BA-PHALABORWA LOCAL MUNICIPALITY

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2026/2027

The Home of Marula, Wildlife Tourism and Mining

Contents

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

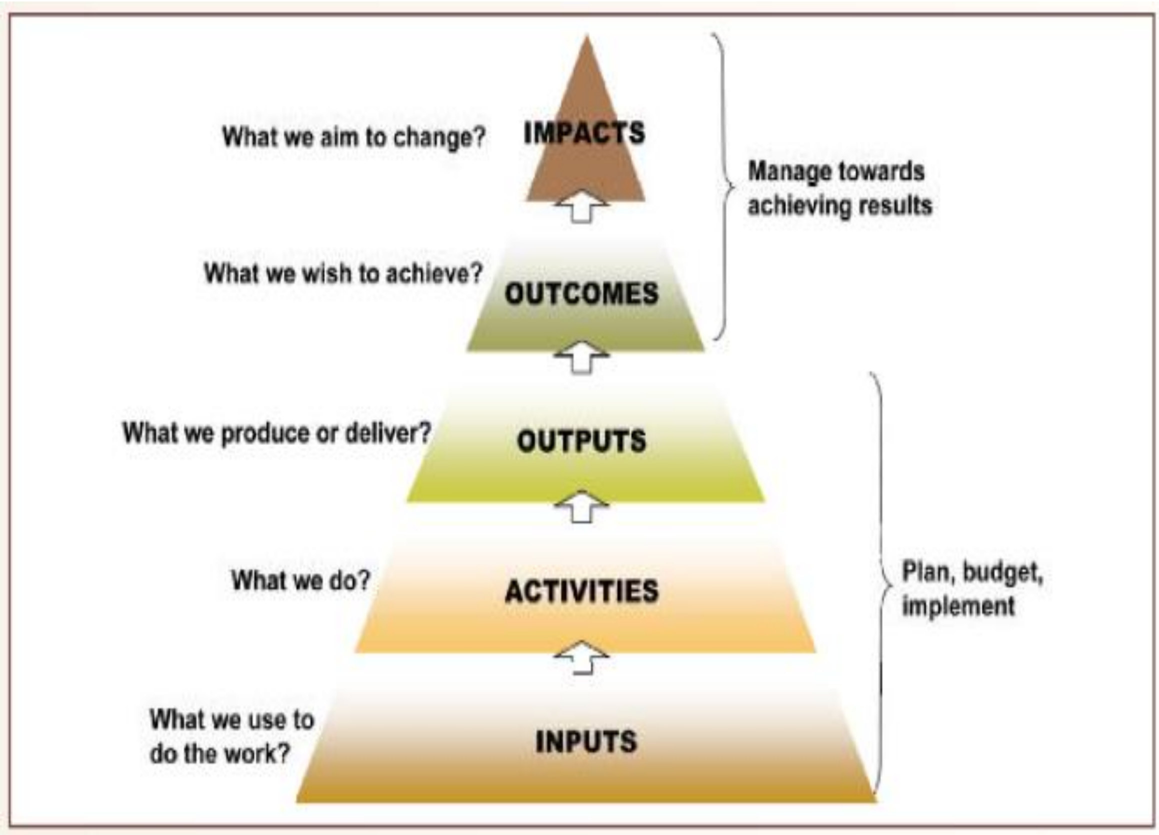
Section 53 of the MFMA stipulates that the Mayor should approve the SDBIP within 28 days after the approval of the budget. The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made 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 vote[1] *
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. Strategic Intent

Vision:

"Provision of quality services for community well-being, tourism and mining 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, wildlife tourism and mining"

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


"To provide quality services for community well-being, tourism and mining development"
The Home of Marula, Wildlife Tourism and Mining
STRATEGIC PERSPECTIVES
Community Satisfaction
Finances
Institutional Processes
Learning and Growth
Protected environment and enhanced community well-being
Growing economic environment
Improved financially viability
Sustainable integrated infrastructure and services
Good corporate governance and public participation
Skilled, competent and innovative workforce

5.1 Monthly projections of revenue for each source for 2026/27

Sources of Revenue	2026 Monthly Outcomes R'000						2026 Monthly Projections R'000						Total
	Jul.	**Aug.**	**Sep.**	**Oct.**	**Nov.**	**Dec.**	**Jan.**	**Feb.**	**Mar.**	**Apr.**	**May**	**June**	
Exchange Revenue													
Service charges – electricity	14 722	14 722	14 722	14 722	14 722	14 722	14 722	14 722	14 722	14 722	14 722	14 722	176 668
Service Charges – Refuse	1 831	1 831	1 831	1 831	1 831	1 831	1 831	1 831	1 831	1 831	1 831	1 831	21 978
Sale of Goods and Rendering of Services	93	93	93	93	93	93	93	93	93	93	93	93	1 119
Agency services	1 034	1 034	1 034	1 034	1 034	1 034	1 034	1 034	1 034	1 034	1 034	1 034	12 409
Interest earned from Receivables	1 453	1 453	1 453	1 453	1 453	1 453	1 453	1 453	1 453	1 453	1 453	1 453	17 439
Interest earned from Current and Non-Current Assets	377	377	377	377	377	377	377	377	377	377	377	377	4 525
Rental from fixed assets	143	143	143	143	143	143	143	143	143	143	143	143	1 721
Construction Contract Revenue	150	150	150	150	150	150	150	150	150	150	150	150	1 800
Operational Revenue	150	150	150	150	150	150	150	150	150	150	150	150	1 801
Non- Exchange Revenue													
Property Rates	15 494	15 494	15 494	15 494	15 494	15 494	15 494	15 494	15 494	15 494	15 494	15 494	185 931
Fines, Penalties and Forfeits	92	92	92	92	92	92	92	92	92	92	92	92	1 098
Licenses and permits	1 335	1 335	1 335	1 335	1 335	1 335	1 335	1 335	1 335	1 335	1 335	1 335	16 017
Transfers recognised - operational	18 431	18 431	18 431	18 431	18 431	18 431	18 431	18 431	18 431	18 431	18 431	18 431	221 172
Interest	3 748	3 748	3 748	3 748	3 748	3 748	3 748	3 748	3 748	3 748	3 748	3 748	44 972
Transfers recognised - capital	3 127	3 127	3 127	3 127	3 127	3 127	3 127	3 127	3 127	3 127	3 127	3 127	37 518
Total Revenue by Source	**62 181**	**62 181**	**62 181**	**62 181**	**62 181**	**62 181**	**62 181**	**62 181**	**62 181**	**62 181**	**62 181**	**62 181**	**746 166**

