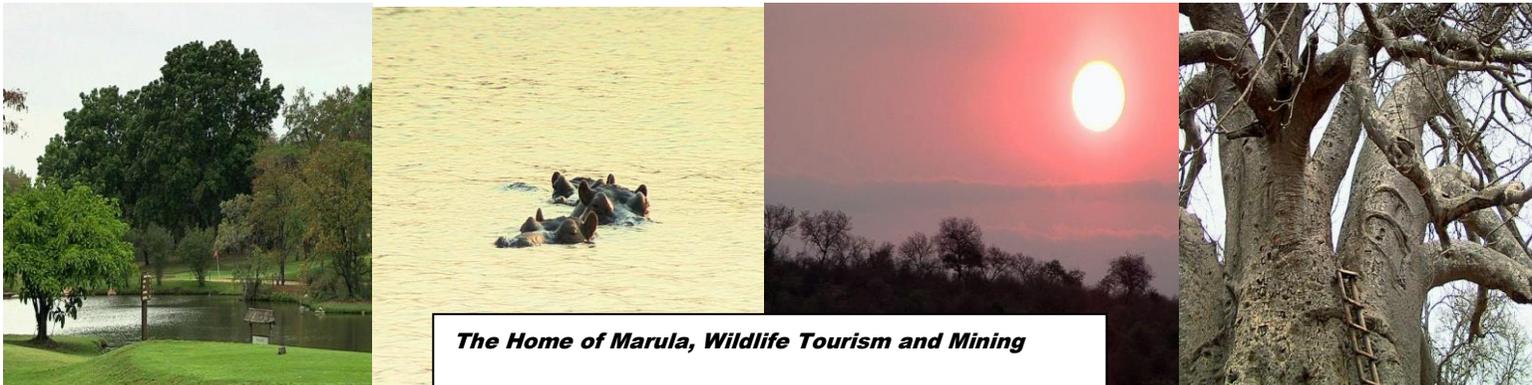


BA-PHALABORWA LOCAL MUNICIPALITY



SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) REVIEWED 2025/2026



The Home of Marula, Wildlife Tourism and Mining

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1. Introduction

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

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

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

2. Legislation

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

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

Section 53 of the MFMA stipulates that the Mayor should approve the SDBIP within 28 days after the approval of the budget. The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

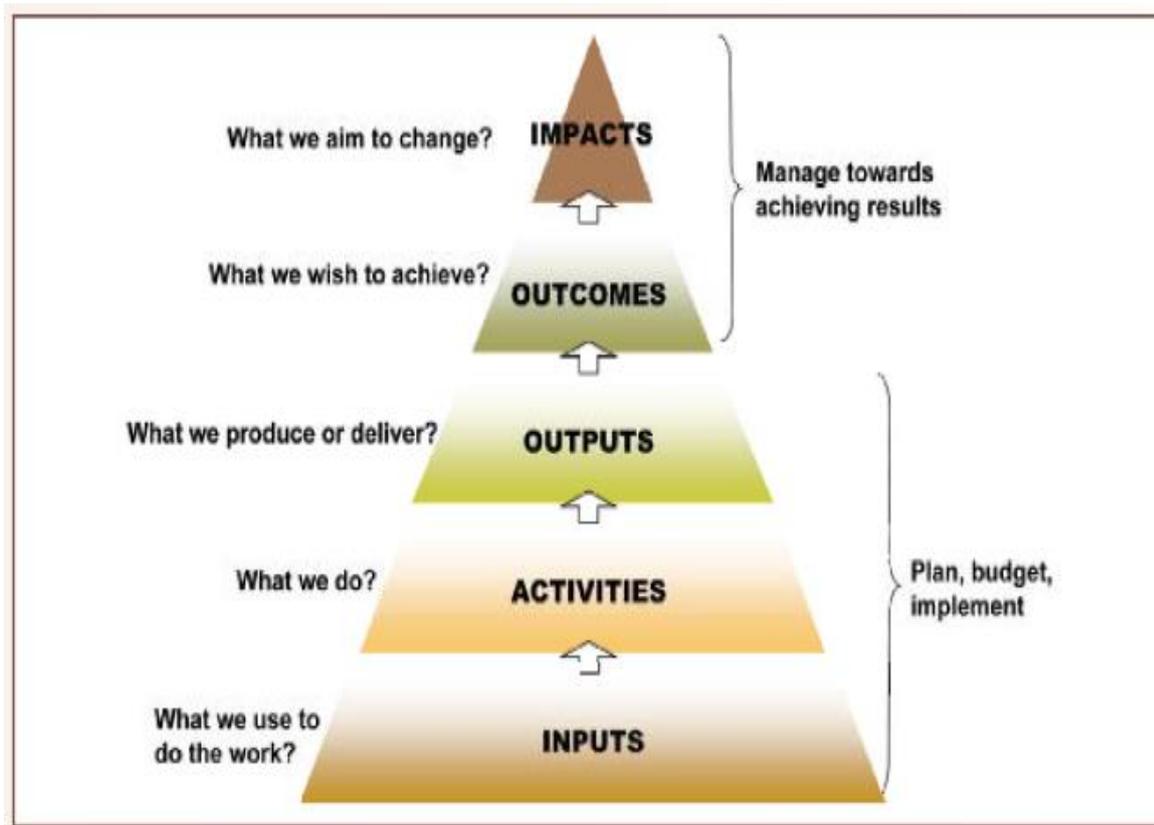
The following National Treasury prescriptions, in terms of MFMA Circular 13, are applicable to the Ba-Phalaborwa Local Municipality:

1. Monthly projections of revenue to be collected by source.
2. Monthly projections of expenditure (operating and capital) and revenue for each vote¹ *
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three year

3. Methodology and Content

The development of the SDBIP was influenced by the Priorities, Strategic Objectives, Programme Objectives and Strategies contained in the IDP ensuring progress towards the achievement thereof. The SDBIP of the Ba-Phalaborwa Local Municipality (BLM) is aligned to the Key Performance Areas (KPAs) as prescribed by the Performance Management Guide for Municipalities of 2001.

