges	Interventions	Evidence Required
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance				
3.1.9	Governance and administration	Improve financial viability	% of Debt collected by 30/06/2025	Chief Financial Officer	8%	15%	OPEX	3.75%	4%	+0.25%	4% debt collected	None	None	Quarterly reports on debt collection
3.1.11	Good governance and administration	Improve financial viability	Amount of expenditure spent on MIG by 30/06/2025	Senior Manager Technical Services	R36 185 997.00	R35 283 950.00	MIG	R 5 292 592	R2 570 679.75	-R2 721 913	Low expenditure on projects vs the planned	Refurbishment of Namagdale Stadium project was terminated New projects are on design stage	Fast-tracking of the appointment of contractors for the new projects, and the finalization of the scope of the remaining works	MIG monitoring report/payment certificates/Grant reconciliation
3.1.12	Good governance and administration	Good corporate governance and public participation	Submission of 2023/24 AFS to AG by 31/08/2024	Municipal Manager	1	1	OPEX	1	1	0	2023/24 Final AFS were submitted to AG on 31 August 2024	None	None	Submission letters, copy of final AFS to AG

# **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	
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges		Interventions
<b>4.1 Job creation</b>														
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	84	70	CAPEX	15	82	67	82 jobs created through capital projects	None	None	Certified ID copies, payment registers and employment contracts
4.1.3	Economic	Promotion of local economy	Number of LED Forums meetings held by 30/06/2025.	Senior Manager Planning and Development	4	4	OPEX	1	1	0	1 Quarter LED Forum held on 08 August 2024	None	None	Invitations, Attendance register and minutes
<b>4.2 Enterprise Support</b>														
4.2.1	Economic	Promotion of local economy	Number of SMMEs supported through the municipal SCM (procurement) by 30/06/2025	Chief Financial Officer	459	200	OPEX & CAPITAL	50	159	+109	159 SMMEs were supported through the Municipal Supply Chain Management	None	None	System generated Expenditure report with SMMEs supported.
4.2.2	Economic	Promotion of local economy	Number of activities promoting and marketing Baphalaborwa 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 Tourism month activities	1	0	Tourism Month Activities were held as follows: 10 Septembers 2024 12 September 2024 16 September 2024 20 September 2024	None	None	Invitations, Attendance register, reports

# **KPA 5: Municipal Transformation and Institutional Development**

**KPA 5: Municipal Transformation and Institutional Development**

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/24)	Annual Target 30/06/25	Budget	2024/25 Quarterly Projections						Evidence Required
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges	Interventions	
								<b>5.1 Organisational Design &amp; Human Resource</b>						
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	20	20	OPEX	5	38	+33	The following positions were filled during the quarter under review: -  1. Traffic Inspectors x2  2. General Workers x 30.  3. Storeman x1.  4. Manager: Admin & Council Support x1  5. Chief Accountant: Expenditure & Financial	None	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	
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges		Interventions
											Control x1 6. Chief Accountant: Financial Planning x1 7. Chief Accountant: Credit Control & Indigent Management x1 8. Senior Accounting Clerk: Bid Administration x1.			
<b>5.3 Skills Development</b>														
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 294 957.70	R1 827 323	OPEX	R456 830.75	R1 135 306.02	+R678 475.34	None	None	None	Expenditure reports; implementation reports

**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			Remarks	Challenges	Interventions	Evidence Required
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance				
<b>5.4 Performance Management System</b>														
5.4.1	Good governance and administration	Good corporate governance and public participation	Number of S54&56 signing of Annual Performance Agreements by 30/07/2024 (One month after the start of each financial year	Municipal Manager	6	6	OPEX	6	6	0	All s54&56 Managers signed annual performance agreements by 30 July 2024	None	None	Copies of signed Performance Agreements with dates complying the legislated timeline & submission letters to COGHSTA.
<b>5.5 OHS</b>														
5.5.1	Good governance and administration	Good corporate governance and public participation	Number of schedule Institutional OHS meetings held by 30/06/2025	Senior Manager Corporate Services	4	4	OPEX	1	1	0	Institutional OHS meeting was held on 09 July 2024	None	None	Quarterly Reports, minutes, and attendance registers

