# BA-PHALABORWA LOCAL MUNICIPALITY

# THIRD QUARTER PERFORMANCE REPORTING TEMPLATE 2025/2026

***The Home of Marula, Wildlife Tourism and Minning***

# Contents

## 1. Introduction

The purpose of this report is to present the third quarter performance assessment report on the performance of the municipality against the targets set out in the Service Delivery and Budget Implementation Plan (SDBIP) 2025/26 financial year. The report is prepared as a response to the requirements of Section 52(d) of Local Government: Municipal Finance Management Act (Act 56 of 2003)

## 2. Legislation

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

(a) Projections for each month of-
- (i) Revenue to be collected, by source; and
- (ii) Operational and capital expenditure, by vote;

(b) Service delivery targets and performance indicators for each quarter

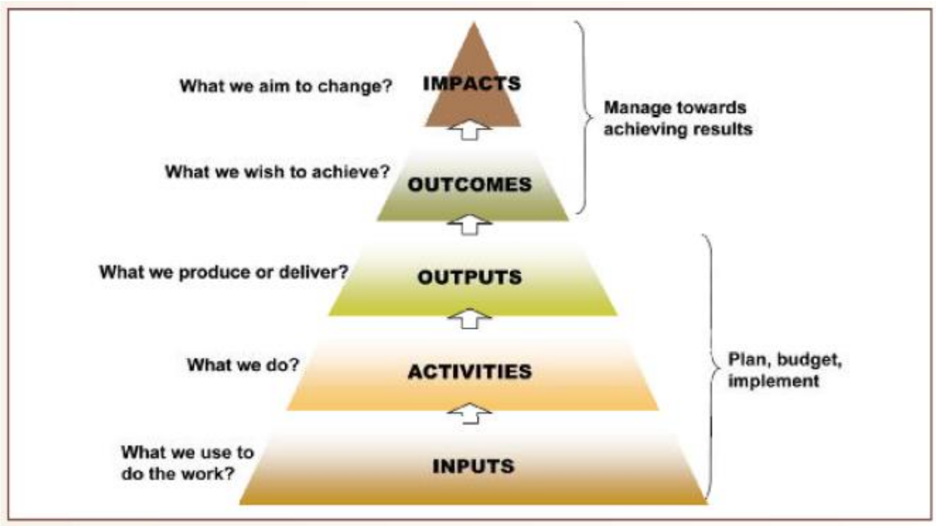
Section 53 of the MFMA stipulates that the Mayor should approve the SDBIP within 28 days after the approval of the budget. The Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets, and performance indicators as set out in the SDBIP are made public within 14 days after their approval.
The following National Treasury prescriptions, in terms of MFMA Circular 13, are applicable to the Ba-Phalaborwa Local Municipality:

1. Monthly projections of revenue to be collected by source.
2. Monthly projections of expenditure (operating and capital) and revenue for each 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 years.

## 3. Methodology and Content

The development of the SDBIP was influenced by the Priorities, Strategic Objectives, Programme Objectives and Strategies contained in the IDP ensuring progress towards the achievement thereof. The SDBIP of the Ba-Phalaborwa Local Municipality (BLM) is aligned to the Key Performance Areas (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"***

## 5. Municipal Third quarter performance assessment as per key performance areas

The table below illustrates the performance of each key Performance Area of Ba-Phalaborwa Municipality against the National Key Performance Areas (NKPAs). The 2025/2026 Service Delivery and Budget Implementation Plan on which this Performance Report is based, comprises 86 key performance indicators with its performance targets. For the period under review, the municipality had six Key Performance Areas (KPAs) with a total of 60 Key Performance Indicators (KPIs) for the 2025/26 Third quarter period. The municipality achieved good performance on 43 KPIs, representing 73%, while poor performance was recorded on 15 KPIs, representing 26%. One KPI is recorded as not applicable. The performance scorecard outlines the challenges encountered and the corrective interventions identified to address the areas of poor performance.

The achievement for both the second and third quarters remained consistent at 73%

**Comparison of the previous year 2025/26 Second Quarter performance and 2025/26 Third Quarter performance**

| 2025/26 Second Quarter performance Analysis | | | | | | 2025/26 Third Quarter Performance Analysis | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Key Performance Area | Second Quarter Target | Target Achieved | Target not Achieved | Target not applicable | % Achievement | Key Performance Area | Third Quarter Target | Target Achieved | Target not achieved | Target not applicable | % Achievement |
| Spatial Rationale | 1 | 1 | 0 | 0 | 100% | Spatial Rationale | 1 | 0 | 1 | 0 | 0% |
| Basic Services Delivery | 12 | 6 | 6 | 0 | 50% | Basic Services Delivery | 12 | 7 | 5 | 0 | 58% |
| Municipal Financial Viability | 6 | 4 | 2 | 0 | 67% | Municipal Financial Viability | 7 | 4 | 3 | 0 | 57% |
| Local Economic Development | 3 | 3 | 0 | 0 | 100% | Local Economic Development | 4 | 4 | 0 | 0 | 100% |
| Municipal Transformation and Institutional Development | 3 | 2 | 1 | 0 | 67% | Municipal Transformation and Institutional Development | 3 | 2 | 1 | 0 | 67% |
| Good Governance and Public Participation | 29 | 22 | 5 | 2 | 81% | Good Governance and Public Participation | 33 | 26 | 6 | 1 | 87% |
| Total | 54 | 38 | 14 | 2 | 73% | Total | 60 | 43 | 16 | 1 | 73% |

## 6.1 Monthly projections of revenue for each source for 2025/26

| Sources of Revenue | 2025/26 Monthly Projections of revenue for each source | | | | | Evidence Required |
|---|---|---|---|---|---|---|
| | R'000 | | | | | |
| | **Third Quarter target (1 Jan – 31 Mar 26)** | **Third quarter Actual Performance** | **Third quarter Performance Variance** | **Challenges** | **Corrective measures/ Interventions** | |
| **Exchange Revenue** | | | | | | |
| Service charges – electricity | 135 620 | 100 659 | (34 962) | Under-collection mainly attributable to electricity revenue losses arising from illegal connections and electricity theft | Continuous investigations and audits of electricity meters are being conducted to reduce losses and improve billing accuracy. | Finance report |
| Service Charges – Refuse | 15 896 | 16 076 | 180 | Target Met | None | Finance report |
| Sale of Goods and Rendering of Services | 4 625 | 3 299 | (1 326) | Under - collection is due to INEP which was not received in full | Technical to improve and prepare the acceleration plan | Finance report |
| Agency services | 8 949 | 693 | (8 256) | Municipality to update agency fees from Mopani and speed up capturing vehicle licenses transactions | To continue monitoring the agency fees from and Mopani and ensure that all transactions are captured. | Finance report |
| Interest earned from Receivables | 12 576 | 8 892 | (3 684) | Culture of non-payment of municipal services especially in the townships & Interest reversals in the form of settlement discount | Debt collector has been sourced to assist with long outstanding debts in townships | Finance report |
| Interest earned from Current and Non-Current Assets | 3 263 | 2 367 | (896) | Lower interest income earned due to reduced cash balances available for investment. | Management to consider increasing funds invested as cash flow improves | Finance report |
| Rental from fixed assets | 1 241 | 1 058 | (183) | Variance not material | None | Finance report |
| Operational Revenue | 1 299 | 8 698 | 7 399 | Target Met | None | Finance report |
| **Non- Exchange Revenue** | | | | | | Finance report |
| Property Rates | 160 603 | 156 269 | (4 334) | Rebates offered to customers resulted in the target not being met | Consider the rebates during budget planning | Finance report |
| Fines, Penalties and Forfeits | 792 | 150 | (642) | Traffic fines revenue was low due to data not available for officers, not enough vehicle and shortage of staff | Allocation of budget | Finance report |
| Licenses and permits | 11 551 | 14 293 | 2 742 | Target met | None | Finance report |
| Transfers recognised - operational | 168 200 | 223 258 | 55 058 | Target Met | None | Finance report |
| Interest | 32 431 | 29 305 | (3 126) | Culture of non-payment of municipal services especially in the townships & Interest reversals in the form of settlement discount. | Debt collector has been sourced to assist with long outstanding debts in township areas. | Finance report |
| Transfers recognised - capital | 46 562 | 31 395 | (15 167) | Delay in appointing projects for MIG and Disaster Relief | To fast track the process of advertising on time and ensure that the committee sits on time | Finance report |
| **Total Revenue by Source** | **603 608** | **596 412** | **(7 196)** | | | Finance report |