5.2 Monthly projections of Expenditure for 2026/27

Sources of Revenue	2026 Monthly Outcomes R'000						2027 Monthly Projections R'000						Total
	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
Employee Related Costs	19 132	19 132	19 132	19 132	19 132	19 132	19 132	19 132	19 132	19 132	19 132	19 132	229 580
Remuneration of councillors	1 659	1 659	1 659	1 659	1 659	1 659	1 659	1 659	1 659	1 659	1 659	1 659	19 908
Bulk purchases - electricity	13 669	13 669	13 669	13 669	13 669	13 669	13 669	13 669	13 669	13 669	13 669	13 669	164 024
Inventory consumed	2 955	2 955	2 955	2 955	2 955	2 955	2 955	2 955	2 955	2 955	2 955	2 955	35 455
Debt impairment	9 435	9 435	9 435	9 435	9 435	9 435	9 435	9 435	9 435	9 435	9 435	9 435	113 217
Depreciation and amortisation	7 092	7 092	7 092	7 092	7 092	7 092	7 092	7 092	7 092	7 092	7 092	7 092	85 106
Interest	417	417	417	417	417	417	417	417	417	417	417	417	5 000
Contracted services	5 867	5 867	5 867	5 867	5 867	5 867	5 867	5 867	5 867	5 867	5 867	5 867	70 406
Transfers and subsidies	45	45	45	45	45	45	45	45	45	45	45	45	541
Operational costs	7 476	7 476	7 476	7 476	7 476	7 476	7 476	7 476	7 476	7 476	7 476	7 476	89 707
Total expenditure by Source	**67 745**	**67 745**	**67 745**	**67 745**	**67 745**	**67 745**	**67 745**	**67 745**	**67 745**	**67 745**	**67 745**	**67 745**	**812 944**

5.3 Monthly Projections of Expenditure Operating, Capital and Revenue by Vote: First Quarter

Expenditure and Revenue by Vote	July 2026 R'000			August 2026 R'000			September 2026 R'000		
	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Executive and council	6 561	-	-	6 561	-	-	6 561	-	-
Finance and Administration	20 682	36	37 837	20 682	36	37 837	20 682	36	37 837
Community and Public Safety	7 176	642	2 086	7 176	642	2 086	7 176	642	2 086
Planning and Development	2 296	58	30	2 296	58	30	2 296	58	30
Road Transport	10 233	3 644	3 587	10 233	3 644	3 587	10 233	3 644	3 587
Electricity	19 615	507	15 723	19 615	507	15 723	19 615	507	15 723
Waste Management	1 183	14	2 918	1 183	14	2 918	1 183	14	2 918
Total by Vote	**67 745**	**4 902**	**62 181**	**67 745**	**4 902**	**62 181**	**67 745**	**4 902**	**62 181**

5.4 Monthly Projections of Expenditure Operating, Capital and Revenue by Vote: Second Quarter

Expenditure and Revenue by Vote	October 2026 R'000			November 2026 R'000			December 2026 R'000		
	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Executive and council	6 561	-	-	6 561	-	-	6 561	-	-
Finance and Administration	20 682	36	37 837	20 682	36	37 837	20 682	36	37 837
Community and Public Safety	7 176	642	2 086	7 176	642	2 086	7 176	642	2 086
Planning and Development	2 296	58	30	2 296	58	30	2 296	58	30
Road Transport	10 233	3 644	3 587	10 233	3 644	3 587	10 233	3 644	3 587
Electricity	19 615	507	15 723	19 615	507	15 723	19 615	507	15 723
Waste Management	1 183	14	2 918	1 183	14	2 918	1 183	14	2 918
Total by Vote	**67 745**	**4 902**	**62 181**	**67 745**	**4 902**	**62 181**	**67 745**	**4 902**	**62 181**

5.5 Monthly Projections of Expenditure Operating, Capital and Revenue by Vote: Third Quarter

Expenditure and Revenue by Vote	January 2027 R'000			February 2027 R'000			March 2027 R'000		
	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Executive and council	6 561	-	-	6 561	-	-	6 561	-	-
Finance and Administration	20 682	36	37 837	20 682	36	37 837	20 682	36	37 837
Community and Public Safety	7 176	642	2 086	7 176	642	2 086	7 176	642	2 086
Planning and Development	2 296	58	30	2 296	58	30	2 296	58	30
Road Transport	10 233	3 644	3 587	10 233	3 644	3 587	10 233	3 644	3 587
Electricity	19 615	507	15 723	19 615	507	15 723	19 615	507	15 723
Waste Management	1 183	14	2 918	1 183	14	2 918	1 183	14	2 918
Total by Vote	**67 745**	**4 902**	**62 181**	**67 745**	**4 902**	**62 181**	**67 745**	**4 902**	**62 181**

5.6 Monthly Projections of Expenditure Operating, Capital and Revenue by Vote: Fourth Quarter

Expenditure and Revenue by Vote	April 2027 R'000			May 2027 R'000			June 2027 R'000		
	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Executive and council	6 561	-	-	6 561	-	-	6 561	-	-
Finance and Administration	20 682	36	37 837	20 682	36	37 837	20 682	36	37 837
Community and Public Safety	7 176	642	2 086	7 176	642	2 086	7 176	642	2 086
Planning and Development	2 296	58	30	2 296	58	30	2 296	58	30
Road Transport	10 233	3 644	3 587	10 233	3 644	3 587	10 233	3 644	3 587
Electricity	19 615	507	15 723	19 615	507	15 723	19 615	507	15 723
Waste Management	1 183	14	2 918	1 183	14	2 918	1 183	14	2 918
Total by Vote	**67 745**	**4 902**	**62 181**	**67 745**	**4 902**	**62 181**	**67 745**	**4 902**	**62 181**

5.7 Total Projections of Revenue and Expenditure by Vote for 2026/27

Expenditure and Revenue by Vote	**2026/27 Total Expenditure and Revenue by Vote**		
	R'000		
	Opex	**Capex**	**Rev**
Executive and council	78 723	-	-
Finance and Administration	248 186	435	454 045
Community and Public Safety	86 114	7 702	25 028
Planning and Development	27 547	696	366
Road Transport	122 801	43 726	43 039
Electricity	235 378	6 087	188 672
Waste Management	14 195	174	35 017
Total by Vote	**812 944**	**58 820**	**746 166**

6.1 KPA 1: Spatial Rationale

KPA 1: Spatial Rationale												
PMS No. & Performance Area	**Measurable Objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target 30/06/27**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
1.1 Spatial Planning												
DPD1	Ensure credible valuation roll in place by 30 June 2027	Valuation Roll	Number of supplementary valuation roll reviewed by 30 June 2027	Senior Manager Planning & Development	1	1	OPEX	n/a	n/a	n/a	1	Supplementary valuation roll and Council resolution
DPD2	Ensure that Land Use Management Scheme is updated	Update of Land Use Management	% of complete land use applications processed and submitted to Mopani Planning Tribunal within 90 days receipt	Senior Manager Planning & Development	15 applications received and submitted to Mopani Planning Tribunal within 90 days of receipt	100%	OPEX	100%	100%	100%	100%	Date of receipt of complete application and Proof of Submission register to Mopani Planning Tribunal