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



4. Strategic Intent

Vision:

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

Mission:

“To provide quality infrastructure and affordable services, promote sustainable economic growth, financial viability, sound administration and accountable governance”

Values

- Efficiency and effectiveness;
- Accountability;
- Innovation and creativity;
- Professionalism and hospitality;
- Transparency and fairness;
- Continuous learning and
- Conversation conscious

Strategic objectives:

- Promotion of local economy
- Provision of sustainable integrated infrastructure and services
- Sustain the environment
- Improve financial viability
- Good corporate governance and public participation and
- Attract, develop and retain best human capital

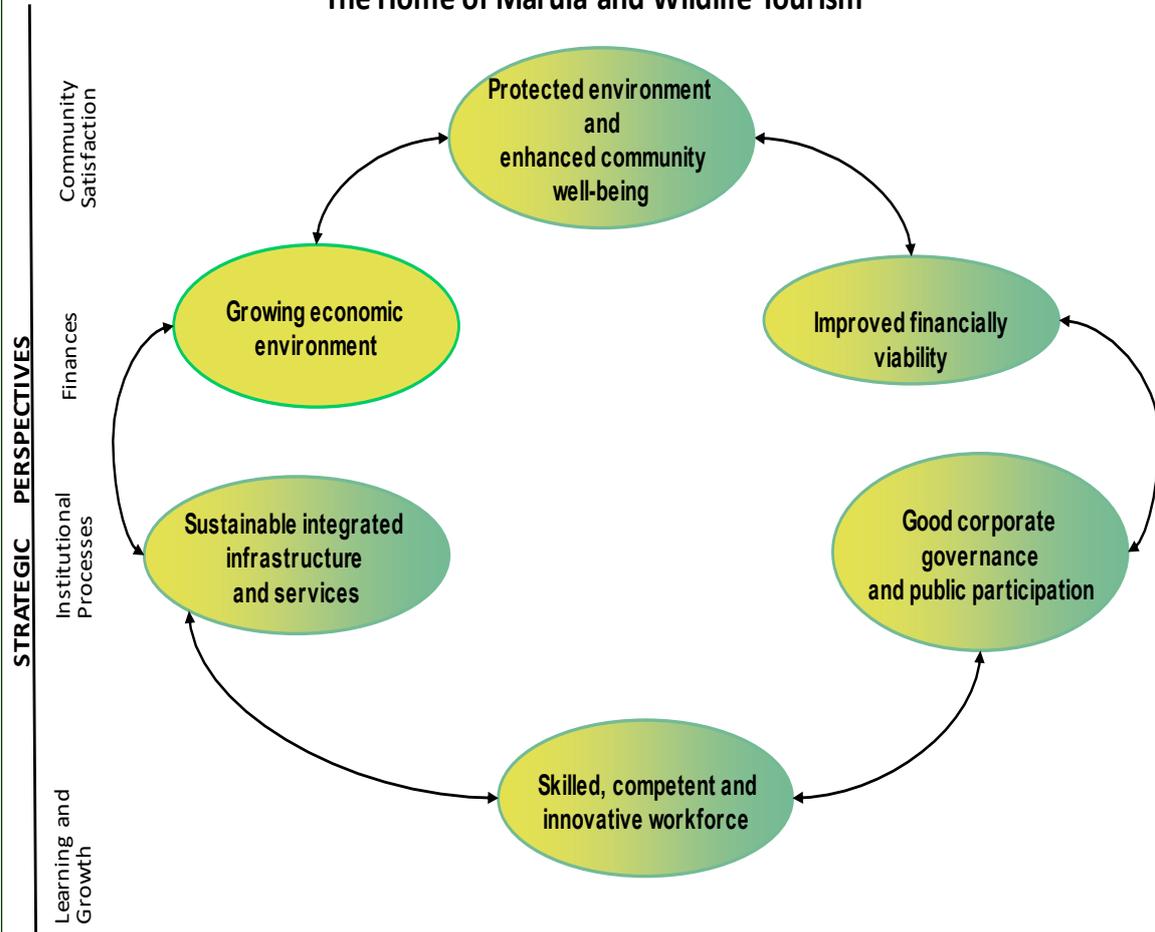
Slogan:

“The home of Marula, wildlife tourism and mining”

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

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

The Home of Marula and Wildlife Tourism



5. Revenue and Expenditure Projections

5.1 Monthly projections of revenue for each source for 2025/26

Sources of Revenue	2025 Monthly Projections						2025 Monthly Projections						Total
	R'000						R'000						
	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
Exchange Revenue													
Service charges – electricity	16 163	16 163	16 163	16 163	16 163	16 163	16 163	16 163	16 163	16 163	16 163	16 163	193 957
Service Charges – Refuse	1 658	1 658	1 658	1 658	1 658	1 658	1 658	1 658	1 658	1 658	1 658	1 658	19 894
Sale of Goods and Rendering of Services	499	499	499	499	499	499	499	499	499	499	499	499	5 993
Agency services	994	994	994	994	994	994	994	994	994	994	994	994	11 932
Interest earned from Receivables	1 397	1 397	1 397	1 397	1 397	1 397	1 397	1 397	1 397	1 397	1 397	1 397	16 768
Interest earned from Current and Non-Current Assets	446	446	446	446	446	446	446	446	446	446	446	446	5 351
Rental from fixed assets	29	29	29	29	29	29	29	29	29	29	29	29	349
Operational Revenue	619	619	619	619	619	619	619	619	619	619	619	619	7 432
Non- Exchange Revenue													
Property Rates	17 848	17 848	17 848	17 848	17 848	17 848	17 848	17 848	17 848	17 848	17 848	17 848	214 177
Fines, Penalties and Forfeits	109	109	109	109	109	109	109	109	109	109	109	109	1 306
Licenses and permits	488	488	488	488	488	488	488	488	488	488	488	488	5 851
Transfers recognised - operational	18 670	18 670	18 670	18 670	18 670	18 670	18 670	18 670	18 670	18 670	18 670	18 670	224 034
Interest	3 604	3 604	3 604	3 604	3 604	3 604	3 604	3 604	3 604	3 604	3 604	3 604	43 242
Transfers recognised - capital	3 090	3 090	3 090	3 090	3 090	3 090	3 090	3 090	3 090	3 090	3 090	3 090	37 083
Total Revenue by Source	65 614	65 614	65 614	65 614	65 614	65 614	65 614	65 614	65 614	65 614	65 614	65 614	787 369