## 6.2 Monthly projections of Expenditure for 2025/26

| Sources of Revenue | 2025/26 Monthly Projections of expenditure for each source | | | | | Evidence Required |
|---|---|---|---|---|---|---|
| | R'000 | | | | | |
| | Third quarter target (1 Jan – 31 Mar 26) | Third Quarter Actual Performance | Third Quarter Performance Variance | Challenges | Corrective measures/ Interventions | |
| Employee Related Costs | 164 377 | 142 137 | (22 240) | Low expenditure on employee costs due to other vacant positions | Filling of critical positions that are budgeted for | Finance report |
| Remuneration of councillors | 14 397 | 12 606 | (1 791) | Upper limits are not yet affected to the budget | This will be affected in the Fourth quarter | Finance report |
| Bulk purchases - electricity | 113 109 | 111 616 | (1 494) | High rate of the electricity outages for the quarter | Improve maintenance on our infrastructure that was mostly damaged during the flood | Finance report |
| Inventory consumed | 25 319 | 18 764 | (6 555) | High monitoring on the procurement of inventories and those slow-moving items | None | Finance report |
| Debt impairment | 82 607 | 0 | (82 607) | Calculations are done annually | None | Finance report |
| Depreciation and amortisation | 65 415 | 61 661 | (3 754) | Depreciation is processed monthly; however, final depreciation adjustments are completed at year-end once asset verification is finalized. | Budget alignment with the asset register will be reviewed to ensure accurate depreciation budgeting | Finance report |
| Interest | 3 750 | 0 | (3 750) | Payment to Lepelle arrangement was fully paid and the interest will be accounted for at year end | None | Finance report |
| Contracted services | 46 413 | 30 693 | (15 720) | Low Expenditure affected by non-spending on other line items | Continuously monitor cost containment measures. | Finance report |
| Transfers and subsidies | 391 | 73 | (318) | Low expenditure affected by low expending on the other line items | None | Finance report |
| Irrecoverable debts written off | 0 | 31 587 | 31 587 | Low Expenditure affected by non-spending on other line items | Continuously monitor cost containment measures. | Finance report |
| Operational costs | 74 906 | 56 079 | (18 826) | Cost containment measures implemented on other line items | Continuously monitoring cost containment measures | Finance report |
| **Total expenditure by Source** | **590 684** | **465 215** | **(125 468)** | | | Finance report |

## 6.3 Monthly Projections of Expenditure Operating, Capital and Revenue by Vote

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

| Expenditure and Revenue by Vote | Third quarter target (1 Jan – 31 Mar 26) OPEX | Third quarter Actual Performance | Third quarter Performance Variance | Remarks/Challenges | Corrective measures | Evidence Required |
|---|---|---|---|---|---|---|
| Executive and Council | 63 523 | 52 582 | (10 940) | Low Expenditure affected by non-spending on other line items | Continuously monitor cost containment measures. | Finance report |
| Budget and Treasury | 139 460 | 92 858 | (46 602) | Low Expenditure affected by non-spending on other line items | Continuously monitor cost containment measures. | Finance report |
| Corporate Services | 60 051 | 50 254 | (9 797) | Low Expenditure affected by non-spending on other line items | Continuously monitor cost containment measures. | Finance report |
| Community and Social Services | 48 071 | 37 679 | (10 392) | Low Expenditure affected by non-spending on other line items | Continuously monitor cost containment measures. | Finance report |
| Public Safety | 17 895 | 15 845 | (2 050) | Low Expenditure affected by non-spending on other line items | Continuously monitor cost containment measures. | Finance report |
| Economic and Environmental Services | 20 634 | 12 335 | (8 299) | Low Expenditure affected by non-spending on other line items | Continuously monitor cost containment measures. | Finance report |
| Road Transport | 67 053 | 57 663 | (9 389) | Low Expenditure affected by non-spending on other line items | Continuously monitor cost containment measures. | Finance report |
| Electricity | 168 482 | 145 025 | (23 457) | Low Expenditure affected by non-spending on other line items | Continuously monitor cost containment measures. | Finance report |
| Waste Management | 5 515 | 974 | (4 541) | Low Expenditure affected by non-spending on other line items | Continuously monitor cost containment measures. | Finance report |
| **Total by Vote** | **560 508** | **443 382** | **125 468** | | | |

## Monthly Projections of Revenue and Expenditure by Vote: (Capital) Third Quarter

| Expenditure and Revenue by Vote | Third quarter target (1 Jan – 31 Mar 26) Capital | Third quarter Actual Performance | Third quarter Performance Variance | Remarks/Challenges | Corrective measures | Evidence Required |
|---|---|---|---|---|---|---|
| Executive and council | 0 | 0 | 0 | None | None | Finance report |
| Finance and administration | 1 109 | 204 | (905) | Slow spending on Office Furniture project | To improve on cash collection in order to have reserves to fund internally funded projects | Finance report |
| Community and Social Services | 2 506 | 3 341 | 835 | Target met | None | Finance report |
| Road Transport | 41 510 | 23 084 | (18 426) | Delay in appointing projects for MIG and Disaster Relief | To fast track the process of advertising on time and ensure that the committee sits on time | Finance report |
| Electricity | 5 870 | 7 826 | 1 957 | Target met | None | Finance report |
| Waste Management | 2 609 | 0 | (2 609) | The project is under evaluation stage | To fast track the process of advertising on time and ensure that the committee sits on time | Finance report |
| Total by Vote | **53 603** | **34 455** | **(19 148)** | | | |

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

| Expenditure and Revenue by Vote | Third Quarter target (1 Jan – 31 Mar 26) Revenue | Third Quarter Actual Performance | Third Quarter Performance Variance | Remarks/Challenges | Corrective measures | Evidence Required |
|---|---|---|---|---|---|---|
| Budget and Treasury | 363 822 | 415 400 | 51 578 | Target met | None | Finance report |
| Corporate Services | 1 416 | 1 206 | (209) | Variance not material | None | Finance report |
| Community and social Services | 1 530 | 682 | (848) | | | Finance report |
| Public safety | 17 747 | 14 293 | (3 453) | Target met | None | Finance report |
| Planning and development | 264 | 193 | (71) | Variance not material | None | Finance report |
| Road transport | 49 502 | 35 095 | (14 408) | Delay in appointing projects for MIG and Disaster Relief | To fast track the process of advertising on time and ensure that the committee sits on time | Finance report |
| Electricity | 144 782 | 104 879 | (39 904) | Contractor for substation was appointed and electrification of Majeje villages went for re-advert. Low collection on electricity due to illegal connection and theft. | Fast-tracking of the construction of the new projects. | Finance report |
| Waste Management | 24 546 | 24 664 | 118 | Target met | None | |
| **Total by Vote** | **603 808** | **596 412** | **(7 196)** | | | Finance report |

| | |
|---|---|
| ***Under-Performance*** | **0 - 99%** |
| ***Good Performance*** | **100%** |
| ***Not applicable*** | |

# 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 |
| | | | | | | | | Third Quarter target (1 Jan – 31 Mar 26) | Third quarter Actual Performance | Actual Performance variance | Remarks and challenges | Corrective Measures/ Interventions | |
| 1.1 Spatial Planning | | | | | | | | | | | | | |
| 1.1.2 | Governance and Administration | Sustain the environment | Turnaround time of complete land use & development applications submitted to Mopani Planning Tribunal by 30/06/2026. | Senior Manager Planning & Development | 12 applications received and submitted to Mopani Planning Tribunal within 90 days of receipt | Within 90 days of receipt | OPEX | Within 90 days of receipt | 7 applications received. Not all received applications were submitted to mopani tribunal withing 90 days of receipt.<br><br>3 applications were submitted within the 90 day period, while 4 were submitted outside the 90 day timeframe | 4 applications were submitted outside the 90 days of receipt. | The remaining 4 were submitted outside the 90 days period due to requests for additional information and complications with conveyance certificate, the applicant had to re advertise | None | Date of receipt of complete application and Proof of Submission register to Mopani Planning Tribunal |