# **KPA 6: Good Governance & Public Participation**

KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/2024)	Annual Target (30/06/25)	Budget	2024/25 Quarterly Projections					Evidence Required	
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges		Interventions
<b>6.1 Council and Executive Management</b>														
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	16	11	OPEX	2	7	+5	7x Council meetings were held as follows:  (2x Ordinary Council Meetings were held on 25 July 2024 and 30 August 2024.  5x Special Council Meeting was held on the 06th of September 2024, 18 September 2024, 19 September 2024, 25 September 2024 and 29 September 2024)	None	None	Minutes of council 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	
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges		Interventions
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	17	11	OPEX	2	6	+4	6x EXCO meetings were held as follows:  (3x Ordinary EXCO meetings were held on the 24th of July 2024, 28th of August 2024 and 25th of September 2024  (3x Special EXCO meeting was held on the 06th of September 2024, 18September 2024 and 29th September 2024)	None	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	13	4	OPEX	1	2	+1	2 Meetings were held on the 19 and 27 <sup>th</sup> of August 2024	None	None	Council Approved MPAC schedule of 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	
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges		Interventions
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%	None	None	None	Council Resolutions on MPAC Recommendations and Progress Report on the implementation 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	15	11	OPEX	3	5	+2	5 x Senior Management were held as follows: 09 <sup>th</sup> July 2024 06 <sup>th</sup> August 2024 10 <sup>th</sup> September 2024 13 <sup>th</sup> September 2024 Special 30 <sup>th</sup> September 2024	None	None	Minutes of Senior Management meetings, attendance registers
6.1.6	Good governance and administration	Good corporate governance and public participation	Number of scheduled Portfolio Committee meetings held by 30/06/2025	Municipal Manager	62	55	OPEX	15	18	+3	The Portfolio Committee meetings were held as follows: <b>Planning and Development Department</b> 16 <sup>th</sup> July 2024 13 <sup>th</sup> August 2024	None	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
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges	Interventions	

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	
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges		Interventions
											Service Department 16 <sup>th</sup> July 2024 13 <sup>th</sup> August 2024 17 <sup>th</sup> September 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	IDP Rep Forum meeting was held on 19 July 2024	None	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 on 19 July 2024	None	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	288	209	OPEX	57	57	0	57 Ward Committee meetings were held as per schedule.	None	None	Minutes, attendance register, and Consolidated Ward Committee Report

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	
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges		Interventions
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 Imbizo was held on the 16 <sup>th</sup> of August 2024 at Lulekani	None	None	Public notices, attendance register and Community Inputs report.
6.2.5	Good governance and administration	Good corporate governance and public participation	% of complains resolved by 30/06/2025	Senior Manager Technical Services	72%	100%	OPEX	100%	80%	-20%	Outstanding reported cases	Critical vacancies in the Technical Services department, ageing infrastructure leading to	Fast-tracking of appointment of critical vacancies. Refurbishment of infrastructure	Complains Register.
<b>6.3 Corporate Governance</b>														
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	13	7	OPEX	2	3	+1	2 Ordinary and 1 Special Management Audit Steering Committee meetings held as follows: 29 <sup>th</sup> July 2024 and 26 <sup>th</sup> August 2024	None	None	Copies of approved minutes, attendance registers
6.3.3	Good governance and administration	Good corporate governance and public participation	Number of Audit Steering Committee meetings held by	Municipal Manager	24	24	OPEX	6	3	-3	3 Management Audit Steering Committees	Exco Audit Steering could not be held because the	Exco Audit Steering Committee meetings will	Approved minutes and attendance registers. (Exco and

