

# BA-PHALABORWA LOCAL MUNICIPALITY



## 2024/25 ANNUAL PERFORMANCE REPORT



*The Home of Marula, Wild Tourism, and Mining*

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## 1. Introduction

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Municipal organizational performance monitoring, evaluation and reporting forms part of governance, a good practice and also a statutory requirement in the South African government. The purpose of this Annual Performance Report is to record, disclose and account on the results of the assessment of actual service delivery achievements as measured against predetermined objectives for the 2024/2025 reporting period.

The Performance Management Framework integrates organizational strategic management, service delivery, performance measurement and evaluation, and the associated reporting. The performance management function allows the municipality to track service delivery progress towards achieving the municipal objectives set in the Integrated Development Plan (IDP) with its linked Medium-Term Revenue and Expenditure Framework (MTREF). The municipality's 2024/2025 Annual Performance Report focuses on service delivery performance information relating to the key deliverables recorded in the 2024/2025 Integrated Development and Planning implemented through the 2024/2025 Service Delivery and Budget Implementation Plan (SDBIP)

## 2. Legislation

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

(a) Projections for each month of-

- (i) Revenue to be collected, by source; and
- (ii) Operational and capital expenditure, by vote;

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

Section 53 of the MFMA stipulates that the Mayor should approve the adjusted SDBIP within 28 days after the approval of the adjusted 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 adjusted 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

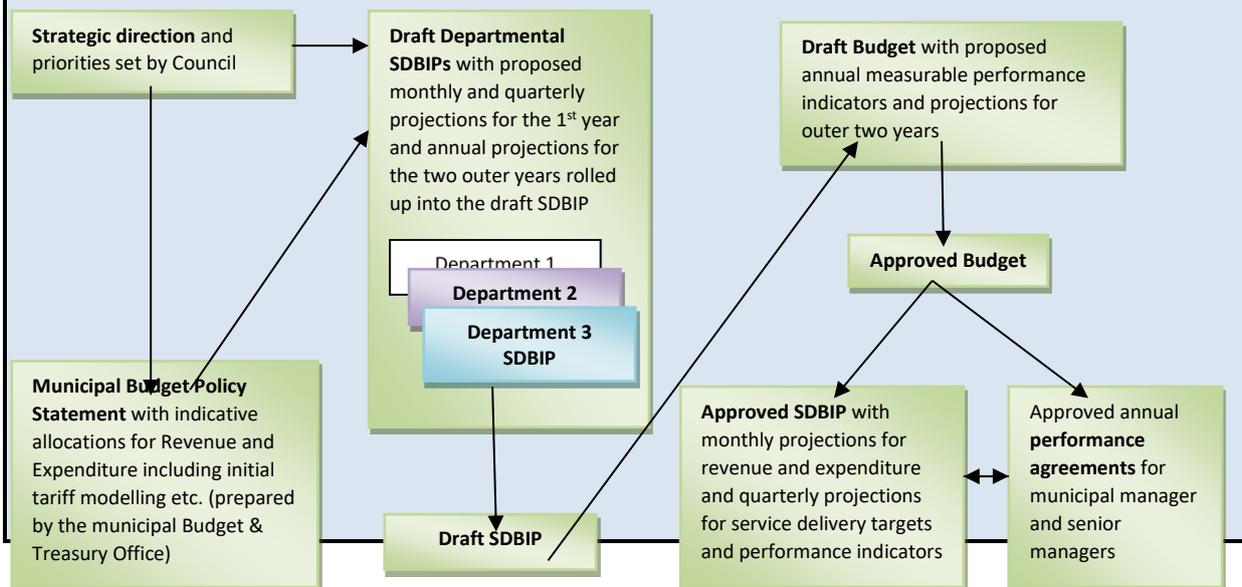
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery
5. Detailed capital works plan broken down by ward over three years

### 3. Methodology and Content

The IDP objectives need to be quantified and translated into key performance indicators. The budget is then aligned to the objectives, projects and activities to enable the SDBIP to serve as a monitoring tool for service delivery.

The SDBIP is a layered plan that comprises the top layer as well as the lower layer SDBIP. The top layer deals with consolidated service delivery targets and time frames for top management, whereas the lower layer consists of detailed outputs that are broken down into smaller outputs and then linked and assigned to middle and lower managers.