# KPA 2: Basic Service Delivery

| KPA 2: SERVICE DELIVERY | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **PMS No. & Performance Area** | **Cluster** | **IDP Objective** | **Key Performance Indicator** | **Responsible Manager** | **Baseline (30/06/25)** | **Annual Target 30/06/26** | **Budget** | **2025/26 Quarterly Projections** | | | | | **Evidence Required** |
| | | | | | | | | **Third Quarter target (1 Jan – 31 Mar 26)** | **Third quarter Actual Performance** | **Actual Performance variance** | **Remarks and challenges** | **Corrective Measures/ Interventions** | |
| **2.1 Electricity** | | | | | | | | | | | | | |
| 2.1.1 | Technical infrastructure | Provision of sustainable integrated infrastructure and service | % on reduction of electricity losses each quarter by 30/06/2026 | Senior Manager Technical Services | -2.37% | 10% | OPEX | 6% | -19.1% | 13.1% | Faulty meters remain a significant challenge.<br><br>More work to be done on faulty meters | Focusing on the replacement of faulty and non-functional meters to reduce electricity loss<br><br>(Meter replacement project) | 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 | R4 098 500 | R0 | R4 098 500 | Slow movement in projects with no expenditure recorded for the quarter | Fast track projects implementation to improve progress and expenditure. | 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 | 3559 | 3559 | 0 | None | None | Household, Number of HH list on conventional and pre-paid. |
| 2.1.4 | Technical infrastructure | Provision of sustainable integrated infrastructure and service | Number of indigent HH receiving free basic electricity by 30/06/2026 | *Chief Financial Officer* | 1 008 | 1 008 | OPEX | 1 008 | 926 | -82 | Customers performing illegal connection | Continuous engagements with Eskom Engagement with ward councillors and ward committee members. | Indigent Register and Proof of payment to ESKOM<br>POE |
| **2.2 Roads & Storm Water** | | | | | | | | | | | | | |

| 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** |
| | | | | | | | | **Third Quarter target (1 Jan – 31 Mar 26)** | **Third quarter Actual Performance** | **Actual Performance variance** | **Remarks and challenges** | **Corrective Measures/ Interventions** | |
| 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 with the following deliverables<br>- Stormwater structures<br>-Sub base construction | Honeyville to Dinoko Sebera<br>**Stormwater structures**Portal(600x 600)=32<br>Portal(1.5m X0,9m)=28.59%<br>Sub base=84.47%<br>Aubrey carwash to Kanana<br>Stormwater structures=0%<br>Sub base=55.5% | Aubrey carwash to Kanana<br>Stormwater structures- 40%<br>Construction works are underway | There was a disruption on the projects by floods in the early quarter | Contractors needs to add resources to expedite progress | 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 | R24 293 028 | R12 989 888.42 | -R11 303 139.58 | Three (3) projects are at design and tender stage | Fast tracking appointments of roads and stormwater projects for construction | Payment Certificates and Expenditure Reports |
| **2.3 Parks and Cemetery** | | | | | | | | | | | | | |
| 2.3.1 | Protect Environment and Community Well being | Sustain the Environment | Number of parks maintained per month by 30/06/2026 (Wildey, | Senior Manager Community Services | 9 | 9 | OPEX | 9 | 9 | 0 | None | None | Monthly Maintenance plan & Maintenance reports with pictures |

| KPA 2: SERVICE DELIVERY | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/25) | Annual Target 30/06/26 | Budget | 2025/26 Quarterly Projections | | | | | Evidence Required |
| | | | | | | | | Third Quarter target (1 Jan – 31 Mar 26) | Third quarter Actual Performance | Actual Performance variance | Remarks and challenges | Corrective Measures/ Interventions | |
| | | | Phalaborwa Fourways, Sealane.Buffalo .King Fisher, Impala Park ,Namakgale Entrance ,Defryn, Gravellote Park) | | | | | | | | | | |
| 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 Gravellote) | Senior Manager Community Services | 4 | 4 | OPEX | 4 | 4 | 0 | None | None | Monthly Maintenance plan & Maintenance reports with pictures |
| **2.4 Waste Management** | | | | | | | | | | | | | |
| 2.4.1 | Protect Environment and Community Well being | Sustain the Environment | Number of Monthly Maintenance of Phalaborwa landfill site by 30/06/2026 | Senior Manager Community Services | 4 | 12 | OPEX | 3 | 3 | 0 | None | None | Monthly maintenance reports as per Service Level Agreement & Landfill site Maintenance Checklists |
| 2.4.2 | Protect Environment and Community Well being | Sustain the Environment | Number of Urban Households & Businesses with access to basic waste removal services (Phalaborwa town, Gravellote, Namakgale and Lulekani) by 30/06/2026 | Senior Manager Community Services | **13750** | 13265 | OPEX | 13265 | 13265 | 0 | None | None | Collection Schedule & Confirmation of waste collection by Ward Councillors |
| 2.4.3 | Protect Environment | Sustain the Environment | Number of rural villages with | Senior Manager | 1 | 2 | OPEX | 2 | 2 | 0 | None | None | Collection Schedule & Confirmation of waste |

| 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** |
| | | | | | | | | **Third Quarter target (1 Jan – 31 Mar 26)** | **Third quarter Actual Performance** | **Actual Performance variance** | **Remarks and challenges** | **Corrective Measures/ Interventions** | |
| | and Community Well being | | access to basic waste removal services by 30/06/2026 (Mashishimale & Makhushane) | Community Services | | | | | | | | | collection by Ward Councillors |
| 2.4.4 | Protect Environment and Community Well being | Sustain the Environment | Number of indigent Households receiving free basic waste removal service by 30/06/2026 | Senior Manager Community Services | **309** | 514 | OPEX | 257 | 257 | 0 | None | None | List of Indigent Households receiving free basic waste removal |

# KPA 3: Municipal Financial Viability and Management

| KPA 3: Municipal Financial Viability and Management | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **PMS No. & Performance Area** | **Cluster** | **IDP Objective** | **Key Performance Indicator** | **Responsible Manager** | **Baseline (30/06/25)** | **Annual Target 30/06/26** | **Budget** | **2025/26 Quarterly Projections** | | | | | **Evidence Required** |
| | | | | | | | | **Third Quarter target (1 Jan – 31 Mar 26)** | **Third quarter Actual Performance** | **Actual Performance variance** | **Remarks and challenges** | **Corrective Measures/ Interventions** | |
| **3.1 Financial Management** | | | | | | | | | | | | | |
| 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 | 1 | 1 | 0 | None | None | Draft Budget document; Council Resolution |
| 3.1.6 | Governance and administration | Improve financial viability | Number of movable asset verifications conducted by 30/06/2026 | Chief Financial Officer | 4 | 4 | OPEX | 1 | 1 | 0 | None | None | Quarterly assets verifications reports |
| 3.1.7 | Governance and administration | Improve financial viability | Number of strings uploaded using the LG Portal within 10 working days at the end of each month by 30/06/2026 | Chief Financial Officer | 12 | 12 | OPEX | 9 | 9 | 0 | The M01 was resubmitted on the 14 August. However, the Treasury portal database was updated on the 15 August. | None | Monthly strings Proof of submission within 10 working days. |
| 3.1.8 | Governance and administration | Improve financial viability | % of improvement in revenue collection quarterly (Improvement from 65% to 80% by 30/06/2026 budget year) | Chief Financial Officer | 76% | 80% | OPEX | 75% | 70% | -5% | Poor Revenue Collection | Proposed a Revenue Protection Team & Develop an Incentives Policy | % of Revenue Collected per Quarter (Billing vs Collection) |

| 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** |
| | | | | | | | | **Third Quarter target (1 Jan – 31 Mar 26)** | **Third quarter Actual Performance** | **Actual Performance variance** | **Remarks and challenges** | **Corrective Measures/ Interventions** | |
| 3.1.9 | Governance and administration | Improve financial viability | % of Debt collected by 30/06/2026 | Chief Financial Officer | 22% | 15% | OPEX | 11.25% | 4% | -7.75% | Poor Revenue Collection | Proposed a Revenue Protection Team & Develop an Incentives Policy. | Quarterly reports on debt collection |
| 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 | 0 | None | None | 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 | R25 372 750 | R23 951 170.07 | -R1 421 579.93 | Slow progress on paving roads projects | Addition of resources to expedite works | MIG monitoring report/payment certificates/Grant reconciliation |