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	
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges		Interventions
		n	30/06/2025									items dealt with were for MM consumption as they dealt with Engagement Letter and Audit Strategy.	be held weekly from October 2024.	Management)
6.3.5	Good governance and administration	Good corporate governance and public participation	% Implementation of IA Plan by 30/06/2025	Chief Executive Audit	91%	100%	OPEX	20%	26%	+6%	More Engagements were done for the 1 <sup>st</sup> Quarter	None	None	Audit 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	86%	90%	OPEX	90%	93%	+3%	None	None	None	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	5	4	OPEX	1	1	0	Report presented to Council on the 29 <sup>th</sup> of August 2024	None	None	Audit Committee Reports and Council Resolution
6.3.8	Good governance and	Good corporate governance	% implementation of Audit	Municipal Manager	95%	100%	OPEX	100%	98% of	-2%	98% of Audit Committee Resolutions	The remaining resolutions pertain to the	Management is currently focused on	Audited Audit Committee Institutional

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	
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges		Interventions
	administration	and public participation	Committee Resolutions								were implemented	investigation of overtime and the Audit Action Plan	addressing the matters.	Resolution Register
6.3.10	Good governance and administration	Good corporate governance and public participation	Submission of 2023/24 Annual Performance Report to AG by 31/08/2023	Municipal Manager	1	1	OPEX	1	1	0	2023/24 Annual Performance Report was submitted to AG on 31 August 2024	None	None	Submission letters, copy of final Annual Performance Report
6.3.12	Good governance and administration	Good corporate governance and public participation	% of implementation AG Action Plan by 30/06/2025	Municipal Manager	54%	80%	OPEX	80%	71%	-9%	The remaining findings are internal controls findings and management is busy attending to them	None	None	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	2	11	OPEX	3	3	0	3 Local Labour Forum were held as follows: 22 July 2024 30 August 2024 30 September 2024	None	None	LLF minutes, invitations, and attendance 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	
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges		Interventions
<b>6.4 Risk Management, Fraud &amp; Anti-Corruption</b>														
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	4	4	OPEX	1	1	0	1x Institutional Risk Management Committee meeting held on 17 July 2024	None	None	Minutes of the Risk Committee meeting and attendance register
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 30/06/2025	Municipal Manager	No case reported	100%	OPEX	100%	N/A	N/A	No cases were reported for investigation.	None	None	Case register and Investigation reports
<b>6.5 HIV/AIDS</b>														
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	13	3	OPEX	1 Mandela Day events	1 Mandela Day events	0	Outreach Programme was conducted during Mandela day on 18 July and 26 July 2024	None	None	Outreach programmes report Attendance registers Invitations Agenda

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	
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges		Interventions
<b>6.6 Security management</b>														
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 presented to council on 29 August 2024	None	None	Security Management Reports & Council Resolution POE provided
<b>6.7 Disaster Management</b>														
6.7.1	Governance and Administration	Good corporate governance and public participation	Number of Disaster Awareness Campaigns conducted by 30/06/2025	Municipal Manager	14	4	OPEX	1	1	0	Disaster Awareness Campaign was conducted on the 18 <sup>th</sup> of September 2024	None	None	Invitations, Attendance registers and disaster awareness conducted reports
<b>6.9 Integrated Development planning</b>														
6.9.1	Governance and Administration	Good corporate governance and public participation	Number of reviewed IDP/Budget/PM/MPAC Framework and Process Plan approved by 31/07/2024	Municipal Manager	1	1	OPEX	1	1	0	IDP/Budget/PM/MPAC Framework and Process Plan was approved by council on 25 July 2024 (Resolution 48/24)	None	None	Approved IDP/Budget/PM/MPAC Framework and Process Plan and Council Resolution

KPA 6: Good Governance and Public Participation														
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/2024)	Annual Target (30/06/25)	Budget	2024/25 Quarterly Projections					Evidence Required	
								1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges		Interventions
<b>6.10 Communication</b>														
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%	100%	Performance Agreement of MM and Senior Managers and media statements were uploaded in the Municipal Website.	None	None	Legislation Checklist, Proof of submission to IT
6.10.3	Governance and Administration	Advance good corporate governance	Number of Local Communicator's Forum held by 30/06/2025	Communication Manager	4	4	OPEX	1	1	0	Local Communicator's Forum was held on 11 September 2024	None	None	Invitations, Minutes, and attendance registers