The diagram below shows the process for approving the SDBIP including how the departmental SDBIPs roll up into the draft SDBIP:



### 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

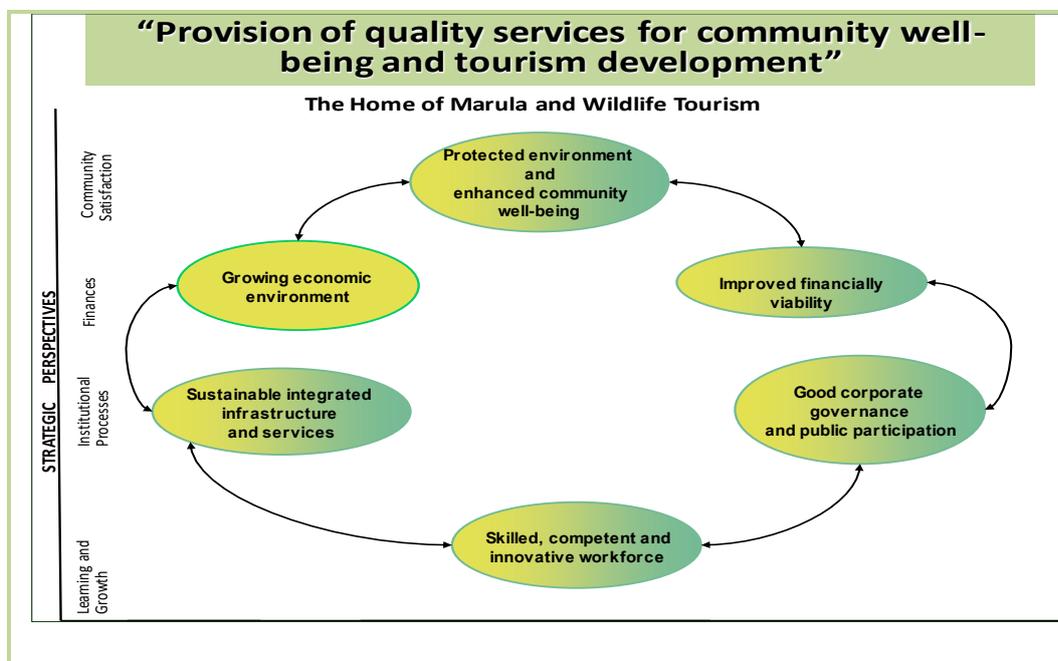
## Strategic objectives:

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

## Slogan:

***“The home of Marula and wildlife tourism”***

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



## 5. Mayor's Foreword

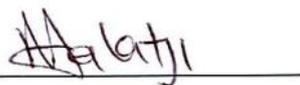
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It is my honour to present the 2024/2025 Annual Performance Report of Ba-Phalaborwa Municipality. This report has been prepared in accordance with the provisions of the **Municipal Systems Act, 2000 (Act No. 32 of 2000)**, the **Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA)**, and other applicable regulatory frameworks governing local government.

The Annual Performance Report provides a detailed account of the Municipality's achievements and challenges in implementing the **Integrated Development Plan (IDP)** and the **Service Delivery and Budget Implementation Plan (SDBIP)** for the financial year under review. It reflects our commitment to performance management in line with **Chapter 6 of the MSA**, which requires municipalities to develop a performance management system that is commensurate with their resources, best suited to their circumstances, and aligned with priorities, objectives, indicators, and targets contained in the IDP.

During the 2024/2025 financial year, progress was made in various Key Performance Areas (KPA's) as outlined in the **Local Government: Municipal Planning and Performance Management Regulations, 2001**, namely: Spatial Rationale, Basic Service Delivery, Municipal Financial Viability and Management, Local Economic Development, Municipal Transformation and Institutional Development and Good Governance and Public Participation.

For the period under review out of 6 key performance areas, the municipality managed to achieve 100% on key performance area Spatial Rationale, Local Economic Development, Municipal Transformation and Institutional Development. The remaining three target areas recorded performance levels of 88% in Good Governance, 75% in Basic Service Delivery, and 82% in Municipal Financial Viability and Management. The achievement is an improvement, and we believe that in the coming year the institution will better its performance to take us to a more plausible service delivery outcome for our community development.



**CIlr MM Malatji**

**Mayor**

## 6. The Accounting Officer's Year End Institutional Performance Overview

This Annual Performance Report has been compiled in line with the provisions of Section 46 of the Local Government: Municipal Systems Act 32 of 2000 which mandates a municipality to prepare an Annual Performance Report for each financial year reflecting the performance of the municipality and of each external service provider during the financial year.