5.2 Monthly projections of Expenditure for 2025/26

Sources of Revenue	2025 Monthly Projections						2026 Monthly Projections						Total
	R'000						R'000						
	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
Employee Related Costs	18 654	18 654	18 654	18 654	18 654	18 654	18 654	18 654	18 654	18 654	18 654	18 654	223 845
Remuneration of councillors	1 600	1 600	1 600	1 600	1 600	1 600	1 600	1 600	1 600	1 600	1 600	1 600	19 196
Bulk purchases - electricity	12 568	12 568	12 568	12 568	12 568	12 568	12 568	12 568	12 568	12 568	12 568	12 568	150 812
Inventory consumed	2 193	2 193	2 193	2 193	2 193	2 193	2 193	2 193	2 193	2 193	2 193	2 193	26 313
Debt impairment	9 179	9 179	9 179	9 179	9 179	9 179	9 179	9 179	9 179	9 179	9 179	9 179	110 142
Depreciation and amortisation	7 268	7 268	7 268	7 268	7 268	7 268	7 268	7 268	7 268	7 268	7 268	7 268	87 220
Interest	1 727	1 727	1 727	1 727	1 727	1 727	1 727	1 727	1 727	1 727	1 727	1 727	20 722
Contracted services	5 720	5 720	5 720	5 720	5 720	5 720	5 720	5 720	5 720	5 720	5 720	5 720	68 642
Transfers and subsidies	43	43	43	43	43	43	43	43	43	43	43	43	522
Operational costs	7 311	7 311	7 311	7 311	7 311	7 311	7 311	7 311	7 311	7 311	7 311	7 311	87 732
Total expenditure by Source	66 262	66 262	66 262	66 262	66 262	66 262	66 262	66 262	66 262	66 262	66 262	66 262	795 146

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

Expenditure and Revenue by Vote	July 2025 Outcome			August 2025 Outcome			September 2025 Outcome					
	R'000	Opex	Capex	Rev	R'000	Opex	Capex	Rev	R'000	Opex	Capex	Rev
Executive and council	6 449	0	0	0	6 449	0	0	0	6 449	0	0	0
Budget & Treasury and Administration	22 664	123	41 104	41 104	22 664	123	41 104	41 104	22 664	123	41 104	41 104
Community and Social Services	3 938	754	27	27	3 938	754	27	27	3 938	754	27	27
Public Safety	2 032	0	1 176	1 176	2 032	0	1 176	1 176	2 032	0	1 176	1 176
Economic and Environmental Services	2 701	0	25	25	2 701	0	25	25	2 701	0	25	25
Road Transport	8 861	3 617	3 523	3 523	8 861	3 617	3 523	3 523	8 861	3 617	3 523	3 523
Electricity	18 816	160	17 139	17 139	18 816	160	17 139	17 139	18 816	160	17 139	17 139
Waste Management	799	290	2 619	2 619	799	290	2 619	2 619	799	290	2 619	2 619
Total by Vote	66 262	4 943	65 614	65 614	66 262	4 943	65 614	65 614	66 262	4 943	65 614	65 614

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

Expenditure and Revenue by Vote	October 2025 Outcome R'000			November 2025 Outcome R'000			December 2025 Outcome R'000		
	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Executive and council	6 449	0	0	6 449	0	0	6 449	0	0
Budget & Treasury and Administration	22 664	123	41 104	22 664	123	41 104	22 664	123	41 104
Community and Social Services	3 938	754	27	3 938	754	27	3 938	754	27
Public Safety	2 032	0	1 176	2 032	0	1 176	2 032	0	1 176
Economic and Environmental	2 701	0	25	2 701	0	25	2 701	0	25
Road Transport	8 861	3 617	3 523	8 861	3 617	3 523	8 861	3 617	3 523
Electricity	18 816	160	17 139	18 816	160	17 139	18 816	160	17 139
Waste Management	799	290	2 619	799	290	2 619	799	290	2 619
Total by Vote	66 262	4 943	65 614	66 262	4 943	65 614	66 262	4 943	65 614

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

Expenditure and Revenue by Vote	January 2026 Projections R'000			February 2026 Projections R'000			March 2026 Projections R'000		
	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Executive and council	6 449	0	0	6 449	0	0	6 449	0	0
Budget & Treasury and Administration	22 664	123	41 104	22 664	123	41 104	22 664	123	41 104
Community and Social Services	3 938	754	27	3 938	754	27	3 938	754	27
Public Safety	2 032	0	1 176	2 032	0	1 176	2 032	0	1 176
Economic and Environmental Services	2 701	0	25	2 701	0	25	2 701	0	25
Road Transport	8 861	3 617	3 523	8 861	3 617	3 523	8 861	3 617	3 523
Electricity	18 816	160	17 139	18 816	160	17 139	18 816	160	17 139
Waste Management	799	290	2 619	799	290	2 619	799	290	2 619
Total by Vote	66 262	4 943	65 614	66 262	4 943	65 614	66 262	4 943	65 614

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

Expenditure and Revenue by Vote	April 2026 Projections R'000			May 2026 Projections R'000			June 2026 Projections R'000		
	Opex	Capex	Rev	Opex	Capex	Rev	Opex	Capex	Rev
Executive and council	6 449	0	0	6 449	0	0	6 449	0	0
Budget & Treasury and Administration	22 664	123	41 104	22 664	123	41 104	22 664	123	41 104
Community and Social Services	3 938	754	27	3 938	754	27	3 938	754	27
Public Safety	2 032	0	1 176	2 032	0	1 176	2 032	0	1 176
Economic and Environmental Services	2 701	0	25	2 701	0	25	2 701	0	25
Road Transport	8 861	3 617	3 523	8 861	3 617	3 523	8 861	3 617	3 523
Electricity	18 816	160	17 139	18 816	160	17 139	18 816	160	17 139
Waste Management	799	290	2 619	799	290	2 619	799	290	2 619
Total by Vote	66 262	4 943	65 614	66 262	4 943	65 614	66 262	4 943	65 614

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

Expenditure and Revenue by Vote	2025/26 Total Expenditure and Revenue by Vote		
	R'000		
	Opex	Capex	Rev
Executive and Council	77 393	0	0
Budget and Treasury and Administration	271 970	1 478	493 250
Community and Social Services	47 260	9 043	328
Public Safety	24 387	0	14 112
Economic and Environmental Services	32 415	0	301
Road Transport	106 337	43 404	42 276
Electricity	225 791	1 915	205 673
Waste Management	9 593	3 478	31 429
Total by Vote	795 146	59 319	787 369