# KPA 4: LOCAL ECONOMIC DEVELOPMENT

| KPA 4: Local Economic Development | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **PMS No. & Performance Area** | **Cluster** | **IDP Objective** | **Key Performance Indicator** | **Responsible Manager** | **Baseline (30/06/25)** | **Annual Target 30/06/26** | **Budget** | **2025/26 Quarterly Projections** | | | | | **Evidence Required** |
| | | | | | | | | **Third Quarter target (1 Jan – 31 Mar 26)** | **Third quarter Actual Performance** | **Actual Performance variance** | **Remarks and challenges** | **Corrective Measures/ Interventions** | |
| **4.1 Job creation** | | | | | | | | | | | | | |
| 4.1.1 | Economic | Promotion of local economy | Number of jobs created through capital Projects by 30/06/2026 (Temporary jobs) | Senior Manager Technical Services | **70** | 70 | CAPEX | 30 | 108 | +78 | Projects were affected by floods experience from January 2026 and February 2026 resulting to no activities on various sites | None | Certified ID copies, payment registers and employment contracts |
| 4.1.3 | Economic | Promotion of local economy | Number of LED Forums meetings held by 30/06/2026. | Senior Manager Planning and Development | 4 | 4 | OPEX | 1 | 1 | 0 | None | None | Invitations, Attendance register and minutes |
| **4.2 Enterprise Support** | | | | | | | | | | | | | |
| 4.2.1 | Economic | Promotion of local economy | Number of SMMEs supported through the municipal SCM (procurement) by 30/06/2026 | Chief Financial Officer | **381** | 400 | OPEX & CAPITAL | 100 | 333 | +233 | 333 SMME's were supported through Supply Chain Management | None | System generated Expenditure report with SMMEs supported. |
| 4.2.2 | Economic | Promotion of local economy | Number of activities promoting and marketing Ba-phalaborwa Municipality as a tourist | Senior Manager Planning and Development | 4 | 5 (Tourism month activities, Marula Activities, World Travel Market, | OPEX | 1 Marula Activities | 1 Marula Activities were held | 0 | None | None | Invitations, Attendance register, reports |

| 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 |
| | | | | | | | | Third Quarter target (1 Jan – 31 Mar 26) | Third quarter Actual Performance | Actual Performance variance | Remarks and challenges | Corrective Measures/ Interventions | |
| | | | destination by 30/06/2026 | | | Rand Show, and Africa's Travel Indaba) | | | | | | | |

# 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** |
| | | | | | | | | **Third Quarter target (1 Jan – 31 Mar 26)** | **Third quarter Actual Performance** | **Actual Performance variance** | **Remarks and challenges** | **Corrective Measures/ Interventions** | | |
| **5.3 Skills Development** | | | | | | | | | | | | | | |
| 5.3.2 | Good governance and administration | Attract, develop, and retain best human capital | Amount of Municipal budget allocated and spent on work skills development per quarter 30/06/2026 (1% legislation) | Senior Manager Corporate Services | R1 255 545.09 | R1 652 174.00 | OPEX | R413 043,50 | R150 226.07 | -R262 817,43 | Slow pace of Supply Chain processes | Follow up to be done with BTO for implementation. | | Expenditure reports; implementation reports |
| **5.4 Performance Management System** | | | | | | | | | | | | | | |
| 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 | 1 (Mid-year Assessment) | 2 | +1 | 2 Individual performance assessment of s54&56 Managers conducted for 2024/25 Annual and 2025/26 Mid-year | None | | 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 | 0 | None | None | | Quarterly Reports, minutes, and attendance registers |

# KPA 6: Good Governance & Public Participation

| KPA 6: Good Governance and Public Participation | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/25) | Annual Target (30/06/26) | Budget | 2025/26 Quarterly Projections | | | | | Evidence Required |
| | | | | | | | | Third Quarter target (1 Jan – 31 Mar 26) | Third quarter Actual Performance | Actual Performance variance | Remarks and challenges | Corrective Measures/ Interventions | |
| **6.1 Council and Executive Management** | | | | | | | | | | | | | |
| 6.1.1 | Good governance and administration | Good corporate governance and public participation | Number of scheduled Council meetings held by 30/06/2026 | Senior Manager Corporate Services | 12 | 8 | OPEX | 3 | 4 | +1 | Over achievement is due to special Council meeting held. | None | Minutes of council meetings, attendance registers |
| 6.1.2 | Good governance and administration | Good corporate governance and public participation | Number of scheduled Exco meetings held by 30/06/2026 | Senior Manager Corporate Services | 14 | 8 | OPEX | 3 | 5 | +2 | Over achievement is due to special EXCO meetings held. | None | Minutes of EXCO meetings, attendance registers |
| 6.1.3 | Good governance and administration | Good corporate governance and public participation | Number of scheduled MPAC meetings held as per legislation by 30/06/2026 | Municipal Manager | 8 | 4 | OPEX | 1 | 7 | +6 | Over achievement is due to special MPAC meetings held. | None | Council Approved MPAC schedule of meetings & Attendance registers |
| 6.1.4 | Good governance and administration | Good corporate governance and public participation | % of MPAC quarterly Recommendation approved by Council implemented by 30/06/2026 | Municipal Manager | 100% | 100% | OPEX | 100% | 74% | -26% | Management did not consider implementation in time | Make sure they are reminded monthly for implementing the recommendations. | 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 | 0 | None | None | Minutes of Senior Management meetings, attendance registers |
| **6.2 Public Participation and Ward Committees** | | | | | | | | | | | | | |
| 6.2.1 | Good governance and administration | Good corporate governance and public participation | Number of IDP REP Forum meetings held by 30/06/2026. | Municipal Manager | 3 | 4 | OPEX | 1 | 1 | 0 | None | None | 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 |
| | | | | | | | | Third Quarter target (1 Jan – 31 Mar 26) | Third quarter Actual Performance | Actual Performance variance | Remarks and challenges | Corrective Measures/ Interventions | |
| 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 | 2 | +1 | Special Steering Committee meeting was held | None | Attendance registers, agendas, invitations |
| 6.2.3 | Good governance and administration | Good corporate governance and public participation | Number of scheduled and convened ward Committee meetings per ward by 30/06/2026. (Functionality of ward committees) | Municipal Manager | 228 | 209 | OPEX | 57 | 57 | 0 | None | None | Minutes, attendance register, and Consolidated Ward Committee Report |
| 6.2.4 | Good governance and administration | Good corporate governance and public participation | Number of quarterly Mayoral Imbizos and public participation by 30/06/ 2025 | Municipal Manager | 4 | 4 | OPEX | 1 | 1 | 0 | None | None | Public notices, attendance register and Community Inputs report. |
| 6.2.5 | Good governance and administration | Good corporate governance and public participation | % of complains resolved by 30/06/2026 | Senior Manager Technical Services | 74% | 75% | OPEX | 75% | 64% | -11% | Aging infrastructure | Include the some of the projects in the capital plan of 2026/27 | 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 | 2 | 3 | +1 | 1 Normal AC was held on the 24 February 2026, and 2 Special AC were held on the 22 January 2026 and 28 January 2026 to consider Mid-Year Performance Reports and Audit Action Plan respectively. | None | Copies of approved minutes, 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 |
| | | | | | | | | Third Quarter target (1 Jan – 31 Mar 26) | Third quarter Actual Performance | Actual Performance variance | Remarks and challenges | Corrective Measures/ Interventions | |
| 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 | 8 | 0 | None | None | Approved minutes and attendance registers. (Exco and Management) |
| 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 | 75% | 82% | +7% | Special Audit projects were conducted as requested by management. | None | Audit Committee Report with progress on Internal Audit Plan & Council Resolution |
| 6.3.6 | Good governance and administration | Good corporate governance and public participation | % Implementation of Internal Audit Action Plan by 30/06/2026 | Municipal Manager | 93% | 100% | OPEX | 100% | 56% | -44% | The following findings are still not resolved per Department:<br>Technical – 23<br>BTO - 11<br>Community – 8<br>Corporate – 7<br>Planning – 2<br>Office of MM -1 | The Accounting instituted weekly meetings to closely monitor this finding. | 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 | 1 | 2 | +1 | 2 Reports were presented to Council to cover matters discussed on the 22 & 28 January and 24 February 2026. | None | 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% | 93% | -7% | Resolutions outstanding are in relation to training of Councillors and AC members on GIAS, vetting of disclosures, Asbestos disposal, training of Councillors on Vulazonke App, POPIA report review, Legal Reports Review. | The Accounting instituted weekly meetings to closely monitor these resolutions. | 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 |
| | | | | | | | | Third Quarter target (1 Jan – 31 Mar 26) | Third quarter Actual Performance | Actual Performance variance | Remarks and challenges | Corrective Measures/ Interventions | |
| 6.3.11 | Good governance and administration | Good corporate governance and public participation | Number of developed Audit Action Plan approved to address the audit findings raised by AGSA for 2024/25 by 31/01/2026 | Municipal Manager | 1 | 1 | OPEX | 1 | 1 | 0 | The Audit Action Plan was approved by Council on its sitting on the 30th of March 2026. | None | Approved AG Action Plan & Council Resolution |
| 6.3.12 | Good governance and administration | Good corporate governance and public participation | % implementation of Audit Action Plan (2022/2022 & 2023/2024) by 30/06/2026 | Municipal Manager | 60% | 80% | OPEX | 100% of findings due according to approved Audit Action Plan | 82% | -18% | 5 Findings in the 2022/2023 AAP are due and 6 from the 20223/2024 AAP are due. | The Accounting instituted weekly meetings to closely monitor this finding. | Audited Audit Action Plan to address findings raised by AGSA. (2022/2022 & 2023/2024) |
| 6.3.13 | Good governance and administration | Good corporate governance and public participation | % of implementation of 2024/2025 Audit 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 | 30% | -70% | 16 findings which were due by 31 March 2026 were behind schedule. These includes Landfill related findings, unallocated deposits, lease management, irregular and fruitless expenditure, PMS cascading, indigent on electricity and waste and unfunded budget findings. | The Accounting instituted weekly meetings to closely monitor this finding. | Audited AG Action Plan (2024/2025) |
| 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 | 4 | +1 | Over achievement is due to a special LLF meeting held | None | LLF minutes, invitations, and attendance register. |