# Capital Projects per Responsible Manager

Responsible Manager	Project Name	Total Capital Budget	Planned Start Date	Planned Completion Date	Ward No.	Quarterly Outputs 2024/25						
						1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges	Interventions	Evidence required
<b>Internally funded</b>												
Senior Manager Technical	Upgrade of road from gravel to Tar: Tambo Phase 2	R6 720 000.00	01/07/24	30/06/25		Completion	R6 719 462.65	-R537.35	Project completed	Project completed. The balance of R537.35 is savings	None	Completion certificate
<b>Parks and cemetery</b>												
Senior Manager Planning and Development	Establishment Cemetery at Gravelotte	R1 000 000.00	01/07/24	30/06/25	18	Advertisement, Appointment	All studies conducted and accepted by the steering committee	None	None	None	None	Advert and appointment. Specialised studies report Receipt of application and Proof of submission to Tribunal Expenditure report
<b>Waste management</b>												
Senior Manager Community Services	Development of Phalaborwa new landfill site Phase1	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	Evaluation, Adjudication,	Development of engineering designs for Phalaborwa landfill site by LEDET and Mamadi consultant	Evaluation, Adjudication,	Appointment of specification committee for the development of Phalaborwa landfill site is on the progress	Engineering designs for the development of Phalaborwa new landfill site is not yet finalised by LEDET and Mamadi consultant	LEDET accepted for commencement of access road, ablation, office block, recycling facility without finalisation of engineering designs.	Advertisement, Appointment letters, Progress Reports, Completion certificate, Expenditure report
Senior Manager Community Services	Procure a trailer for refuse collection enhancement	R200 000.00	01/07/24	30/06/25	All	Advertisement, Appointment	Not procured	Advertisement, Appointment	Advertisement and appointment for procurement of a trailer was not done due to limited budget	Limited budget for procurement of a trailer for refuse collection enhancement	Procurement will be done after budget adjustment	Request for purchase, appointment letter, Payment certificate, Expenditure report and delivery note

Responsible Manager	Project Name	Total Capital Budget	Planned Start Date	Planned Completion Date	Ward No.	Quarterly Outputs 2024/25							
						1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges	Interventions	Evidence required	
Senior Manager Community Services	Procure LDV bakkie for environmental law enforcement	R600 000.00	01/07/24	30/06/25	All	Advertisement, Appointment	Not procured	Advertisement, Appointment	Advertisement and appointment for procurement of LDV Bakkie was not done due to limited budget	Limited budget for procurement of LDV bakkie for environmental law enforcement.	Procurement will be done after budget adjustment	Request for purchase, appointment letter, Payment certificate, Expenditure report and delivery note	
Senior Manager Community Services	Procure Roadblock trailer fully fitted	R425 000.00	01/07/24	30/06/25	All	Advertisement, Appointment	Not procured	Advertisement, Appointment	Advertisement and appointment for procurement of roadblock trailer was not done due to limited budget	Limited budget for procurement of Roadblock trailer fully fitted	Procurement will be done after budget adjustment	Request for purchase, appointment letter, Payment certificate, Expenditure report and delivery note	
<b>Office Furniture and Equipment</b>													
Senior Manager Corporate	Purchase of office Furniture & Equipment	R 1 700 000.00	01/07/24	30/06/25		Appointment of the service provider	R1,504,730,20	None	None	None	None	Request for purchase and Payment certificate, Expenditure report	
<b>Integrated National Electrification Projects (INEP)</b>													
Senior Manager Technical	Electrification of new villages within Ba-Phalaborwa Municipality as per DMRE's approval.	R4 814 000.00	01/07/24	30/06/25	All	Construction with the completion of the following key deliverable: Completion of HV structures for 235 household connections	R0	The projects are under Design Stage	Slow progress on the projects	Delays in Eskom to Approve Designs	Eskom has been engaged to improve the approval of Designs	Progress Reports, Completion certificate (only in 4 <sup>th</sup> Quarter), Expenditure report	
<b>Municipal Infrastructure Grant (MIG)</b>													
Senior Manager	Upgrading of Benfarm	R 4 037 446.27	01/07/24	30/08/24	3	Completion	R1411089.07	R2 626 357.2	Project is at 91% physical	Slow delivery of concrete by the	Contractor to fast track the	Completion certificate, Expenditure	