6.2 KPA 2: Basic Service Delivery

KPA 2: SERVICE DELIVERY												
PMS No. & Performance Area	**Measurable Objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target 30/06/27**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
2.1 Electricity												
TECH1	To reduce electricity distribution losses and improve revenue collection	Cost recovery	% on reduction of electricity losses each quarter by 30 June 2027.	Senior Manager Technical Services	-3.0%	10%	OPEX	2%	4%	6%	10%	BPM billing to consumers, Eskom bill and distribution loss
TECH2	Improve access to sustainable and affordable basic services	Households' electrification	Number of households electrified at Prieska	Senior Manager Technical Services	New	70 households	INEP	Designs completed	Construction with the following deliverables: Surveying servitude Planting MV and LV of poles	Construction with the following deliverables: Stringing of MV and LV network	Completion of 70 households connected	Progress report(Q1,2,3,4), and Practical Completion Certificate (Q4
TECH3	Improve access to sustainable and affordable basic service	Electricity provision	Number of HH with access to electricity in Municipal Licenced area (Phalaborwa Town) by 30 June 2027.	Senior Manager Technical Services	3559	3559	OPEX	3559	3559	3559	3559	Household, Number of HH list on conventional and pre-paid.
BTO1	Ensure that indigents households are provided with free basic electricity	Free basic electricity	Number of indigent HH receiving free basic electricity by 30 June 2027.	*Chief Financial Officer*	**780**	1 008	OPEX	1 008	1 008	1 008	1 008	Indigent Register and Proof of payment to ESKOM
2.2 Roads & Storm Water												
TECH4	To improve road infrastructure and enhance accessibility through	Road rehabilitation	Number of metres of Hanspirrow Street, Ward 11, rehabilitated and certified by 30	Senior Manager Technical Services	New	700m	CAPEX	Planning and procurement 25%	Construction progress 50%	Construction progress 75%	Construction completion 700m of road rehabilitated	Appointment letter, Progress report(Q1,2,3,4) and Practical Completion Certificate (Q4)

KPA 2: SERVICE DELIVERY												
PMS No. & Performance Area	**Measurable Objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target 30/06/27**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
	rehabilitation		June 2027									
TECH5	To improve road infrastructure and enhance accessibility through rehabilitation	Road rehabilitation	Number of square metres of potholes patched on Phomolong Street, Namakgale by 30 June 2027.	Senior Manager Technical Services	New	5000m2	OPEX	1250m2	1250m2	1250m2	1250m2	Quarterly reports and pictures
TECH6	To improve road infrastructure and enhance accessibility through rehabilitation	Road rehabilitation	Number of square metres of potholes patched on Masakhane Street, Lulekani by 30 June 2027.	Senior Manager Technical Services	New	5000m2	OPEX	1250m2	1250m2	1250m2	1250m2	Quarterly reports and pictures
TECH7	Improve long-term transport and road infrastructure planning	Roads and Stormwater master plan	Number of Roads and Stormwater Master Plans developed and approved by Council by 30 June 2027.	Senior Manager Technical Services	New	1	CAPEX	Planning and procurement processes 25%	50% implementation: Project initiation Collection of Infrastructure data	75% implementation: Draft plan	100% implementation: Final Road Master Plan approved	Appointment letters Progress report(Q1,2,3,4) Approved Road Master Plan Council resolution
2.3 Parks and Cemetery												
COM1	To enhance the environmental appearance and cleanliness of municipal public spaces	Maintenance of parks	Number of parks maintained per month (1. Wildevye, 2. Phalaborwa Fourways, 3. Sealane. 4. Buffalo 5. King Fisher, 6. Impala Park 7. Namakgale Entrance , 8. Defryn, 9. Gravellote Park)	Senior Manager Community Services	9	9	OPEX	9	9	9	9	Monthly Maintenance plan & Maintenance reports with pictures
COM2	To enhance the	Maintenance of gardens	Number of gardens maintained per	Senior Manager	New	6	OPEX	6	6	6	6	Monthly Maintenance plan & Maintenance

KPA 2: SERVICE DELIVERY												
PMS No. & Performance Area	**Measurable Objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target 30/06/27**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
	environmental appearance and cleanliness of municipal public spaces		month (1. Civic center 2. Lapa 3. Impala Sports hall 4. Municipal Lapa 5. White house 6. Bollanoto)	Community Services								reports with pictures
COM3	Ensure appropriate maintenance of cemeteries	Maintenance of cemeteries	Number of cemeteries maintained per month. (Phalaborwa)	Senior Manager Community Services	4 (Previously combined now reported separately)	1	OPEX	1	1	1	1	Monthly Maintenance plan & Maintenance reports with pictures
COM4	Ensure appropriate maintenance of cemeteries	Maintenance of cemeteries	Number of cemeteries maintained per month. (Lulekani)	Senior Manager Community Services	New	1	OPEX	1	1	1	1	Monthly Maintenance plan & Maintenance reports with pictures
COM5	Ensure appropriate maintenance of cemeteries	Maintenance of cemeteries	Number of cemeteries maintained per month at Lulekani (Namakgale)	Senior Manager Community Services	New	1	OPEX	1	1	1	1	Monthly Maintenance plan & Maintenance reports with pictures
COM6	Ensure appropriate maintenance of cemeteries	Maintenance of cemeteries	Number of cemeteries maintained per month. (Gravelotte)	Senior Manager Community Services	New	1	OPEX	1	1	1	1	Monthly Maintenance plan & Maintenance reports with pictures
2.4 Waste Management												
COM7	Ensure that Phalaborwa Landfill site is maintained	Landfill site	Number of Monthly Maintenance reports and checklist of Phalaborwa landfill	Senior Manager Community Services	12	12	OPEX	3	3	3	3	Monthly maintenance reports with pictures & Landfill site Maintenance Checklists
COM8	Ensure the provision of refuse removal services	Refuse removal from households to landfill site	Number of households with access to basic refuse removal Phalaborwa	Senior Manager Community Services	15552 (Previously combined now reported separately)	2935	OPEX	2935	2935	2935	2935	Collection Schedule & Confirmation of waste collection by Ward Councillors/ward committee