6.1 KPA 1: Spatial Rationale

KPA 1: Spatial Rationale												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan– 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
1.1 Spatial Planning												
1.1.1	Governance and Administration	Sustain the environment	Number of supplementary valuation roll reviewed by 30/06/2026	Senior Manager Planning & Development	1	1	OPEX	n/a	n/a	n/a	1	Supplementary valuation roll and Council resolution
1.1.2	Governance and Administration	Sustain the environment	Turnaround time of complete land use & development applications submitted to Mopani Planning Tribunal by 30/06/2026.	Senior Manager Planning & Development	12 applications received and submitted to Mopani Planning Tribunal within 90 days of receipt	Within 90 days of receipt	OPEX	Within 90 days of receipt	Within 90 days of receipt	Within 90 days of receipt	Within 90 days of receipt	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	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan– 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
2.1 Electricity												
2.1.1	Technical infrastructure	Provision of sustainable integrated infrastructure and service	% on reduction of electricity losses each quarter by 30/06/2026	Senior Manager Technical Services	-2.37%	10%	OPEX	2%	4%	6%	10%	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 30/06/2026	Senior Manager Technical Services	R15 792 642.00	R5 855 000	INEP	R1 463 750	R2 342 000	R4 098 500	R5 855 000.	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 30/06/2026	Senior Manager Technical Services	3060	3060	OPEX	3060	3060	3060	3060	Household, Number of HH list on conventional and pre-paid.
2.1.4	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Number of indigent HH receiving free basic electricity by 30/06/2026	Chief Financial Officer	1 008	1 008	OPEX	1 008	1 008	1 008	1 008	Indigent Register and Proof of payment to ESKOM
2.2 Roads & Storm Water												
2.2.1	Technical infrastructure	Provision of sustainable integrated infrastructure and services	Number of kilometres of gravel roads rehabilitated (Namakgale, Lulekani & Phalaborwa) by 30/06/2026.	Senior Manager Technical Services	New	5.9km	CAPEX	Construction of with the following deliverables -site establishment -box cutting -roadbed preparation	Construction with the following deliverables - Roadbed -Selected layer construction	Construction with the following deliverables - Stormwater structures -Sub base construction	Completion of the 5.9km	Completion Certificate
2.2.2	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Expenditure on roads and storm water capital funding spent per quarter by 30/06/2026	Senior Manager Technical Services	R25 931 468.05	R34 704 325.24	MIG	R6 950 000.00	R17 750 000.00	R24 293 028	R34 704 325.24	Payment Certificates and Expenditure Reports

KPA 2: SERVICE DELIVERY												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan– 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
2.3 Parks and Cemetery												
2.3.1	Protect Environment and Community Well being	Sustain the Environment	Number of parks maintained per month by 30/06/2026 (Wildevye, Phalaborwa Fourways, Sealane, Buffalo, King Fisher, Impala Park, Namakgale Entrance, Defryn, Gravelote Park)	Senior Manager Community Services	9	9	OPEX	9	9	9	9	Monthly Maintenance plan & Maintenance reports with pictures
2.3.2	Protect Environment and Community Well being	Sustain the Environment	Number of cemeteries maintained per month by 30/06/2026. (Phalaborwa, Lulekani, Namakgale and Gravelote)	Senior Manager Community Services	4	4	OPEX	4	4	4	4	Monthly Maintenance plan & Maintenance reports with pictures
2.4 Waste Management												
2.4.1	Protect Environment and Community Well being	Sustain the Environment	Number of Monthly Maintenance of Phalaborwa landfill site by 30/06/2026	Senior Manager Community Services	4	12	OPEX	3	3	3	3	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 30/06/2026	Senior Manager Community Services	13750	13265	OPEX	13265	13265	13265	13265	Collection Schedule & Confirmation of waste collection by Ward Councillors
2.4.3	Protect Environment and	Sustain the Environment	Number of rural villages with access to basic	Senior Manager Community	1	2	OPEX	2	2	2	2	Collection Schedule & Confirmation of waste collection by Ward

KPA 2: SERVICE DELIVERY												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan– 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
	Community Well being		waste removal services by 30/06/2026 (Mashishimale & Makhushane)	Services								Councillors
2.4.4	Protect Environment and Community Well being	Sustain the Environment	Number of indigent Households receiving free basic waste removal service by 30/06/2026	Senior Manager Community Services	309	516	OPEX	516	516	516	516	List of Indigent Households receiving free basic waste removal

6.3 KPA 3: Municipal Financial Viability and Management

KPA 3: Municipal Financial Viability and Management												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan– 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
3.1 Financial Management												
3.1.1	Good governance and administration	Good corporate governance and public participation	Number of approved budget planning schedule by 31/08/2025	Chief Financial Officer	1	1	OPEX	1	n/a	n/a	n/a	approved budget planning schedule and Council resolution
3.1.2	Good governance and administration	Good corporate governance and public participation	Number of approved 2026/27 Draft Budget by Council by 31/03/2026 (3 months before the start of the new financial year)	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Draft Budget document; Council Resolution
3.1.3	Good governance and administration	Good corporate governance and public participation	Number of approved 2026/27 Final Budget by Council by 31/05/2026 (1 month before the start of the new financial year)	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Final Budget approved by Council. Council resolution
3.1.4	Good governance and administration	Good corporate governance and public participation	Number of reviewed budget related policies by 30/06/2026	Chief Financial Officer	27	29	OPEX	n/a	n/a	n/a	29	Approved budget related policies and Council resolution 1. Property Rates Policy 2. Tariff Policy 3. Credit Control and Debt Collection By-law 4. Indigent Policy 5. Indigent Subsidy By-law 6. Supply chain management policy 7. Virement policy 8. Budget policy 9. Petty Cash policy 10. Asset Management Policy

KPA 3: Municipal Financial Viability and Management												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan– 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
												11. Bad Debts Write Off 12. Deposit & Refund Policy 13. Cash management and Investment Policy 14. Fleet management Policy 15. Unknown Deposit Policy 16. Electricity Supply By-law 17. Subsistence and travelling Policy 18. Customer care Policy and Service Standards 19. Inventory Management Policy 20. Model SCM Policy for Infrastructure Procurement and Delivery Management 21. Unauthorized, Irregular, Fruitless and Wasteful Expenditure Policy 22. Cost Containment Policy 23. Gifts, Donations and Sponsorship policy 24. Property Rates By-laws 25. Tariff Book 26. Borrowing Policy 27. Funding and Reserve Policy 28. Infrastructure and Investment Policy 29. Long-term Financial Planning Policy
3.1.5	Good governance and administration	Good corporate governance and public participation	Number of Supply Chain structures / Committees' members appointed by 08/07/2025	Municipal Manager	3	3	OPEX	3 (Specification, Evaluation and Adjudication)	n/a	n/a	n/a	Appointment letters of bid committees members
3.1.6	Governance and administration	Improve financial viability	Number of movable asset verifications conducted by 30/06/2026	Chief Financial Officer	4	4	OPEX	1	1	1	1	Quarterly assets verifications reports