| KPA 6: Good Governance and Public Participation | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/25) | Annual Target (30/06/26) | Budget | 2025/26 Quarterly Projections | | | | | Evidence Required |
| | | | | | | | | Third Quarter target (1 Jan – 31 Mar 26) | Third quarter Actual Performance | Actual Performance variance | Remarks and challenges | Corrective Measures/ Interventions | |
| | | | | | | | | | | | | | |
| **6.4 Risk Management, Fraud & Anti-Corruption** | | | | | | | | | | | | | |
| 6.4.3 | Good governance and administration | Good corporate governance and public participation | Number of Institutional Risk Management Committee meetings held by 30/06/2026 | Municipal Manager | 5 | 4 | OPEX | 1 | 1 | 0 | None | None | Minutes of the Risk Committee meeting and attendance register |
| 6.4.4 | Good governance and administration | Good corporate governance and public participation | Number of reports on the % of fraud and corruption cases reported and investigated within 30 working days by 30/06/2026 | Municipal Manager | N/A | 100% | OPEX | 100% | - | - | - | No cases were reported. | Case register and Investigation reports |
| **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 | 0 | None | None | Security Management Reports & Council Resolution |
| **6.7 Disaster Management** | | | | | | | | | | | | | |
| 6.7.1 | Governance and Administration | Good corporate governance and public participation | Number of disaster awareness campaigns conducted by 30/06/2026 | Municipal Manager | 6 | 4 | OPEX | 1 | 3 | +2 | A resolution was adopted by the advisory forum to intensify disaster awareness campaigns in response to prevailing inclement weather conditions | None | Invitations, Attendance registers and disaster awareness conducted reports |

| 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 |
| | | | | | | | | Third Quarter target (1 Jan – 31 Mar 26) | Third quarter Actual Performance | Actual Performance variance | Remarks and challenges | Corrective Measures/ Interventions | |
| **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 | 1 | 1 | 0 | None | None | 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 | 1 | 1 | 0 | None | None | 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 | Municipal Manager | 1 | 1 | OPEX | 1 | 1 | 0 | None | None | Council Approved Oversight Report and Council Resolution |
| 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 | 1 | 1 | 0 | None | None | Reviewed SDBIP signed by the Mayor and council resolution |
| **6.9 Integrated Development planning** | | | | | | | | | | | | | |
| 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 | 1 | 1 | 0 | None | None | 2026/27 Draft IDP and Council resolution |
| **6.10 Communication** | | | | | | | | | | | | | |
| 6.10.2 | Governance and Administration | Advance good corporate governance | % for submission of information for publishing on the website in accordance with | Municipal Manager | 100% | 100% | OPEX | 100% | 100% | 0% | None | None | Legislation Checklist, Proof of submission to IT |

| KPA 6: Good Governance and Public Participation | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | Baseline (30/06/25) | Annual Target (30/06/26) | Budget | 2025/26 Quarterly Projections | | | | | Evidence Required |
| | | | | | | | | Third Quarter target (1 Jan – 31 Mar 26) | Third quarter Actual Performance | Actual Performance variance | Remarks and challenges | Corrective Measures/ Interventions | |
| | | | legislation checklist by 30/06/2026 | | | | | | | | | | |
| 6.10.3 | Governance and Administration | Advance good corporate governance | Number of Local Communicators Forum held by 30/06/2026 | Communication manager | 4 | 4 | OPEX | 1 | 1 | 0 | None | None | 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 | 0 | None | None | Invitations, Minutes, and attendance registers |
| 6.11.2 | Governance and Administration | Advance good corporate governance | Number of monthly Disaster Recovery Plan (DRP) test performed by 30/06/2026 | ICT Manager | 5 | 12 | OPEX | 3 | 3 | 0 | None | None | DR Test Report |