KPA 2: SERVICE DELIVERY												
PMS No. & Performance Area	**Measurable Objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target 30/06/27**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
COM9	Ensure the provision of refuse removal services	Refuse removal from households to landfill site	Number of households with access to basic refuse removal Namakgale	Senior Manager Community Services	New	8759	OPEX	8759	8759	8759	8759	Collection Schedule & Confirmation of waste collection by Ward Councillors/ward committee
COM10	Ensure the provision of refuse removal services	Refuse removal from households to landfill site	Number of households with access to basic refuse removal Lulekani	Senior Manager Community Services	New	2376	OPEX	2376	2376	2376	2376	Collection Schedule & Confirmation of waste collection by Ward Councillors/ward committee
COM11	Ensure the provision of refuse removal services	Refuse removal from households to landfill site	Number of households with access to basic refuse removal in Gravellote per quarter	Senior Manager Community Services	New	710	OPEX	710	710	710	710	Collection Schedule & Confirmation of waste collection by Ward Councillors/ward committee
COM12	Ensure the provision of refuse removal services	Refuse removal from business establishments to landfill site	Number of commercial, institutional and industrial centres with access to refuse removal services per quarter	Senior Manager Community Services	New (Previously combined with households)	717	OPEX	717	717	717	717	Collection Schedule and monthly report with pictures
COM13	Ensure the provision of refuse removal services	Refuse removal from rural villages to landfill site	Number of rural villages with access to basic waste removal services once per week (Mashishimale R1,R2,R3, Makhushane, Majenje, Selwane, Priska)	Senior Manager Community Services	1	5	OPEX	5	5	5	5	Collection Schedule & Confirmation register of Skip bins removal by Ward Councillors/Ward Committee Member photos and signed monthly verification.
COM14	Ensure that indigents households are provided with Free basic waste removal	Free Basic Waste removal	Number of indigent Households receiving free basic waste removal service per quarter	Senior Manager Community Services	**247**	247	OPEX	**247**	**247**	**247**	**247**	List of Indigent Households receiving free basic waste removal Indigent register

KPA 2: SERVICE DELIVERY												
PMS No. & Performance Area	**Measurable Objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target 30/06/27**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
2.5 Traffic and Licensing												
COM15	To enhance road safety, enforce compliance with traffic regulations	Road Traffic Regulation	Number of roadblocks conducted per quarter	Senior Manager Community and Social services	**New**	12	OPEX	**3**	**3**	**3**	**3**	Roadblock plan, roadblock reports, attendance registers
COM16	To promote integrated transport planning	Integrated Transport Plan	Number of Transport forum meetings held per quarter	Senior Manager Community and Social services	**New**	4	OPEX	**1**	**1**	**1**	**1**	Invitations, signed minutes and attendance register

6.3 KPA 3: Municipal Financial Viability and Management

KPA 3: Municipal Financial Viability and Management												
PMS No. & Performance Area	**Measurable Objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target 30/06/27**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
3.1 Financial Management												
MM1	Increase financial viability	Annual Budget	Number of Annual Budget submitted to council by 31 May	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Annual Budget document; Council Resolution
BTO2	Ensure compliance with asset and inventory management policy (GRAP 17)	Asset and inventory management	Number of movable asset verifications conducted per quarter	Chief Financial Officer	4	4	OPEX	1	1	1	1	Quarterly assets verifications reports
BTO3	To improve financial management to enhance revenue base	Revenue enhancement	Number of revenue enhancement strategy reviewed by 30 June 2027	Chief Financial Officer	New	1	OPEX	n/a	n/a	n/a	1	Approved Reviewed Revenue enhancement strategy
BTO4	To ensure compliance with budget and reporting regulations	MFMA Reports	Number of S71 reports submitted to the mayor and provincial treasury within 10 working days of start of the month	Chief Financial Officer		12	OPEX	3	3	3	3	Signed s71 reports, proof of submission to Mayor & proof of submission on the portal to Provincial Treasury
BTO5	To improve the annual revenue collection rate	Revenue collection	% of improvement in revenue collection quarterly (Improvement from 65% to 95%	Chief Financial Officer	-8%	95%	OPEX	65%	75 %	85%	95%	Revenue collection reports per Quarter (Billing vs Collection)
BTO6	To improve the annual revenue collection rate	Outstanding service debtors to revenue	% of outstanding service debtors collected per quarter	Chief Financial Officer	21%	15%	OPEX	3.75%	7.5%	11.25%	15%	Quarterly reports on debt collection and council resolution

KPA 3: Municipal Financial Viability and Management												
PMS No. & Performance Area	**Measurable Objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target 30/06/27**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
BTO7	Submission of Annual Financial Statements within prescribed timeframe	MFMA reports	Number of annual financial statements submitted to the A-G within the prescribed timeframes by 31 August 2026	Chief Financial Officer			OPEX	1	n/a	n/a	n/a	Proof of Submission to AG , copy of final AFS to AG
MM2	To ensure compliance with budget and reporting regulations	MFMA Reports	Number of Adjustment Budget reports submitted to Council in terms of S28	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Adjusted budget and Council resolution
TECH8	Ensure compliance to MIG expenditure	MIG expenditure	% compliance to MIG Expenditure per quarter	Senior Manager Technical Services	R35 105 169.05	R37 518 350.00	MIG	25%	50%	75%	100%	Quarterly Financial Report on MIG Expenditure
TECH9	Improved allocation of maintenance budget	Maintenance Expenditure	% of maintenance budget spent per quarter (Technical)	Senior Manager Technical Services	New	100%	Opex	25%	50%	75%	100%	Quarterly Financial Report on maintenance expenditure

6.4 KPA 4: LOCAL ECONOMIC DEVELOPMENT

KPA 4: Local Economic Development												
PMS No. & Performance Area	**Measurable objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target 30/06/27**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
4.1 Job creation												
TECH10	Ensure the creation of jobs through municipal capital projects	Promotion Local Economy	Number of jobs created through capital Projects per quarter (Temporary jobs)	Senior Manager Technical Services	**83**	70	CAPEX	15	15	30	10	Certified ID copies, payment registers and employment contracts
TECH11	Ensure the creation of jobs through Expanded Public Works Programme	Promotion of local economy	Number of work opportunities created through EPWP per quarter	Senior Manager Technical Services	135	63	OPEX	n/a	63	n/a	n/a	Certified ID copies, payment registers and employment contracts
DPD3	Ensure that LED forums are coordinated	LED Forum	Number of LED Forums meetings held per quarter	Senior Manager Planning and Development	4	4	OPEX	1	1	1	1	Invitations, Attendance register and minutes
4.2 Enterprise Support												
BTO10	Create an enabling environment for sustainable job opportunities.	MSMEs support	Number of MSMEs supported through the municipal Supply Chain Management processes per quarter (procurement)	Chief Financial Officer	**420**	400	OPEX & CAPITAL	100	100	100	100	System generated Expenditure report with MSMEs supported.
DPD4	Create an enabling environment for sustainable job opportunities.	MSMEs support	Number of MSMEs supported through LED initiatives per quarter	Senior Manager Planning and Development	**New**	200	OPEX	5	95	95	5	Quarterly reports and Council Resolutions