KPA 3: Municipal Financial Viability and Management												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan– 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
3.1.7	Governance and administration	Improve financial viability	Number of strings uploaded using the LG Portal within 10 working days at the end of each month by 30/06/2026	Chief Financial Officer	12	12	OPEX	3	6	9	12	Monthly strings Proof of submission within 10 working days.
3.1.8	Governance and administration	Improve financial viability	% of improvement in revenue collection quarterly (Improvement from 65% to 80% by 30/06/2026 budget year)	Chief Financial Officer	76%	80%	OPEX	60%	70 %	75%	80%	% of Revenue Collected per Quarter (Billing vs Collection)
3.1.9	Governance and administration	Improve financial viability	% of Debt collected by 30/06/2026	Chief Financial Officer	22%	15%	OPEX	3.75%	7.5%	11.25%	15%	Quarterly reports on debt collection
3.1.10	Good governance and administration	Good corporate governance and public participation	Number of updated indigent register by 30/06/2026	Chief Financial Officer	1	1	OPEX	n/a	n/a	n/a	1	Updated indigent register.
3.1.11	Good governance and administration	Good corporate governance and public participation	Number of billing reports done by 30/06/2026	Chief Financial Officer	12	12	OPEX	3	3	3	3	Monthly Billing Reports
3.1.12	Good governance and administration	Improve financial viability	Amount of expenditure spent on MIG by 30/06/2026	Senior Manager Technical Services	R35 156 000.00	R39 035 000	MIG	R 7 445 925.03	R15 614 000	R25 372 750	R39 035 000.00	MIG monitoring report/payment certificates/Grant reconciliation
3.1.13	Good governance and administration	Good corporate governance and public participation	Submission of 2024/25 AFS to AG by 31/08/2025	Municipal Manager	1	1	OPEX	1	n/a	n/a	n/a	Submission letters, copy of final AFS to AG

6.4 KPA 4: LOCAL ECONOMIC DEVELOPMENT

KPA 4: Local Economic Development												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
4.1 Job creation												
4.1.1	Economic	Promotion of local economy	Number of jobs created through capital Projects by 30/06/2026 (Temporary jobs)	Senior Manager Technical Services	70	70	CAPEX	15	15	30	10	Certified ID copies, payment registers and employment contracts
4.1.2	Economic	Promotion of local economy	Number of full-time equivalent jobs created through EPWP by 30/09/2025	Senior Manager Technical Services	63	63	OPEX	n/a	63	n/a	n/a	Certified ID copies, payment registers and employment contracts
4.1.3	Economic	Promotion of local economy	Number of LED Forums meetings held by 30/06/2026.	Senior Manager Planning and Development	4	4	OPEX	1	1	1	1	Invitations, Attendance register and minutes
4.2 Enterprise Support												
4.2.1	Economic	Promotion of local economy	Number of SMMEs supported through the municipal SCM (procurement) by 30/06/2026	Chief Financial Officer	381	400	OPEX & CAPITAL	100	100	100	100	System generated Expenditure report with SMMEs supported.
4.2.2	Economic	Promotion of local economy	Number of activities promoting and marketing Ba-phalaborwa Municipality as a tourist destination by 30/06/2026	Senior Manager Planning and Development	4	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

6.5 KPA 5: Municipal Transformation and Institutional Development

KPA 5: Municipal Transformation and Institutional Development												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
5.1 Organisational Design & Human Resource												
5.1.1	Good governance and administration	Attract, develop, and retain best human capital.	Number of reviewed Municipal Organisational structure by 30/06/2025	Senior Manager Corporate Services	1	1	OPEX	n/a	n/a	n/a	1	Council Resolution and Reviewed organizational structure with dates.
5.1.2	Good governance and administration	Good corporate governance and public participation	Number of HR Policies Reviewed by 30/06/2025	Senior Manager Corporate Services	7	6	OPEX	n/a	n/a	n/a	6	Council Resolutions on Reviewed policies and copies of Reviewed Policies. 1. Funeral Policy 2. Shift Work Policy 3. Individual Performance Management Policy 4. Overtime Policy 5. Smoking Policy 6. OHS Policy 7. Protective Equipment Policy 8. COIDA Policy
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 30/06/2026	Senior Manager Corporate Services	18	10	OPEX	n/a	n/a	n/a	10	Recruitment plan on critical positions and Appointment letters
5.2 Employment Equity												
5.2.1	Good governance and administration	Good corporate governance and public participation	Number of EEP Post filled on Level 0,2,3 by 30/06/2026	Senior Manager Corporate Services	2	2	OPEX	n/a	n/a	n/a	2	Implementation report on the Equity Plan & appointment letters
5.3 Skills Development												
5.3.1	Good governance and administration	Attract, develop, and retain best human capital	Number of Reviewed and submitted Skills Development Plan by 30/04/2026	Senior Manager Corporate Services	1	1	OPEX	n/a	n/a	n/a	1	WSP & proof of submission to LG SETA
5.3.2	Good governance and	Attract, develop, and retain best	Amount of Municipal	Senior Manager	R1 255 545.09	R1 652 174.00	OPEX	R413 043,50	R413 043,50	R413 043,50	R413 043,50	Expenditure reports; implementation reports

KPA 5: Municipal Transformation and Institutional Development												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target 30/06/26	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
	administration	human capital	budget allocated and spent on work skills development per quarter 30/06/2026 (1% legislation)	Corporate Services								
5.4 Performance Management System												
5.4.1	Good governance and administration	Good corporate governance and public participation	Number of S54&56 signing of Annual Performance Agreements by 30/07/2025 (One month after the start of each financial year)	Municipal Manager	6	6	OPEX	6	n/a	n/a	n/a	Copies of signed Performance Agreements with dates complying the legislated timeline & submission letters to COGHSTA.
5.4.2	Good governance and administration	Good corporate governance and public participation	Number of Individual Performance Assessments of s54&56 Managers conducted to review their performance by 30/06/2026 (Mid – year/Annual)	Municipal Manager	2	2	OPEX	n/a	1 (Annual Assessment)	1 (Mid-year Assessment)	n/a	Approved Schedule of Individual Performance Assessments, Assessments records, attendance registers and Scorecards and reports
5.5 OHS												
5.5.1	Good governance and administration	Good corporate governance and public participation	Number of schedule Institutional OHS meetings held by 30/06/2026	Senior Manager Corporate Services	4	4	OPEX	1	1	1	1	Quarterly Reports, minutes, and attendance registers