# Capital Projects per Responsible Manager

| Responsible Manager | Project Name | Total Capital Budget | Adjustment Budget | Planned Start Date | Planned Completion Date | Ward No. | Quarterly Outputs 2025/26 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | 3rd Quarter target (1 Jan – 31 Mar 26) | 3rd Quarter Actual Performance | Actual Performance variance | Remarks and challenges | Corrective Measures/ Interventions | Evidence required |
| **Internally funded** | | | | | | | | | | | | |
| Senior Manager Technical | Refurbishment of Namakgale stadium | R10 400 000.00 | R3 842 321.00 | 01/07/25 | 30/06/26 | 4,5 | Construction with the following deliverables<br><br>-Painting<br>-Door installation<br>-Paintwork<br>-Finalizing perimeter fence | -Painting<br>-Door installation<br>-Paintwork<br>-Finalizing perimeter fence | None | The project is within it's contract period | None | Completion certificate |
| Senior Manager Technical | Upgrading of Honeyville to Dinoko Sebera from gravel to tar | R7 523 000.00 | R2 167 113.00 | 01/07/25 | 30/06/26 | 8,9 | Construction with the following deliverables<br><br>- Stormwater structures<br><br>-Sub base construction | structures=32%<br>Portal(600x600)=32<br><br>Portal(1.5mX0,9m)=28.59%<br><br>Sub base=84.47% | Stormwater structures =-18% | Slow progress on site | Addition of resources by contractor to expedite works | 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 | R0 | 01/07/25 | 30/06/26 | 2 | Construction with the following deliverables<br><br>- Stormwater structures - Sub base construction | Aubrey carwash to Kanana Stormwater structures=0%<br>Sub base=55% | Stormwater structures =-50% | Slow progress on site | Addition of resources by contractor to expedite works | 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 | R4 000 000.00 | 01/07/25 | 30/06/26 | 1,2,3,4,5, 6,7, 8,9,10,1 1,12 ,13,14,1 5,16 | Construction | 01 | 0 | Funding for the development of the new Landfill site | Alternative funding such as MIG is recommended | 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 | R1 500 000.00 | 01/07/25 | 30/06/26 | 5 | Construction | No progress. The project was not prioritized due to revenue | No progress on the project | The project will be reprioritized based on Municipal revenue | The project was not implemented due to cash constraint | 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 | R 1 700 000. 00 | 01/07/25 | 30/06/26 | Office use | Requisition Delivery note | Requested purchase of:<br><br>4x Executive Reception Desks with Credenzas (Mohogany)<br><br>1x 18 BTU Air-conditioner | None | Equipment and Office Furniture has not yet been received from BTO. | Requested purchase of:<br><br>4x Executive Reception Desks with Credenzas (Mohogany)<br><br>1x 18 BTU Air-conditioner | Requisition |
| **Integrated National Electrification Projects (INEP)** | | | | | | | | | | | | |
| Senior Manager Technical | Electrification of 150 household in Majeje phase 03 | R3 855 000.00 | R3 855 000.00 | 01/07/25 | 30/06/26 | All | Completion MV structures for 150 connections | 0 | 0 | Project still under design stage. Far behind schedule | Fast track approvals | Progress Reports, Completion certificate (only in 4th Quarter), Expenditure report |
| Senior Manager Technical | Construction of New Substation | R2 000 000.00 | R2 000 000.00 | 01/07/25 | 30/06/26 | | Preliminary designs | 0 | 0 | Procurement of land still behind | Fast track procurement of land | 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 | R900 000.00 | 01/07/25 | 30/07/26 | 2 | Appointment of contractor | The project is a multi-year however designs are completed and it is at adjudication stage. Appointment of a contractor will be on 30 April 2026 | Project is at adjudication stage for procurement of a contractor which will be concluded on 30 April 2026 | Project is at adjudication stage for procurement of a contractor which will be concluded on 30 April 2026 | Appointment of contractor will be done at 30 April 2026 | 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 | R1 000 000.00 | 01/07/25 | 30/07/27 | 9 | Appointment of contractor | The project is a multi-year however designs are completed and it is at adjudication stage. Appointment of a contractor will be on 30 April 2026 | Project is at adjudication stage for procurement of a contractor which will be concluded on 30 April 2026 | Project is at adjudication stage for procurement of a contractor which will be concluded on 30 April 2026 | Appointment of contractor will be done at 30 April 2026 | Appointment letters, detail design report, Progress Reports, expenditure report, completion certificate (only at 4th quarter) BEC and BAC minutes |
| *Senior Manager Technical* | Upgrading of Honeyville to Dinoko Sebera from gravel to paving | R9 000 000.00 | R15 179 259.76 | 01/07/25 | 30/06/26 | 8,9 | Construction with the following deliverables<br><br>Stormwater structures<br><br>Sub base construction | **Stormwater structures**Portal (600x600)=32<br><br>Portal(1.5mX0, 9m)=28.59%<br><br>Sub base=84.47% | Stormwater structures=-18% | There is slow progress on site | Addition of resources by contractor to expedite works and to reach set targets | 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 3043 25.24 | R10 153 991.24 | 01/07/25 | 30/06/26 | 2 | Construction with the following deliverables<br><br>- Stormwater structures<br>-Sub base construction | Stormwater structures=0%<br><br>Sub base=57% | Stormwater structures=-50% | Slow progress on site | Addition of resources by contractor to expedite works and to reach set targets | 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 | R850 000.00 | 01/07/25 | 30/06/26 | 14 | Appointment of contractor | The project is implemented as a multi-year. Designs have been concluded and appointment of contractor is at adjudication stage and will be concluded by the 30 April 2026 | Awaiting appointment from panel | Procurement of contractor is at adjudication stage and will be concluded by 30 April 2026 | Appointment of contractor to be concluded by 30 April 2026 | 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 | R9 000 000.00 | 01/07/25 | 30/06/26 | All Wards | Construction with the following deliverables - Foundation excavation and installation of high masts | Physical progress is at 100%. Practical inspection to be done by May 2026 | None | None | None | Design report, Progress report, expenditure reports |
| **Municipal Disaster Response Grant (MDRG)** | | | | | | | | | | | | |
| *Senior Manager Technical* | Derrick Nyathi bridge rehabilitation | R4 000 000.00 | R4 690 000.00 | 01/09/25 | 30/02/2026 | 14 | Construction stage Completion | Project is at construction phase | Extension of time has been issued by NDMC to June 2026 | Project was affected by floods that occurred in January 2026 and February 2026 causing the project to halt activities for that period | Contractor to add resources to expedite works | 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 | R5 310 000.00 | 01/09/25 | 30/02/2026 | 18 | Construction stage Completion | Project is at construction phase | Extension of time has been issued by NDMC to June 2026 | Project was affected by floods that occurred in January 2026 and February 2026 causing the project to halt activities for that period | Contractor to add resources to expedite works | Bids Advertisements, bid evaluation minutes, Site handover minutes, Progress reports, completion certificate (third quarter only) |
| *Senior Manager* | Road via Gaza primary (Upgrading from gravel to block paving) | R0 | R 2 000 000 | 01/03/26 | 30/06/2026 | 19 | Appointment of service provider Site handover to contractor | Funds were received in February 2026 and the project is to run for a period of twelve(12) months | Appointment of service provider to be concluded by 30 April 2026 | None | Project is at adjudication stage and appointment will be done by 30 April 2026 | Appointment letter, Progress reports, completion certificate (third quarter only) |
| *Senior Manager Technical* | Zone B (Upgrading from gravel to block paving) | R0 | R2 000 000 | 01/03/26 | 30/06/2026 | 05 | Appointment of service provider Site handover to contractor | Funds were received in February 2026 and the project is to run for a period of twelve(12) months | Appointment of service provider to be concluded by 30 April 2026 | None | Project is at adjudication stage and appointment will be done by 30 April 2026 | Appointment letter, Progress reports, completion certificate (third quarter only |
| *Senior Manager Technical* | Presbiterian church street and Lutheran church street (Rehabilitation) | R0 | R6 000 000 | 01/03/26 | 30/06/2026 | 19 | Appointment of service provider Site handover to contractor | Funds were received in February 2026 and the project is to run for a period of twelve(12) months | Appointment of service provider to be concluded by 30 April 2026 | None | Project is at adjudication stage and appointment will be done by 30 April 2026 | Appointment letter, Progress reports, completion certificate (third quarter only |

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| *Senior Manager Technical* | Sebala Magolo High school stree (Rehabilitation) | R0 | R3 000 000 | 01/03/26 | 30/06/2026 | 04 | Appointment of service provider Site handover to contractor | Funds were received in February 2026 and the project is to run for a period of twelve(12) months | Appointment of service provider to be concluded by 30 April 2026 | None | Project is at adjudication stage and appointment will be done by 30 April 2026 | Appointment letter, Progress reports, completion certificate (third quarter only |
| *Senior Manager Technical* | Ward 16 Matikoxi-kaya road ( Upgrading from gravel to block paving ) | R0 | R2 000 000 | 01/03/26 | 30/06/2026 | 16 | Appointment of service provider Site handover to contractor | Funds were received in February 2026 and the project is to run for a period of twelve(12) months | Appointment of service provider to be concluded by 30 April 2026 | None | Project is at adjudication stage and appointment will be done by 30 April 2026 | Appointment letter, Progress reports, completion certificate (third quarter only |