KPA 4: Local Economic Development												
PMS No. & Performance Area	**Measurable objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target 30/06/27**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
DPD5	To enhance the visibility and attractiveness of Ba-Phalaborwa Municipality as a preferred tourist destination	Promotion of local economy	Number of activities promoting and marketing Ba-Phalaborwa Municipality as a tourist destination by 30 June 2027	Senior Manager Planning and Development	6	5 (Tourism month activities, Marula Activities, World Travel Market, Rand Show, and Africa's Travel Indaba)	OPEX	1 Tourism month activities	n/a	1 Marula Activities	3 - Rand Show - World Travel Market - Africa's Travel Indaba	Invitations, Attendance register, reports, Council Resolutions

6.5 KPA 5: Municipal Transformation and Institutional Development

KPA 5: Municipal Transformation and Institutional Development												
PMS No. & Performance Area	**Measurable objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target 30/06/27**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
5.1 Organisational Design & Human Resource												
CORP1	To enhance organisational effectiveness	Institutional Development and Transformation	Number of reviewed 2027/28 Municipal Organisational structure by 30 June 2027	Senior Manager Corporate Services	1	1	OPEX	n/a	n/a	n/a	1	Council Resolution and Reviewed organizational structure with dates.
CORP2	Ensure filling of approved priority vacancies.	Human Resource Management	Number of prioritised vacant positions to be filled by 30 June 2027	Senior Manager Corporate Services	54	10	OPEX	n/a	n/a	n/a	10	Recruitment plan on critical positions and Appointment letters
5.2 Employment Equity												
CORP3	Good governance and administration	Good corporate governance and public participation	Number of people from employment equity target group employed in the three highest levels of the municipality (National indicator)	Senior Manager Corporate Services	6	3	OPEX	n/a	n/a	n/a	3	Implementation report on the Equity Plan & appointment letters
5.3 Skills Development												
CORP4	Develop a high Skilled and Knowledgeable workforce	Workplace Skills Development Plan	Number Workplace Skills Development Plan (WSP) submitted to LG Seta by 30 April	Senior Manager Corporate Services	1	1	OPEX	n/a	n/a	n/a	1	WSP & proof of submission to LG SETA
CORP5	Ensure capacitated work force	Skills Development	Number of employees capacitated in	Senior Manager Corporate	New	120		30	30	30	30	Training report

KPA 5: Municipal Transformation and Institutional Development												
PMS No. & Performance Area	**Measurable objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target 30/06/27**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
			terms of Workplace Skills plan per quarter	Services								
CORP6	Ensure capacitated work force	Skills Development	Councillors capacitated in terms of Workplace Skills plan per quarter	Senior Manager Corporate Services		37		10	10	10	7	Training report
CORP7	Ensure that municipalities appoint people with the necessary skills that will enable them to accelerate the delivery of basic services	Workplace skills plan (Technical skills)	Number of municipal personnel with technical skills/capacity (technicians and engineers)	Senior Manager Corporate Services	New	1	OPEX	n/a	1	n/a	n/a	Report on Skill Audit conducted
CORP8	Develop a high Skilled and Knowledgeable workforce	Workplace skills plan	Amount actual spent (1 % of the salary budget of municipality) on implementing workplace skills plan (National Indicator)	Senior Manager Corporate Services	R2,314,310.97	R1 580 904	OPEX	n/a	R790 452	n/a	R1 580 904	Expenditure reports; implementation reports
5.4 Performance Management System												
MM3	Sustain management of performance for Section 54 & 56 Managers	Performance Management System	Number of senior managers (section 54 and S56) with signed performance agreements within prescribed timeframe (One month after the start of financial	Municipal Manager	6	6	OPEX	6	n/a	n/a	n/a	Copies of signed Performance Agreements.

KPA 5: Municipal Transformation and Institutional Development												
PMS No. & Performance Area	**Measurable objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target 30/06/27**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
			year)									
MM4	Sustain management of performance for Section 54 & 56 Managers	Performance Management System	Number of formal assessments conducted (S54 & 56) by 30 June 2027	Municipal Manager	2	2	OPEX	n/a	n/a	1 (Annual Assessment) 1 (Mid-year Assessment)	n/a	2025/26 Annual Assessment report and 2026/27 Mid-Year Assessment Report
CORP9	Sustain management of performance for officials other Section 54 & 56 Managers	Performance Management System	% of officials other than S 57 managers with signed performance agreements within the prescribed timeframe.	Senior Manager Corporate services	New	100%	OPEX	100%	n/a	n/a	n/a	Signed Performance Agreements
CORP10	Sustain management of performance for officials other Section 54 & 56 Managers	Performance Management System	% of officials other than S 57 managers formally assessed within the prescribed timeframe.	Senior Manager Corporate services	New	100%		100% Annual	n/a	100% Mid-year	n/a	2025/26 Annual Assessment report and 2026/27 Mid-Year Assessment Report
MM5	Promote institutional accountability and compliance to PMS framework	Performance Management System reporting	Number of 2025/26 Annual Report adopted within stipulated timeframes	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Council Approved 2025/26 Annual Report with Council Resolution
MM6	Promote institutional accountability and compliance	Performance Management System reporting	Number of oversight reports on annual report adopted within stipulated timeframes	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Council Approved Oversight Report and Council Resolution
5.5 Integrated Development Plan												
MM7	Ensure that	IDP Review	Number of Final	Municipal	1	1	OPEX	n/a	n/a	n/a	1	Final IDP & Council

KPA 5: Municipal Transformation and Institutional Development												
PMS No. & Performance Area	**Measurable objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target 30/06/27**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
	IDP/Budget are done within the legislated framework		2027/28 IDP adopted by Council by 30 May 2027	Manager								resolution
MM8	Enhanced Integrated Planning	IDP representative forum	Number of IDP REP Forum meetings held per quarter	Municipal Manager	4	4	OPEX	1	1	1	1	Attendance registers, agendas, invitations
MM9	Enhanced Integrated Planning	IDP Steering Committee	Number of IDP Steering Committee meetings held per quarter	Municipal Manager	4	4	OPEX	1	1	1	1	Attendance registers, agendas, invitations
5.6 Human Resource Management, Legal Services & Occupational Health and Safety												
CORP11	Ensure safe and healthy working environment	Occupational Health Safety	Number of in-year compliance reports on OHS generated	Senior Manager Corporate Services	4	4	OPEX	1	1	1	1	Quarterly Reports, and attendance registers
MM10	Ensure that the municipality has SLA with all service providers	Legal Services	% of service providers appointed during thewith signed Service Level Agreement (within 30 days after the appointment)	Municipal Manager	New	100%	OPEX	100%	100%	100%	100%	SLA Register
CORP12	Ensure sound labour practice	Labour Forum	Number of Local Labour Forum meetings convened	Senior Manager Corporate Services	15	12	**OPEX**	3	3	3	3	LLF signed minutes, invitations, and attendance register.
5.7 Policies and By-laws												
CORP13	To ensure implementation of law-enforcement	Policy development, by-laws and reviews	Number of by-laws and or policy review workshop held by 30 June 2027	Senior Manager Corporate Services	New	1	**OPEX**	n/a	n/a	n/a	1	Policy and by-law register & Council resolutions