6.6 KPA 6: Good Governance & Public Participation

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target (30/06/26)	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
6.1 Council and Executive Management												
6.1.1	Good governance and administration	Good corporate governance and public participation	Number of scheduled Council meetings held by 30/06/2026	Senior Manager Corporate Services	12	8	OPEX	1	1	3	3	Minutes of council meetings, attendance registers
6.1.2	Good governance and administration	Good corporate governance and public participation	Number of scheduled Exco meetings held by 30/06/2026	Senior Manager Corporate Services	14	8	OPEX	1	1	3	3	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 30/06/2026	Municipal Manager	8	4	OPEX	1	1	1	1	Council Approved MPAC schedule of meetings & Attendance registers
6.1.4	Good governance and administration	Good corporate governance and public participation	% of MPAC quarterly Recommendations approved by Council implemented by 30/06/2026	Municipal Manager	100%	100%	OPEX	100%	100%	100%	100%	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 30/06/2026	Municipal Manager	16	11	OPEX	3	3	3	2	Minutes of Senior Management meetings, attendance registers (its fine)
6.2 Public Participation and Ward Committees												
6.2.1	Good governance and administration	Good corporate governance and public participation	Number of IDP REP Forum meetings held by 30/06/2026.	Municipal Manager	3	4	OPEX	1	1	1	1	Attendance registers, agendas, invitations

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target (30/06/26)	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
6.2.2	Good governance and administration	Good corporate governance and public participation	Number of IDP Steering Committee meetings held by 30/06/2026	Municipal Manager	3	4	OPEX	1	1	1	1	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 30/06/2026. (Functionality of ward committees)	Municipal Manager	228	209	OPEX	57	38	57	57	Minutes, attendance register, and Consolidated Ward Committee Report
6.2.4	Good governance and administration	Good corporate governance and public participation	Number of quarterly Mayoral Imbizos and public participation by 30/06/ 2025	Municipal Manager	4	4	OPEX	1	1	1	1	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 30/06/2026	Senior Manager Technical Services	74%	75%	OPEX	75%	75%	75%	75%	Complains Register.
6.3 Corporate Governance												
6.3.1	Good governance and administration	Good corporate governance and public participation	Number of Audit Committee meetings held by 30/06/2026	Municipal Manager	12	10	OPEX	3	2	2	3	Copies of approved minutes, attendance registers
6.3.2	Good governance and administration	Good corporate governance and public	Number of Reviewed and approved 2026/27	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Audit Committee Charter and Council Resolution

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target (30/06/26)	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
		participation	Audit Committee Charter by 30/06/2026									
6.3.3	Good governance and administration	Good corporate governance and public participation	Number of Audit Steering Committee meetings held by 30/06/2026	Municipal Manager	30	36	OPEX	8	12	8	8	Approved minutes and attendance registers. (Exco and Management)
6.3.4	Good governance and administration	Good corporate governance and public participation	Number of 2024/25 Risk-based Audit Plan reviewed and approved by 30/06/2026	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Risk-based audit plan and AC Resolution
6.3.5	Good governance and administration	Good corporate governance and public participation	% Implementation of IA Plan by 30/06/2026	Chief Executive Audit	100%	100%	OPEX	20%	50%	75%	100%	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 30/06/2026	Municipal Manager	93%	100%	OPEX	100%	100%	100%	100%	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 30/06/2026	Chief Executive Audit	6	6	OPEX	2	2	1	1	Audit Committee Reports and Council Resolution
6.3.8	Good governance and administration	Good corporate governance and public participation	% implementation of Audit Committee Resolutions	Municipal Manager	98%	100%	OPEX	100%	100%	100%	100%	Audited Audit Committee Institutional Resolution Register

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target (30/06/26)	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
6.3.9	Good governance and administration	Good corporate governance and public participation	% of Community satisfaction with public services by 30/10/2026	Municipal Manager	46%	100%	OPEX	n/a	100%	n/a	n/a	Community Satisfaction Survey Report
6.3.10	Good governance and administration	Good corporate governance and public participation	Submission of 2024/25 Annual Performance Report to AG by 31/08/2026	Municipal Manager	1	1	OPEX	1	n/a	n/a	n/a	Submission letters, copy of final Annual Performance Report
6.3.11	Good governance and administration	Good corporate governance and public participation	Number of developed AG Action Plan approved to address the 2024/25 AG Report findings by 31/01/2026	Municipal Manager	1	1	OPEX	n/a	n/a	1 31 January 2026	n/a	Approved AG Action Plan & Council Resolution
6.3.12	Good governance and administration	Good corporate governance and public participation	% of implementation AG Action Plan by 30/06/2026	Municipal Manager	60%	80%	OPEX	100%	100%	100%	100%	Audited AG Action Plan
6.3.13	Good governance and administration	Good corporate governance and public participation	% of implementation of 2024/2025 AG Action Plan by 30/06/2026	Municipal Manager	New	100% of findings due according to approved Audit Action Plan	OPEX	100% of findings due according to approved Audit Action Plan	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 AG Action Plan
6.3.14	Good governance and administration	Good corporate governance and public participation	Number of Local Labour Forum meetings convened by 30/06/2026	Senior Manager Corporate Services	11	11	OPEX	3	2	3	3	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 (30/06/25)	Annual Target (30/06/26)	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
6.4 Risk Management, Fraud & Anti-Corruption												
6.4.1	Good governance and administration	Good corporate governance and public participation	Number of reviewed fraud and anti-corruption strategy approved by 30/06/2026	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved fraud and Anti-Corruption strategy and Council resolution
6.4.2	Good governance and administration	Good corporate governance and public participation	Number of Reviewed Institutional Strategic Risk Register approved by 30/06/2026	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Institutional Strategic Risk register and council resolution
6.4.3	Good governance and administration	Good corporate governance and public participation	Number of Institutional Risk Management Committee meetings held by 30/06/2026	Municipal Manager	5	4	OPEX	1	1	1	1	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 30/06/2026	Municipal Manager	N/A	100%	OPEX	100%	100%	100%	100%	Case register and Investigation reports
6.5 HIV/AIDS												
6.5.1	Good governance and administration	Provision of sustainable integrated infrastructure and services	Number of outreach programmes conducted within Ba-Phalaborwa	Municipal Manager	3	3	OPEX	1 Mandela Day event	1 World Aids Day event	n/a	1 Candle Light Memorial service	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 (30/06/25)	Annual Target (30/06/26)	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
			Municipality by 30/06/2026									
6.6 Security management												
6.6.1	Governance and Administration	Good corporate governance and public participation	Number of Security Management reports for Safeguarding of Council Assets by 30/06/2026	Municipal Manager	4	4	OPEX	1	1	1	1	Security Management Reports & Council Resolution
6.7 Disaster Management												
6.7.1	Governance and Administration	Good corporate governance and public participation	Number of disaster awareness campaigns conducted by 30/06/2026	Municipal Manager	6	4	OPEX	1	1	1	1	Invitations, Attendance registers and disaster awareness conducted reports
6.8 Performance Management System												
6.8.1	Governance and Administration	Good corporate governance and public participation	Number of Mid-Year Budget and Performance Assessment Report submitted to council by 31/03/2026	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Mid-year and budget report and council resolution
6.8.2	Governance and Administration	Good corporate governance and public participation	Number of 2024/25 Annual Report approved by 31/01/2026	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Council Approved 2024/25 Annual Report with Council Resolution
6.8.3	Governance and Administration	Good corporate governance and public participation	Number of Oversight Report on 2024/25 Annual Report approved by 31/03/2026	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Council Approved Oversight Report and Council Resolution