## 9. Assessment of Service provider

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

| Project name | Scope of work | Name of the Service provider | Source of funding | Start date | Completion date | Budget | Progress to date | Challenges and intervention | Assessment of service provider<br>1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations<br>Third Quarter | POE Required |
|---|---|---|---|---|---|---|---|---|---|---|
| **COMMUNITY AND SOCIAL SERVICES** | | | | | | | | | | |
| N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| **CORPORATE SERVICES** | | | | | | | | | | |
| Rental Installation and maintenance of VoIP for 3 years | Delivery and installation of the VOIP PBX system on all municipal offices | Mabapa Technologies | BPM | 01 October 2024 | 30 September 2027 | R2 371 875.00 | 150 Telephones handset are delivered and 143 installed in the Municipality. 1x incident related to system that resolved | None | 4 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Acquisition Enterprise | Provision of ERP system | CCG SYSTEMS | BPM | 05 May 2025 | 30 April 2028 | R2,466,913 (Lisence and support) | Licences and support is provided to | None | 4 | Signed Service Level Agreement. |

| Project name | Scope of work | Name of the Service provider | Source of funding | Start date | Completion date | Budget | Progress to date | Challenges and intervention | Assessment of service provider<br>1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations<br>Third Quarter | POE Required |
|---|---|---|---|---|---|---|---|---|---|---|
| Management System | ,Maintenance and support | | | | | | the municipality, 1xUpdated approved on sage 200 | | | Singed Inception report with milestones and evidence |
| Rental of Photocopier | Rental of Multifunction Printer | ANAKA | BPM | 01 August 2025 | 31 July 2028 | R2 364 630.00 | 36 Machines have been delivered and installed at the Municipality 1x MFC replace at technical services | The machine at technical not working due to system board that keeps on breaking | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Provision Of Data and Voice | Provision Of Data and Voice | Vodacom and MTN | BPM | | | R 2 100 000.00 | Data provided to officials and councillors | None | 4 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Pool of Attorneys | Litigation | Lubisis Attorneys | BPM | March 2023 | End of March 2026 | 9.5 million | The labour court matter will be heard in March 2027 | None | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Pool of Attorneys | Litigation | Modjadji Raphesu Attorneys | BPM | March 2023 | End of March 2026 | 9.5 million | Civil matter is currently before Limpopo High Court | None | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |

| Project name | Scope of work | Name of the Service provider | Source of funding | Start date | Completion date | Budget | Progress to date | Challenges and intervention | Assessment of service provider<br>1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations<br>Third Quarter | POE Required |
|---|---|---|---|---|---|---|---|---|---|---|
| Pool of Attorneys | Litigation | Maboku Mangena Attorneys | BPM | March 2023 | End of March 2026 | 9.5 million | Civil matter is currently before Limpopo High Court | None | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Pool of Attorneys | Litigation | Verveen Attorneys | BPM | March 2023 | End of March 2026 | 9.5 million | NERSA matter is currently before the tribunal. | None | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Pool of Attorneys | Litigation | MAFA Attorneys | BPM | March 2023 | End of March 2026 | 9.5 million | Civil matter is currently before Limpop High Court | None | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Pool of Attorneys | Litigation | Mohale Attorneys | BPM | March 2023 | End of March 2026 | 9.5 million | Civil matter is currently before Limpopo High Court | None | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Pool of Attorneys | Litigation | MB Mabunda Attorneys | BPM | March 2023 | End of March 2026 | 9.5 million | Civil matter against the municipality the department of water and sanitation | None | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |

| Project name | Scope of work | Name of the Service provider | Source of funding | Start date | Completion date | Budget | Progress to date | Challenges and intervention | Assessment of service provider<br>1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations<br>Third Quarter | POE Required |
|---|---|---|---|---|---|---|---|---|---|---|
| Pool of Attorneys | Litigation | MAFA Attorneys | BPM | March 2023 | End of March 2026 | 9.5 million | Civil matter is currently before Limpop High Court | None | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Pool of Attorneys | Litigation | MMMG Attorneys | BPM | March 2023 | End of March 2026 | 9.5 million | Civil matters for violation of the SPLUMA | None | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Pool of Attorneys | Litigation | Chidi Attorneys | BPM | March 2023 | End of March 2026 | 9.5 million | Civil matter in Limpopo High Court | None | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Pool of Attorneys | Litigation | Gilbert Motedi Attorneys | BPM | March 2023 | End of March 2026 | 9.5 million | Civil matter before Limpopo High Court | None | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Pool of Attorneys | Litigation | Noko Attorneys | BPM | March 2023 | End of March 2026 | 9.5 million | Civil matter before magistrate's court | None | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |

| Project name | Scope of work | Name of the Service provider | Source of funding | Start date | Completion date | Budget | Progress to date | Challenges and intervention | Assessment of service provider<br>1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations<br>Third Quarter | POE Required |
|---|---|---|---|---|---|---|---|---|---|---|
| Pool of Attorneys | Litigation | Bright Rikhotso Attornesy | BPM | March 2023 | End of March 2026 | 9.5 million | None | None | None | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| **TECHNICAL SERVICES** | | | | | | | | | | |
| Installation of 20 solar highmast light in BaPhalaborwa area | -Inception<br>-Design development<br>-Supervision<br>-Civil works (Foundations and concrete)<br>- Excavation of trenches and foundation footings<br>-Casting of concrete footing<br>- Mechanical works (Mast construction)<br>- Installation of Bolts and 20 high mast lights<br>- Electrical Works (All electrical reticulation)<br>-Energize by Natural Energy (Solar System | Ndzalo Corporation JV | MIG | 10/11/2025 | 30/07/2026 | R11 111 356.00 | Physical progress is 100%. Project is awaiting final inspection for practical completion | None | 5 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |

| Project name | Scope of work | Name of the Service provider | Source of funding | Start date | Completion date | Budget | Progress to date | Challenges and intervention | Assessment of service provider<br>1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations<br>Third Quarter | POE Required |
|---|---|---|---|---|---|---|---|---|---|---|
| Installation of stormwater culvert at Shitshitwe | -Inception<br>-Design development<br>-<br>Documentation<br>-Supervision<br>-Close-out | Tshashu Consulting and Project Managers | MIG | June 2025 | June 2027 | Percentage based | Design drawings have been completed | None | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Upgrading of Nkateko High School To Pondo Combine School road from gravel to block paving | -Inception-Design development<br>-<br>Documentation<br>-Supervision<br>-Close-out | Tshashu Consulting and Project Managers | MIG | June 2025 | June 2027 | Percentage based | Design drawings have been completed | None | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Upgrading of gravel to block paving from clinic via ZCC | -Inception-Design development<br>-<br>Documentation<br>-Supervision<br>-Close-out | Tshashu Consulting and Project Managers | MIG | June 2025 | June 2027 | Percentage based | Design drawings have been completed | None | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Refurbishment of Namakgale stadium | -Inception-Design development<br>-<br>Documentation<br>-Supervision<br>-Close-out | Infra Projects Africa | MIG | March 2019 | June 2026 | Percentage based | Project is at supervision stage | None | 4 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Refurbishment of Namakgale stadium | -Paint work<br>-Boudry wall<br>-Water<br>-Sewer<br>-Electrical works | Laelo JV Mokhomole | MIG and co-funding | April 2025 | June 2026 | R18 776 889.54 | Project is at 94% physical progress | None | 4 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Upgrading of Honeyville to Dinoko Sebera | -Inception-Design development | Tshashu consulting and project managers | MIG | 2024 | June 2026 | Percentage based | Project is at supervision stage | None | 2 | Signed Service Level Agreement. |

| Project name | Scope of work | Name of the Service provider | Source of funding | Start date | Completion date | Budget | Progress to date | Challenges and intervention | Assessment of service provider<br>1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations<br>Third Quarter | POE Required |
|---|---|---|---|---|---|---|---|---|---|---|
| | -<br>Documentation<br>-Supervision<br>-Close-out | | | | | | | | | Singed Inception report with milestones and evidence |
| Upgrading of Honeyville to Dinoko Sebera | - Relocation of services (Eskom and water) • Removal of indigenous trees • Moving back fences of encroaching stands • Mass earthwork • Hard rock blasting • Construction of layer works – roadbed, selected ,sub-base and base • Stabilization of base layer • Surfacing with 80mm interlocking block pavement • Installation of culverts • Construction of concrete v-drains and edge beams • Construction of Sub-Soil drainage • Installation of kerbs • Installation of | Nghilazi contractors | MIG | December 2024 | June 2026 | R32 451 640.74 | Project is at 58%physical progress | Slow progress and frequent stoppages due to non payment of sub contractors. Contractor to pay sub contractors on time and add more resources to the project | 2 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |

| Project name | Scope of work | Name of the Service provider | Source of funding | Start date | Completion date | Budget | Progress to date | Challenges and intervention | Assessment of service provider<br>1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations<br>Third Quarter | POE Required |
|---|---|---|---|---|---|---|---|---|---|---|
| | guardrails • Construction of speed humps 10 • Stone pitching and gabion installation • Installation of road signs • Road markings | | | | | | | | | |
| Upgrading of Aubrey carwash via cemetery to Kanana | -Inception-Design development<br>-Documentation<br>-Supervision<br>-Close-out | Tshashu consulting and project managers | MIG | August 2024 | June 2026 | Percentage based | Project is at supervision stage | None | 2 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Upgrading of Aubrey carwash via cemetery to Kanana | - Relocation of services (Eskom and water) • Removal of indigenous trees • Moving back fences of encroaching stands • Mass earthwork • Hard rock blasting • Construction of layer works – roadbed, selected ,sub-base and base • Stabilization of base layer • Surfacing with 80mm interlocking | Within Africa construction | MIG | December 2024 | June 2026 | R22 084 936.95 | Project is at 41% | Slow progress on site. Contractor to expedite works | 1 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |

| Project name | Scope of work | Name of the Service provider | Source of funding | Start date | Completion date | Budget | Progress to date | Challenges and intervention | Assessment of service provider<br>1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations<br>Third Quarter | POE Required |
|---|---|---|---|---|---|---|---|---|---|---|
| | block pavement • Installation of culverts • Construction of concrete v-drains and edge beams • Construction of Sub-Soil drainage • Installation of kerbs • Installation of guardrails • Construction of speed humps 10 • Stone pitching and gabion installation • Installation of road signs • Road markings | | | | | | | | | |
| Construction of New Substation | Inception-Design development<br>-<br>Documentation<br>-Supervision<br>-Close-out | Mogalemole Engineers | INEP | July 2025 | June 2026 | R2 000 000 | Under Design Stage | Slow progress in the procurement of Land | 4 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Electrification of 150 Units Majeje Phase 3 | Inception-Design development<br>-<br>Documentation<br>-Supervision | NSK Electrical | INEP | July 2025 | June 2026 | R3 855 000 | Under Design Stage | No access to the network due to illegal connections in the network | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with |

| Project name | Scope of work | Name of the Service provider | Source of funding | Start date | Completion date | Budget | Progress to date | Challenges and intervention | Assessment of service provider<br>1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations Third Quarter | POE Required |
|---|---|---|---|---|---|---|---|---|---|---|
| | -Close-out | | | | | | | | | milestones and evidence |
| **PLANNING AND DEVELOPMENT** | | | | | | | | | | |
| General Valuation Roll 2025 - 2030 | Comply the General Valuation Roll and Supplementary Valuation roll | Lutendo Group | BPM | 08 February 2024 | 30 June 2030 | 1 998 230 | General Valuation roll implemented and ongoing Supplementary valuation roll | Escalating number of omitted properties and requests for review. | 3 | Signed Service Level Agreement.<br><br>Signed Inception report with milestones and evidence. |
| Land Audit | Conduct a land Audit of the entire Ba-Phalaborwa | Ngoti Nkoane Consortium | BPM | 30 September 2025 | 31 July 2026 | 1 399 550 | Currently on phase 3: Compile land use data | None | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| Urban Renewal Strategy | Comply a Urban Strategy | Nkanivo Development Consultants | BPM | 05 September 2025 | 30 June 2026 | 1 150 000 | Phase 4: Draft Precinct plan | None | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| **BUDGET AND TREASURY** | | | | | | | | | | |
| **Meter reading** | **Reading electricity meters** | **Semodi** | BPM | February 2025 | January 2028 | **R500 000.00** | Meter Readings for Jan – 17002HH Feb – 17181HH Mar -17053 HH | No challenges | **4** | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |

| Project name | Scope of work | Name of the Service provider | Source of funding | Start date | Completion date | Budget | Progress to date | Challenges and intervention | Assessment of service provider<br>1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations<br>Third Quarter | POE Required |
|---|---|---|---|---|---|---|---|---|---|---|
| **Pre – paid Electricity Vending** | **Selling pre – paid electricity tokens** | **Cigi cell** | Own funding | April 2026 | March 2026 | **1 400 000.00** | The customers are able to purchase electricity | No challenges | **4** | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| **AFS Preparation** | **AFS preparation and fixed assets register compilation** | **Sempro Consulting** | Own funding | August 2024 | July 2027 | R3 000 000.00 | Management managed to submit Annual Financial Statements on time on the 31st of August 2025. | No challenges | 3 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| **Debt Collection** | Provision of debt collection services for 3 years | **Smart Metro JV** | Own Funding | August 2025 | July 2028 | R1 300 000.00 | Jan 2026<br><br>Collected - R1 607 410.85<br><br>Feb 2026<br><br>Collected - R 1 146 084.33<br><br>Mar 2026<br><br>Collected - R 4 634 239.08 | No challenges | 4 | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence |
| **MUNICIPAL MANAGER OFFICE** | | | | | | | | | | |
| Security Services | Provision of Security | A-Team Task Force | Ba-Phalaborwa Municipality | 01/03/2025 | 29/02/2028 | R54 208 746. 00 | Good | None | Good | SLA, Service Provider Assessment report. |

| Project name | Scope of work | Name of the Service provider | Source of funding | Start date | Completion date | Budget | Progress to date | Challenges and intervention | Assessment of service provider<br>1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations<br>Third Quarter | POE Required |
|---|---|---|---|---|---|---|---|---|---|---|
| | Services and access control. | | | | | | | | | |
| Co-Source of Internal Audit services | Co-source of Internal Audit services – Implementation of IA Plan | Thabi consulting | Internal | 16 February 2024 | 16 February 2027 | R2 872 049.60 | The following engagements were planned for Co-sourcing with the service provider:<br>AFS Review<br>Cyber Security Review.<br>IT follow-up Review.<br>Project Assurance.<br><br>The AFS Review was completed on the 25th August 2025 and presented to Management & Audit Committee. The engagement was concluded on time and was value add.<br><br>Project Assurance was revised on the Annual Plan due to implementation | None | Good | SLA, Service Provider Assessment report. |

| Project name | Scope of work | Name of the Service provider | Source of funding | Start date | Completion date | Budget | Progress to date | Challenges and intervention | Assessment of service provider | POE Required |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations Third Quarter | |
| | | | | | | | of PMS system delay.<br><br>Cyber Security Audit was completed and audit report presented to Audit Committee on the 24 February 2026. | | | |

# THIRD QUARTER APPROVAL

| | |
|---|---|
| **Purpose** | The purpose of this report is to present the second quarter performance assessment report on the performance of the municipality against the targets set out in the Service Delivery and Budget Implementation Plan (SDBIP) 2025/26 financial year. The report is prepared as a response to the requirements of Section 52(d) of Local Government: Municipal Finance Management Act (Act 56 of 2003) |
| Monitoring implementation of the SDBIP | Progress against the objectives set out in the Top Layer SDBIP will be monitored and reported on a monthly, quarterly, and annual basis. |
| Signatures | **2025/26 Third Quarter Compiled by:**<br><br>30/04/2026<br>**TS Mokobi** **Date**<br>**Municipal Manager**<br><br>**2025-26 Third Quarter Approved by**<br><br>30/04/2026<br>**Cllr MM Malatji** **Date**<br>**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.**

## Acronyms

**AFS**

AFS stands for Annual Financial Statements

**BPM**

BPM stands for Ba-Phalaborwa Municipality

**BAC**

Bid Adjudication Committee

**BEC**

Bid Evaluation Committee

**HH**

Household