KPA 5: Municipal Transformation and Institutional Development												
PMS No. & Performance Area	**Measurable objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target 30/06/27**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
CORP14	To ensure compliance with legislative requirements and organisational needs.	Policies	Number of policy workshops held	Senior Manager Corporate Services	New	3	**OPEX**	1 Officials	1 Councillors	1 Officials	n/a	Invitations & attendance register

6.6 KPA 6: Good Governance & Public Participation

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	**Measurable objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target (30/06/27)**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
6.1 Council and Executive Management												
CORP15	Ensure effective and efficient functioning of Council	Council function and support	Number of scheduled Council meetings held per quarter	Senior Manager Corporate Services	21	4	OPEX	1	1	1	1	Minutes of council meetings, Attendance registers
CORP16	Ensure effective and efficient functioning of Council	Council function and support	Number of scheduled Exco meetings held per quarter	Senior Manager Corporate Services	21	4	OPEX	1	1	1	1	Minutes of EXCO meetings, Attendance registers
MM11	To promote good governance	MPAC	Number of scheduled MPAC meetings held per quarter	Municipal Manager	18	4	OPEX	1	1	1	1	Council Approved MPAC schedule of meetings & Attendance registers
MM12	To promote good governance	MPAC	% of MPAC quarterly Recommendations approved by Council implemented	Municipal Manager	77%	100%	OPEX	100%	100%	100%	100%	Council Resolutions on MPAC Recommendations and Progress Report on the implementation of the Council Resolutions
6.2 Public Participation and Ward Committees												
MM13	Ensure effective and efficient functioning of ward committees	Ward Committee Support	Number of quarterly scheduled and convened ward Committee meetings per ward	Municipal Manager	228	209	OPEX	57	38	57	57	Minutes, attendance register, and Consolidated Ward Committee Report
MM14	To promote community participation and accountability	Public Participation	Number of Mayoral Imbizos and public participation held per quarter	Municipal Manager	4	4	OPEX	1	1	1	1	Public notices, attendance register and Community Inputs report.
TECH12	To promote accountability	Complaints Management	% of complains resolved per	Senior Manager Technical	69.24%	75%	OPEX	75%	75%	75%	75%	Complains Register.

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	**Measurable objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target (30/06/27)**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
			quarter	Services								
MM15	Ensure effective and efficient communication	Communications	Number of Communication Strategy reviewed and approved by 30 June 2027	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Communication strategy and Council resolution
MM16	Ensure effective and efficient communication	Communications	% for submission of information for publishing on the website in accordance with legislation checklist per quarter	Municipal Manager	100%	100%	OPEX	100%	100%	100%	100%	Legislation Checklist, Proof of submission to IT
MM17	Governance and Administration	Advance good corporate governance	Number of quarterly Local Communicators Forum held	Municipal Manager	4	4	OPEX	1	1	1	1	Invitations, Minutes, and attendance registers
6.3 Corporate Governance												
MM18	To provide independent oversight on governance, risk management, internal control, performance management and financial reporting	Audit Committee	Number of quarterly Audit Committee meetings held	Municipal Manager	13	10	OPEX	3	2	2	3	Copies of approved minutes, attendance registers
MM19	To promote good governance	Audit Committee	Number of Reviewed and approved 2027/28 Audit Committee Charter by 30 June 2027	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Audit Committee Charter and Council Resolution
CAE1	To provide independent	Audit Committee	Number of Audit	Chief Audit Executive	9	4	OPEX	1	1	1	1	Audit Committee Reports and Council Resolution

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	**Measurable objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target (30/06/27)**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
	oversight on governance, risk management, internal control, performance management and financial reporting		Committee Reports presented to Council by 30 June 2027									
MM20	To strengthen governance, accountability and compliance through the implementation of Audit Committee resolutions	Audit Committee	% of Audit Committee resolutions implemented within the reporting quarter	Municipal Manager	100%	100%	OPEX	100%	100%	100%	100%	Audited Audit Committee Institutional Resolution Register
MM21	To provide independent oversight on governance, risk management, internal control, performance management and financial reporting	Internal Audit	Number of Audit Steering Committee meetings held per quarter	Municipal Manager	38	36	OPEX	8	12	8	8	Approved minutes and attendance registers. (Exco and Management)
MM22	To promote good governance	Internal Audit	Number of 2027/28 Risk-based Audit Plan reviewed and approved by 30 June 2027	Chief Audit Executive	1	1	OPEX	n/a	n/a	n/a	1	Approved Risk-based audit plan and AC Resolution
MM23	To strengthen governance, accountability and compliance through the implementation of Internal Audit recommendations	Internal Audit	% Implementation of Internal Audit Action Plan within the reporting quarter	Municipal Manager	47%	100%	OPEX	100%	100%	100%	100%	Internal Audit Institutional Follow-up Report
MM24	To improve the quality of municipal services and enhance	Community Engagement and Customer Care	% of Community satisfaction with provision	Municipal Manager	53% Satisfied	100%	OPEX	n/a	100%	n/a	n/a	Community Satisfaction Survey Report

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	**Measurable objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target (30/06/27)**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
	community satisfaction		of services by 30 June 2027									
MM25	To ensure compliance with legislative requirements	Performance Management and Reporting	Submission of 2025/26 Annual Performance Report to AG by 31 August 2026	Municipal Manager	1	1	OPEX	1	n/a	n/a	n/a	Dated proof of submission, copy of final Annual Performance Report
MM26	Good governance and administration	Good corporate governance and public participation	Number of AGSA Audit Action Plan for 2025/26 audit findings approved by council by 31 January 2027	Municipal Manager	1	1	OPEX	n/a	n/a	31 January 2027	n/a	Approved AG Action Plan & Council Resolution
MM27	To improve municipal internal controls and systems	External Auditing	% implementation of Audit Action Plan (2024/2025 & 2025/2026)	Municipal Manager	73	100%	OPEX	100% of findings due according to approved Audit Action Plan	100% of findings due according to approved Audit Action Plan	100% of findings due according to approved Audit Action Plan	100% of findings due according to approved Audit Action Plan	Audited Audit Action Plan to address findings raised by AGSA. (2024/2025 & 2025/2026)
6.4 Risk Management, Fraud & Anti-Corruption												
MM28	To promote ethical conduct, transparency, and accountability	Governance, Risk and Compliance	Number of reviewed 2027/2028 fraud and anti-corruption strategy approved by 30 June 2027	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved fraud and Anti-Corruption strategy and Council resolution
MM29	To strengthen institutional risk management and support informed decision-making	Governance, Risk and Compliance	Number of Reviewed 2027/2028 Institutional Strategic Risk Register approved by 30 June 2027	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Institutional Strategic Risk register and council resolution