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target (30/06/26)	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
6.8.4	Good governance and administration	Good corporate governance and public participation	Number of reviewed 2025/2026 SDBIP approved by 31/03/2026	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	Reviewed SDBIP signed by the Mayor and council resolution
6.8.5	Good governance and administration	Good corporate governance and public participation	Number of Draft 2026/27 SDBIP submitted to the Mayor 14 days after the adoption of the IDP and Budget)	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	2026/27 Draft SDBIP submitted to the Mayor and proof of submission to the Mayor.
6.8.6	Good governance and administration	Good corporate governance and public participation	Number of approved Final 2026/27 SDBIP (28 days after the adoption of the IDP and Budget) approved by mayor	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	2026/27 Final SDBIP approved by the Mayor (Signed and Dated)
6.9 Integrated Development planning												
6.9.1	Governance and Administration	Good corporate governance and public participation	Number of reviewed IDP/Budget/PMS/MPAC Framework and Process Plan approved by 31/07/2026	Municipal Manager	1	1	OPEX	1	n/a	n/a	n/a	Approved IDP/Budget/PMS/MPAC Framework and Process Plan and Council Resolution
6.9.2	Governance and Administration	Good corporate governance and public participation	Number of 2026/27 Draft IDP approved by council 31/03/2026	Municipal Manager	1	1	OPEX	n/a	n/a	1	n/a	2026/27 Draft IDP and Council resolution

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target (30/06/26)	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
6.9.3	Governance and Administration	Good corporate governance and public participation	Number of 2026/27 Final IDP approved by Council 31/05/2026	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approve 2026/27 Final IDP and Council resolution
6.10 Communication												
6.10.1	Governance and Administration	Advance good corporate governance	Number of Communication Strategy reviewed and approved by Council by 30/06/2026	Municipal Manager	1	1	OPEX	n/a	n/a	n/a	1	Approved Communication strategy and Council resolution
6.10.2	Governance and Administration	Advance good corporate governance	% for submission of information for publishing on the website in accordance with legislation checklist by 30/06/2026	Municipal Manager	100%	100%	OPEX	100%	100%	100%	100%	Legislation Checklist, Proof of submission to IT
6.10.3	Governance and Administration	Advance good corporate governance	Number of Local Communicators Forum held by 30/06/2026	Communication manager	4	4	OPEX	1	1	1	1	Invitations, Minutes, and attendance registers
6.11 Information Communication Technology												
6.11.1	Governance and Administration	Advance good corporate governance	Number of ICT Steering Committee convened by 30/06/2026	ICT Manager	4	4	OPEX	1	1	1	1	Invitations, Minutes, and attendance registers

KPA 6: Good Governance and Public Participation												
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	Baseline (30/06/25)	Annual Target (30/06/26)	Budget	2025/26 Quarterly Projections				Evidence Required
								1 st Quarter (1 Jul – 30 Sept 25)	2 nd Quarter (1 Oct – 31 Dec 25)	3 rd Quarter (1 Jan – 31 Mar 26)	4 th Quarter (1 Apr – 30 Jun 26)	
6.11.2	Governance and Administration	Advance good corporate governance	Number of monthly Disaster Recovery Plan (DRP) test performed by 30/06/2026	ICT Manager	5	12	OPEX	3	3	3	3	DR Test Report

7.1 Capital Projects per Responsible Manager

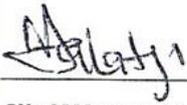
Responsible Manager	Project Name	Total Capital Budget	Planned Start Date	Planned Completion Date	Ward No.	Quarterly Outputs 2025/26				Evidence required
						1 st Quarter 01 Jul - 30 Sept 2025	2 nd Quarter 01 Oct - 31 Dec 2025	3 rd Quarter 01 Jan – 31 Mar 2026	4 th Quarter 01 Apr – 30 Jun 2026	
Internally funded										
Senior Manager Technical	Upgrade of road from gravel to Tar: Tambo Phase 2	R6 720 000.00	01/07/25	30/06/26	5&6	Completion	n/a	n/a	n/a	Completion certificate
Senior Manager Technical	Refurbishment of Namakgale stadium	R10 400 000.00	01/07/25	30/06/26	4,5	Construction with the following deliverables - Reconditioning of combo courts -grassing of the pitch -Sewer line construction -Main water line construction -widening of road	Construction with the following deliverables Tiling -Glazing -Paving around the changeroom -Electrical works -Running track	Construction with the following deliverables - Painting -Door installation -Paintwork -Finalizing perimeter fence	Completion	Completion certificate
Senior Manager Technical	Upgrading of Honeyville to Dinoko Sebera from gravel to tar	R7 523 000.00	01/07/25	30/06/26	8,9	Construction with the following deliverables -site establishment -box cutting -roadbed preparation	Construction with the following deliverables - Roadbed -Selected layer construction	Construction with the following deliverables - Stormwater structures -Sub base construction	Completion	Progress Reports, Expenditure report, Completion certificate for Quarter 4
Senior Manager Technical	Upgrading of gravel to asphalt from Aubrey carwash via cemetery to Kanana	R3 052 000.00	01/07/25	30/06/26	2	Construction with the following deliverables -site establishment -box cutting -roadbed preparation	Construction with the following deliverables - Roadbed -Selected layer construction	Construction with the following deliverables - Stormwater structures -Sub base construction	Completion	Progress Reports, Expenditure report, Completion certificate for Quarter 4