Responsible Manager	Project Name	Total Capital Budget	Planned Start Date	Planned Completion Date	Ward No.	Quarterly Outputs 2024/25						
						1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges	Interventions	Evidence required
Technical	phase 2								progress	concrete supplier affecting progress. Slow progress addressing snag list items	remaining works.	report
Senior Manager Technical	Refurbishment of Namakgale stadium	R10 837 178.65	01/07/24	30/06/25	4&5	Construction with the following key deliverable: Completion of the soccer pitch, change rooms	R0.00	-R10 837 178.65	Project is at 85% physical progress. The contractor has been terminated	The contract was terminated on the 2 <sup>nd</sup> September 2024 due to poor performance.	The consultant is currently doing evaluation on the work done and determine the remaining scope thereafter the institution will procure a contractor to complete the outstanding works	Progress Reports, completion certificate (at 4 <sup>th</sup> quarter), Expenditure report
Senior Manager Technical	Installation of stormwater culverts at Mashishimale to Lejori, Makhushane, Humulani and Lulekani	R500 000	01/07/24	30/07/24	2,10.16, 16	Completion	R400 279.93	R99 720.07	Project is completed and has reached practical completion. Contractor is currently addressing snaglist items	Slow progress in addressing of snaglist items	Contractor to fast track the remaining works	Completion certificate, Expenditure report
Senior Manager Technical	Selwane sports complex	R 937 660.67	01/07/24	30/07/24	17&18	Completion	R0.00	-R937 660.67	Project is completed. The project has been submitted and in under consideration	None	None	Completion certificate, Expenditure report
Senior Manager Technical	Upgrading of Honeyville to Dinoko Sebera from gravel to paving	R 6 687 241	01/07/24	30/06/27	2,9	Appointment of Consulting Engineering company, detailed design	R0.00	-R6 687 241	Consultant has been appointed and the project is at design stage	None	None	Appointment letters, detailed design report, Progress Reports, Expenditure report

Responsible Manager	Project Name	Total Capital Budget	Planned Start Date	Planned Completion Date	Ward No.	Quarterly Outputs 2024/25						
						1 <sup>st</sup> Quarter Target (1 Jul – 30 Sept 24)	1 <sup>st</sup> Quarter Actual Performance	1 <sup>st</sup> Quarter Actual Performance variance	Remarks	Challenges	Interventions	Evidence required
						report						
Senior Manager Technical	Upgrading of gravel to paving from Aubrey carwash via cemetery to Kanana	R 5 384 423.41	01/07/24	30/06/26	2	Appointment of Consulting Engineering company, Detailed design report	R0.00	-R5 384 423.41	Consultant has been appointed and the project is at design stage	None	None	Appointment letters, detailed design report, Progress Reports, Expenditure report BEC and BAC minutes
Senior Manager Technical	Installation of stormwater culvert at Tension Pilusa graveyard	R 6 900 000.00	01/07/24	30/06/25	8	Appointment of Consulting Engineering company, Detail design report	-R6 900 000.00	Consultant has been appointed and the project is at design stage	None	None	None	Appointment letters, detail design report, Progress Reports, expenditure report, completion certificate (only at 4 <sup>th</sup> quarter) BEC and BAC minutes