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Measurable objective	Programme	Key Performance Indicator	Responsible Manager	Baseline (30/06/26)	Annual Target (30/06/27)	Budget	2026/27 Quarterly Projections				Evidence Required
								1st Quarter (1 Jul – 30 Sept 26)	2nd Quarter (1 Oct – 31 Dec 26)	3rd Quarter (1 Jan– 31 Mar 27)	4th Quarter (1 Apr – 30 Jun 27)	
MM30	To promote good governance	Risk Management	Number of Institutional Risk Management Committee meetings held per quarter	Municipal Manager	5	4	OPEX	1	1	1	1	Signed Minutes of the Risk Committee meeting and attendance register
MM31	Governance, Risk and Compliance	To promote accountability and strengthen fraud and corruption management	% of reported fraud and corruption cases investigated within 30 working days	Municipal Manager	N/A	100%	OPEX	100%	100%	100%	100%	Case register and Investigation reports
6.5 HIV/AIDS												
MM32	To increase community awareness and education on HIV/AIDS prevention	HIV/AIDS	Number of outreach programmes conducted within Ba-Phalaborwa Municipality by 30 June 2027	Municipal Manager	9	2	OPEX	n/a	1 World Aids Day event	n/a	1 Candlelight Memorial service	Outreach programmes report, Attendance registers, Invitations & Agenda
6.6 Security management												
MM33	To improve accountability and oversight	Security Management / Asset Protection Services	Number of quarterly Security Management reports on the safeguarding of Council assets	Municipal Manager	12	4	OPEX	1	1	1	1	Security Management Reports & Council Resolution
6.7 Disaster Management												
MM34	Ensure that DRM awareness campaigns are in order to appropriate response to disaster management	Awareness campaigns on disaster risks and management	Number of disaster awareness campaigns conducted per quarter	Municipal Manager	12	4	OPEX	1	1	1	1	Invitations, Attendance registers and disaster awareness conducted reports

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	**Measurable objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target (30/06/27)**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
MM35	Ensure that DRM Plan is reviewed in order to appropriate response to disaster management	Review of the DM Plan	Number of Disaster management plans reviewed by 30 June 2027	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Reviewed Disaster Management Plan, council resolution
MM36	Ensure that disaster victims are provided with relief	Disaster Relief	% of disaster affected households provided or supported with relief measure per quarter	Municipal Manager	New	100%	OPEX	100%	100%	100%	100%	Quarterly Disaster relief reports
6.8 Performance Management System												
MM37	To strengthen performance monitoring, reporting, accountability, and compliance	Performance Management System reporting	Number of Mid-Year Performance Assessment Report submitted to AG by 25 January 2027	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Mid-year and budget report and council resolution
MM38	To strengthen institutional planning, performance management,	Performance Management System	Number of approved Final 2027/28 SDBIP (28 days after the adoption of the IDP and Budget)	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	2027/28 Final SDBIP approved by the Mayor (Signed and Dated)
6.9 Information Communication Technology												
CORP17	To ensure the availability, integrity, and recoverability of municipal information systems	ICT Governance and Business Continuity Management	Number of ICT Steering Committee convened per quarter	Senior Manager Corporate services	New	4	OPEX	1	1	1	1	Invitations, Signed Minutes, and attendance registers

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	**Measurable objective**	**Programme**	**Key Performance Indicator**	**Responsible Manager**	**Baseline (30/06/26)**	**Annual Target (30/06/27)**	**Budget**	**2026/27 Quarterly Projections**				**Evidence Required**
								1st Quarter (1 Jul – 30 Sept 26)	**2nd Quarter (1 Oct – 31 Dec 26)**	**3rd Quarter (1 Jan– 31 Mar 27)**	**4th Quarter (1 Apr – 30 Jun 27)**	
CORP18	To ensure the availability, integrity, and recoverability of municipal information systems	ICT Governance and Business Continuity Management	Number of monthly Disaster Recovery Plan (DRP) test performed	Senior Manager Corporate services	New	12	OPEX	3	3	3	3	DRP Test Report

7.1 Capital Projects per Responsible Manager

Responsible Manager	Project Name	Total Capital Budget	Planned Start Date	Planned Completion Date .	Ward No	2026/27 Quarterly Projections				Evidence Required
						1st Quarter (1 Jul – 30 Sept 26)	2nd Quarter (1 Oct – 31 Dec 26)	3rd Quarter (1 Jan– 31 Mar 27)	4th Quarter (1 Apr – 30 Jun 27)	
Internally Funded										
Senior Manager Planning and Development	Establishment of a new Cemetery in Phalaborwa	800 000	1/07/2026	30/06/2027	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16	Advertisement, Appointment	Specialised Studies	Lodging and submission to Tribunal	Approval	Advert and appointment, Specialised studies, Receipt of application and Proof of submission to Tribunal & Expenditure report
Electricity										
Senior Manager Technical Services	New 11-kV Overhead Power Line from Ext.6 to Kruger Spar	2 000 000	1/07/2026	30/06/2027	11 & 12	Advertisement and appointment of service provider	Construction and energizing of overhead line completed	n/a	n/a	Advert and appointment letter, Progress report, practical completion certificate & Payment certificate
Senior Manager Technical Services	Quality of Supply Monitoring Equipment in the Distribution System	600 000	1/07/2026	30/06/2027	11 & 12	Advertisement and appointment of service provider	Installation of Quality of Supply Monitoring Equipment	n/a	n/a	Advert and appointment letter, Progress report, completion certificate & Payment certificate
Senior Manager Technical Services	Replacement of Switchgear in Extension 8B Substation	1 600 000	1/07/2026	30/06/2027	11 & 12	Advertisement and appointment of service provider	Replacement of switchgear Substation	n/a	n/a	Advert and appointment letter, Progress report, Practical completion certificate & Payment certificate
Senior Manager Technical Services	New 11-kV Overhead Power Line at Potgieter Street (Main Sub to Cleveland Sub).	1 000 000	1/07/2026	30/06/2027	11 & 12	Advertisement and appointment of service provider	Construction of overhead line at 50%	Construction and energizing of overhead line completed	n/a	Advert and appointment letter. Progress report and Practical completion certificate. Payment certificate
Senior Manager Technical Services	New 500-kVA Minisub and Meter Kiosks at Aalwyn Street in Ward 11	1 200 000	1/07/2026	30/06/2027	11 & 12	Advertisement and appointment of service provider	Procurement of Minisub and Kiosks	Installation of Minisub and kiosks at 50%	Installation and commissioning of Minisub and kiosks completed	Advert and appointment letter. Progress report and Practical completion certificate. Payment certificate
Senior Manager Technical Services	New Surge Generator and Related Equipment	400 000	1/07/2026	30/06/2027	11 & 12	Advertisement and appointment of supplier	New surge generator and related equipment procured	n/a	n/a	Advert and appointment letter. Delivery note. Payment certificate