Waste Management											
Senior Manager Community Services	Development of Phalaborwa New Landfill Site	R4 000 000.00	01/07/25	30/06/26	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16	Evaluation, Adjudication,	Appointment of contractor and Handover of the site	Construction	Construction & Close out	Advertisement, Appointment letters, Progress Reports, Completion certificate, Expenditure report	
Senior Manager Technical Services	Construction of a Trapezoidal concrete lined stormwater channel, in ward 5 Namakgale	R1 500 000.00	01/07/25	30/06/26	5	Evaluation, Adjudication,	Appointment of contractor and Handover of the site	Construction	Construction & Close out	Progress Reports, Completion certificate (only in 4th Quarter), Expenditure report	
Office Furniture & Equipment											
Senior Manager Corporate	Purchase of office Furniture & Equipment	R 1 700 000.00	01/07/25	30/06/26	Office use	Appointment of the service provider	Appointment of the service provider	Requisition Delivery note	Requisition Delivery note	Requisition	
Integrated National Electrification Projects (INEP)											
Senior Manager Technical	Electrification of 150 household in Majeje phase 03	R3 855 000.00	01/07/25	30/06/26	All	Appointment of the Service Provider	Approval of Designs, Site Establishment and Pegging of Works	Completion MV structures for 150 connections	Project Completed	Progress Reports, Completion certificate (only in 4 th Quarter), Expenditure report	
Senior Manager Technical	Construction of New Substation	R2 000 000.00	01/07/25	30/06/26		Appointment of the Service Provider	Scoping report	Preliminary designs	N/A	Progress Reports, Expenditure report	
Municipal Infrastructure Grant (MIG)											
Senior Manager Technical	Upgrading of gravel to asphalt street paving from clinic via ZCC ward 2	R6,400,000.00	01/07/25	30/07/26	2	Appointment of Consulting Engineer	Design approval	Appointment of contractor	Construction with the following deliverables - Site handover to contractor -site establishment -box cutting -sub base construction -base construction	Appointment letters, detail design report, Progress Reports, expenditure report, completion certificate (only at 4th quarter) BEC and BAC minutes	

Senior Manager Technical	Installation of stormwater culvert at Shitshitwe culvert	R4,000,000.00	01/07/25	30/07/27	9	Appointment of Consulting Engineer	Design approval	Appointment of contractor	Construction with the following deliverables - Site handover to contractor -site establishment -box cutting -sub base construction -base construction	Appointment letters, detail design report, Progress Reports, expenditure report, completion certificate (only at 4 th quarter) BEC and BAC minutes
Senior Manager Technical	Upgrading of Honeyville to Dinoko Sebera from gravel to paving	R9,000,000.00	01/07/25	30/06/26	8,9	Construction with the following deliverables -site establishment -box cutting -roadbed preparation	Construction with the following deliverables - Roadbed -Selected layer construction	Construction with the following deliverables - Stormwater structures -Sub base construction	Completion	Progress Reports, Expenditure report, Completion certificate for Quarter 4
Senior Manager Technical	Upgrading of gravel to paving from Aubrey carwash via cemetery to Kanana	R7,304,325.24	01/07/25	30/06/26	2	Construction with the following deliverables -site establishment -box cutting -roadbed preparation	Construction with the following deliverables - Roadbed -Selected layer construction	Construction with the following deliverables - Stormwater structures -Sub base construction	Completion	Progress Reports, Expenditure report, Completion certificate for Quarter 4
Senior Manager Technical	Upgrade of gravel to asphalt from Nkateko high school to Pondo combined school	R8,000,000.00	01/07/25	30/06/26	14	Appointment of Consulting Engineer	Design approval	Appointment of contractor	Construction with the following deliverables - Site handover to contractor -site establishment -box cutting -sub base construction -base construction	Appointment letters, design report, Progress Reports, Expenditure report BEC and BAC minutes

Senior Manager Technical	Installation of high mast lights in Ba-Phalaborwa	R2,202 350.00	01/07/25	30/06/26	All Wards	Designs approval	-Site handover to contractor -Site establishment	Construction with the following deliverables - Foundation excavation and installation of high masts	Construction with the following deliverables - Foundation excavation and installation of high masts	Design report, Progress report, expenditure reports
Municipal Disaster Response Grant (MDRG)										
Senior Manager Technical	Derrick Nyathi bridge rehabilitation	R4 000 000.00	01/09/25	30/02/2026	14	Advertisement of bids	Bid evaluation Site handover to contractor Site establishment	Construction stage Completion	N/A	Bids Advertisements, bid evaluation minutes, Site handover minutes, Progress reports, completion certificate (third quarter only)
Senior Manager Technical	Selwane Graveyard Rehabilitation	R6 000 000.00	01/09/25	30/02/2026	18	Advertisement of bids	Bid evaluation Site handover to contractor Site establishment	Construction stage Completion	N/A	Bids Advertisements, bid evaluation minutes, Site handover minutes, Progress reports, completion certificate (third quarter only)

8.1 SDBIP APPROVAL

<p>Approval by the Mayor</p>	<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 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.</p>
<p>Monitoring implementation of the SDBIP</p>	<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>
<p>Signatures</p>	<p style="text-align: center;">REVIEWED TOP LAYER SDBIP 2025/26</p> <div style="display: flex; justify-content: space-between; align-items: flex-start; margin-top: 20px;"> <div style="text-align: center;">  <hr style="width: 200px; margin: 0 auto;"/> <p>Ms ST Mokobi Municipal Manager</p> </div> <div style="text-align: center;"> <p>Compiled by:</p> <p><i>30/10/2025</i></p> <hr style="width: 200px; margin: 0 auto;"/> <p>Date</p> </div> </div> <div style="display: flex; justify-content: space-between; align-items: flex-start; margin-top: 40px;"> <div style="text-align: center;">  <hr style="width: 200px; margin: 0 auto;"/> <p>Cllr MM Malatji Mayor</p> </div> <div style="text-align: center;"> <p>Approved by</p> <p><i>30/10/2025</i></p> <hr style="width: 200px; margin: 0 auto;"/> <p>Date</p> </div> </div>

Annexure A

Methodology

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

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

Reduction in electricity losses

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

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.