## Ratings

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

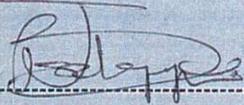
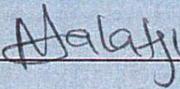
Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	1 <sup>st</sup> Quarter performance	Challenges and intervention	Assessment of service provider
									Poor, Fair, Good, Very good & Above expectations Quarter 1
<b>BUDGET AND TREASURY (BTO)</b>									
AFS Preparation	AFS preparation and Fixed asset register compilation	SEMPRO CONSULTING	Own funding	01 July 2024	30 June 2027	R9 997 000.00	Submitted all the AFS before the prescribed cut-off date.	None	Good
VAT REVIEW AND RECOVERY	VAT Review and Recovery	SEMPRO CONSULTING	Own funding	20 April 2023	20 April 2025	8.5% of the collected amount	The service provider is submitting VAT 201s on time and they have managed to collect an amount of R18 417 562.71.00 so far.	None	Good
Financial Management System	Acquisition of Enterprise Management System for a period of three (3) years	CCG Systems	Own funding	August 2021	August 24	R14 571 893.46	In Progress	SLA renewed for a year through deviations	Good
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	In Progress	No Challenges	Good
Prepaid Electricity Vending	Selling Prepaid Electricity Tokens	CIGICELL	Own funding	March 2023	February 2025	2.25 % excluding VAT of the amount collected	In Progress	None	Good
Meter reading	Reading Water & Electricity Meters	SEMS	Own funding	November 2022	October 2024	R5 326 296.36	In Progress	None	Good

Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	1 <sup>st</sup> Quarter performance	Challenges and intervention	Assessment of service provider
									Poor, Fair, Good, Very good & Above expectations Quarter 1
<b>TECHNICAL SERVICES</b>									
Upgrading of Benfarm Phase 2	Upgrading of road from gravel to tar	Risima project managers	MIG	14 November 2022	02 August 2024	R4 037 445.27	Project reached practical completion	Slow delivery of concrete by Mopani group	Fair
Refurbishment of Namakgale stadium	Refurbishing of stadium	TP Noko	MIG	01 March 2021	N/A	R10 837 178.65	Activities were seized due	Contractor has been terminated due to non-performance. A new contractor to be appointed to complete outstanding scope	Poor
Installation of stormwater culvert in Lulekani	Construction of stormwater culvert bridge	Moreje construction	MIG	24 August 2023	30 May 2024	R500 000.00	Project has reached practical completion		Good
Selwane sports complex	Upgrading of stadium	Nandzu trading	MIG	25 April 2017	30 March 2022	R937 660.67	Project is complete	None	Good
<b>MUNICIPAL MANAGER OFFICE</b>									
Internal Audit Co-Source	Internal Audit Co-Source	Thabi Consulting	Own funding	16 February 2024	16 February 2027	R2 872 049.60	In Progress	None	Good
Implementation of GIAS	Development of the New GIAS governance documents	Samba Solutions	Own funding	05 August 2024	05 January 2025	R465 000	In-Progress	Appointment was done late which might affect the approval of the IA methodology	Good
<b>PLANNING AND DEVELOPMENT</b>									
Supplementary valuation	Conduct municipal SV6	DDP valuers	Own funding	2018	2025	R150 000	On going	None	Good
Conducting General Valuation Roll For 2025-2030	Conduct a new General valuation roll for 2025-2030	Lutendo Property Group	Own funding	2024	2025	R3 000 000	Data collection done	None	Good

Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	1 <sup>st</sup> Quarter performance	Challenges and intervention	Assessment of service provider
									Poor, Fair, Good, Very good & Above expectations Quarter 1
GIS link with Financial System	Migration TPAMS IDP Dashboard Billing Viewer	ESRI	Own funding	2024	2025	R1 200 000	In process with IDP dashboard (site visits done)	None	Good
Housing Sector Plan	Development of Ba-Phalaborwa housing sector plan	Elmon Consulting	Own funding	2024	2025	R600 000	Status quo done Engagement stakeholder And draft housing sector plan	None	Good
Gravelotte Cemetery	Establishment of a new cemetery in Gravelotte	Khanani Town Planning Consultant	Own funding	2024	2025	R1 000 000	All studies conducted and approved by the steering committee	None	Good
<b>CORPORATE SERVICE</b>									
Financial Management System	Acquisition of Enterprise Management System for three (3) years	CCG System	Ba-Phalaborwa Local Municipality	August 2021	31 August 2024	R14 571 893.46	2411244.1	PMS Module not functioning, and the matter was discussed during the Top Management, mSCOA Implementation and Steering Committees.	Good
Rental Installation and maintenance of VoIP for 3 years	Provision of a Telephone System	Mabapa Trading Mab Technologies	Ba-Phalaborwa Municipality	01 January 2020	31 December 2023	R1594 065.72	R 1 528071.24 (Committed)	None	Very good
Rental of Multifunction Printer	Supply, Maintenance and Support of Multi-Function	DIDO September	Ba-Phalaborwa Municipality	01 July 2022	30 June 2025	R1 245 735.69	R146 144.73	None	Good
Provision of 42 Cllr Laptops	Supply, and Maintenance of Tools of Trade	Yellow Solutions	Ba-Phalaborwa Municipality	01 April 2022	30 March 2025	R1 240 000.00	R69 000.00	None	Very Good

Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	1 <sup>st</sup> Quarter performance	Challenges and intervention	Assessment of service provider
									Poor, Fair, Good, Very good & Above expectations Quarter 1
	for Cllrs								
Provision Data and Cellophanes	Supply of Data for BPM Officials and Councillors	Vodacom	Ba-Phalaborwa Municipality	April 2024	February 2026	R1 539 334.00	R305 359.88	None	Very Good
Provision Cellophanes	Supply of Phones and Minutes	MTN	Ba-Phalaborwa Municipality	April 2024	February 2026		R69 959.12	None	Very Good
Leasing of 140 Laptops	Provision of tools of trade to Official	Nghilazi	BPM	01 July 2024	30 June 2027	R 5 000 000.00	R0.00	Delay of Supply. Engage with the service provider	Fair
Office Furniture	Procurement of Office Furniture and Equipment	Moswazi Projects (PTY) LTD	Capex	16-07-2024	05-09-2024	R1 700 000.00	R378 000.00		
		Main J Construction	Capex	09-07-2024	08-07-2024				
<b>COMMUNITY AND SOCIAL SERVICES</b>									
Old Phalaborwa Landfill site	Landfill operation maintenance and management	Mamaila Trading and enterprise	Own funding	October 2022	September 2025	R3 897 258.00	Operational and Monitoring, maintenance of Old Phalaborwa landfill site has made	<ul style="list-style-type: none"> <li>Lack of equipment to maintain the landfill site</li> <li>Lack of daily covering and compaction of the landfill site</li> </ul> Intervention <ul style="list-style-type: none"> <li>Service level agreement will be used to penalise the service provider</li> <li>Continuous</li> </ul>	Fair

Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	1 <sup>st</sup> Quarter performance	Challenges and intervention	Assessment of service provider
									Poor, Fair, Good, Very good & Above expectations Quarter 1
								monitoring of the landfill site must be done on daily basis	

<b>Approval by the Mayor</b>	<p>This Top Layer SDBIP is a management and implementation plan (and not a policy proposal) and is therefore not required to be approved by the Council. The approval of the Reviewed Top Layer SDBIP is a competency reserved for the Municipal Manager in terms of Section 53 of the MFMA. The Municipal Manager becomes responsible for ensuring that the Reviewed Top Layer SDBIP is submitted to the Mayor within 28 days for the approval of the Budget.</p>
<b>Monitoring implementation of the SDBIP</b>	<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>
<b>Signatures</b>	<p style="text-align: center;"><b>2024/25 First Quarter Compiled by:</b></p> <div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div style="text-align: center;">   <hr style="border-top: 1px dashed black;"/> <p><b>JB Selapyane</b> Acting Municipal Manager</p> </div> <div style="text-align: center;"> <p>24/10/2024</p> <hr style="border-top: 1px dashed black;"/> <p><b>Date</b></p> </div> </div> <p style="text-align: center; margin-top: 20px;"><b>2024-25 First Quarter Approved by</b></p> <div style="display: flex; justify-content: space-between; align-items: flex-end;"> <div style="text-align: center;">   <hr style="border-top: 1px solid black;"/> <p><b>Cllr MM Malatji</b></p> </div> <div style="text-align: center;"> <p>24/10/2024</p> <hr style="border-top: 1px solid black;"/> <p><b>Date</b></p> </div> </div> <p style="text-align: center; margin-top: 10px;"><b>Mayor</b></p>

# 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

### 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.**