Responsible Manager	Project Name	Total Capital Budget	Planned Start Date	Planned Completion Date .	Ward No	2026/27 Quarterly Projections				Evidence Required
						1st Quarter (1 Jul – 30 Sept 26)	2nd Quarter (1 Oct – 31 Dec 26)	3rd Quarter (1 Jan– 31 Mar 27)	4th Quarter (1 Apr – 30 Jun 27)	
Senior Manager Technical Services	New Mobile Backup Generator & Trailer	100 000	1/07/2026	30/06/2027		Planning and procurement at 50%	Backup generator and trailer procured	n/a	n/a	Request for Quotation. Delivery note. Payment certificate
Senior Manager Technical Services	Capital Tools and Equipment (2 x Link Sticks and 2 x 12-kV Insulation Testers/Meggers)	100 000	1/07/2026	30/06/2027		Planning and procurement at 50%	Capital tools and equipment procured	n/a	n/a	Request for Quotation. Delivery note. Payment certificate
Roads and stormwater										
Senior Manager Technical Services	Rehabilitation of streets Hanspirrrow street ward 11	5 000 000	1/07/2026	30/06/2027	11 & 12	Planning and procurement 25%	Construction progress 50%	Construction progress 75%	Construction completion 700m of road rehabilitate d	Appointment letter Progress report(Q1,2,3,4) Practical Completion Certificate (Q4)
Senior Manager Technical Services	Upgrading of Honeyville to Dinoko Sebera from gravel to block paving	4 514 674.54	1/07/2026	30/06/2027	8,9	-Subbase construction -Base construction	-Base construction -Installation of kerbs -Installation of block paving	n/a	n/a	Practical completion certificate, progress report
Senior Manager Technical Services	Upgrading of gravel to block paving from Aubrey carwash via cemetery to Kanana	3 051 731.91	1/07/2026	30/06/2027	2	-Subbase construction -Base construction	-Base construction -Installation of kerbs -Installation of block paving	n/a	n/a	Practical completion certificate, progress report
Senior Manager Technical Services	Refurbishment of Namakgale stadium	6 557 678.64	1/07/2026	30/06/2027	4,5	-Testing of water and sewer lines -Practical handover to municipality	-Base construction -Installation of kerbs -Installation of block paving	n/a	n/a	Practical completion certificate, progress report
Environmental Management										
Senior Manager Community and Social Services	Drilling of upstream borehole for environmental compliance at the Phalaborwa Landfill Site	200 000	1/07/2026	30/06/2027	All wards	Appointment of Service provider	Drilling of upstream borehole	Drilling of upstream borehole completed	n/a	Appointment letters Progress report (Q2) Completion report
Senior Manager Community and Social Services	Drilling of downstream and upstream boreholes at the Namakgale Landfill Site for Water Quality Monitoring	200 000	1/07/2026	30/06/2027	All wards	Appointment of Service Provider	Drilling of upstream borehole	Drilling of upstream borehole completed	n/a	Appointment letters Progress report (Q2) Completion report

Responsible Manager	Project Name	Total Capital Budget	Planned Start Date	Planned Completion Date .	Ward No	2026/27 Quarterly Projections				Evidence Required
						1st Quarter (1 Jul – 30 Sept 26)	2nd Quarter (1 Oct – 31 Dec 26)	3rd Quarter (1 Jan– 31 Mar 27)	4th Quarter (1 Apr – 30 Jun 27)	
Senior Manager Corporate Services	Purchase of office furniture	500 000	01/07/2026	30/06/2027	Municipal Offices	Requisitions for 50% of the furniture and equipment requirements. (R250,000)	Receipt of Orders	Requisitions for last 50% of the furniture and equipment requirements. (R250,000)	Receipt of Orders	Requisition
INEP										
Senior Manager Technical Services	Electrification of 70 households at Prieska village	1 800 000	01/07/2026	30/06/2027	18	Designs completed	Construction with the following deliverables: Surveying servitude Planting MV and LV of poles	Construction with the following deliverables: Stringing of MV and LV network	Completion of 70 households connected	Progress report(Q1,2,3,4), and Practical Completion Certificate (Q4
MIG										
Senior Manager Technical Services	Installation of precast storm water culverts at Shitshitwe culvert	R 12 200 000.00	October 2025	June 2027	9	-Establishment -Box cutting of the roadway -Preparation of the foundation	-roadbed preparation -sub base layer construction -casting of foundation	-sub base layer construction -Installation of stormwater structures	-base layer construction -handover to municipality	Progress report; practical completion certificate
Senior Manager Technical Services	Upgrading of gravel to block paving from clinic via ZCC	R6 400 000.00	October 2025	June 2027	2	-Establishment -Box cutting of the roadway -Preparation of the foundation	-roadbed preparation -sub base layer construction -casting of foundation	-sub base layer construction -Installation of stormwater structures	-base layer construction -handover to municipality	Progress report; practical completion certificate

Responsible Manager	Project Name	Total Capital Budget	Planned Start Date	Planned Completion Date .	Ward No	2026/27 Quarterly Projections				Evidence Required
						1st Quarter (1 Jul – 30 Sept 26)	2nd Quarter (1 Oct – 31 Dec 26)	3rd Quarter (1 Jan– 31 Mar 27)	4th Quarter (1 Apr – 30 Jun 27)	
Senior Manager Technical Services	Upgrading of gravel to block paving from Nkateko Primary to Pondo Combined	R8 000 000.00	October 2025	June 2027	14	-Establishment -Box cutting of the roadway -Preparation of the foundation	-roadbed preparation -sub base layer construction -casting of foundation	-sub base layer construction -Installation of stormwater structures	-base layer construction -handover to municipality	Progress report; practical completion certificate
Senior Manager Technical Services	Upgrading of gravel road to block paved road from Humulani clinic to PMC bus stop	R19 900 000.00	October 2026	June 2028	3	-Appointment of consultant -Design development	-Appointment of a contractor -Site establishment	-Site clearing -Box cutting -Roadbed preparation	-Sub-base layer construction -Base layer construction	Appointment letter, Progress report
Senior Manager Technical Services	Upgrading of gravel road to block paved road from Mabine Primary to Lebeko Secondary School	R33 400 000.00	October 2026	June 2029	8&9	-Appointment of consultant -Design development	-Appointment of a contractor -Site establishment	-Site clearing -Box cutting -Roadbed preparation	-Sub-base layer construction -Base layer construction	Appointment letter, Progress report

8.1 SDBIP APPROVAL

Approval by the Mayor	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 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 for the approval after budget adjustment approved.
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	**TOP LAYER SDBIP 2026/27** **Compiled by:** 24/06/2026 **Ms. ST Mokobi** **Date** **Municipal Manager** **Approved by:** Malatji 24/06/2026 **Cllr MM Malatji** **Date** **Mayor**

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: Lepelle bill less BPM bill / Lepelle bill x 100.

Reduction in electricity losses

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

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.