The Annual Performance Report is based on targets set for the implementation of the 2024/25 IDP through the Service Delivery Budget and Implementation Plan. The key performance indicators are classified according to the six key performance areas of local government and are aligned to the municipal objectives as outlined in the IDP.

This report will record progress made by the municipality in fulfilling its objectives as reflected in the IDP, the Budget and the Service Delivery Implementation Plan. It will also reflect on the challenges encountered during the financial year.

### PERFORMANCE ANALYSIS OF KEY PERFORMANCE AREAS

The table below illustrates the performance of each Key Performance Area of Ba-Phalaborwa Municipality against the National Key Performance Areas (NKPAs). The 2024/2025 Service Delivery and Budget Implementation Plan on which this Performance Report is based, comprises 84 key performance indicators with its concomitant performance targets. As an organisation, Ba-Phalaborwa Local Municipality in the 2024/2025 reporting period achieved 73 of the performance indicators set and 10 were not achieved. This accounts for 88% target achievement, translating to a negative variance of 11% and 1% of not applicable. It is important to note that during the review of 2024/25 SDBIP there were no adjustments done on the key performance indicators, adjustments were done on the capital projects due adjusted budget.

| Key Performance Area                                   | 2023/24 % Achievement | 2024/25 Total Number of Targets | 2024/25 Target Achieved | 2024/25 Target not Achieved | 2024/25 Target not applicable | 2024/25 % Achievement |
|--|-----------------------|---------------------------------|-------------------------|-----------------------------|-------------------------------|-----------------------|
| Spatial Rationale                                      | 66%                   | 3                               | 3                       | 0                           | 0                             | 100%                  |
| Basic Services Delivery                                | 75%                   | 12                              | 9                       | 3                           | 0                             | 75%                   |
| Municipal Financial Viability                          | 100%                  | 12                              | 10                      | 2                           | 0                             | 83%                   |
| Local Economic Development                             | 100%                  | 5                               | 5                       | 0                           | 0                             | 100%                  |
| Municipal Transformation and Institutional Development | 100%                  | 9                               | 9                       | 0                           | 0                             | 100%                  |
| Good Governance and Public Participation               | 95%                   | 43                              | 37                      | 5                           | 1                             | 88%                   |
| <b>Total</b>   | <b>94%</b>            | <b>84</b>                       | <b>73</b>               | <b>10</b>                   | <b>1</b>                      | <b>88%</b>            |

## 7. Annual Revenue and Expenditure Projections

### 7.1 Annual projections of revenue for each source for 2024/25

| Sources of Revenue                                  | 2024/25 Annual Projections of revenue for each source |                    |                             |   |   | Evidence Required | Internal Audit Comments |
|---|---|--------------------|-----------------------------|---|---|-------------------|-------------------------|
|   | R'000   |                    |                             |   |   |                   |                         |
|   | Annual target (1 Jul 24 – 31 Jun 25)                  | Actual Performance | Annual Performance Variance | Challenges  | Corrective measures/ Interventions  |                   |                         |
| <b>Exchange Revenue</b>                             |   |                    |                             |   |   |                   |                         |
| Service charges – electricity                       | 197,916   | 138,442            | (59,474)                    | Low collection on electricity due to illegal connection and theft.  | Continuous investigation and audit electricity meters to reduce theft   | Finance report    | Satisfactory            |
| Service Charges – Refuse                            | 21,914  | 21,082             | (832)                       | Variance not material   | None  | Finance report    | Satisfactory            |
| Sale of Goods and Rendering of Services             | 3,772   | 3,213              | (559)                       | Variance not material   | None  | Finance report    | Satisfactory            |
| Agency services                                     | 6,888   | 3,080              | (3,808)                     | Income from Agency not captured fully on the financial system. To add agency fee for Mopani                                       | Recons to be finalised at Year end. Moving forward, is to ensure that recons are done on a monthly and to adjust in adjustment periods.             | Finance report    | Satisfactory            |
| Interest earned from Receivables                    | 18,470  | 9,904              | (8,566)                     | 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. And to reduce the budget in the 2025/26 adjustment budget. | Finance report    | Satisfactory            |
| Interest earned from Current and Non-Current Assets | 5,394   | 4,550              | (1,344)                     | It was overbudget and the balance for investment is lower.  | To monitor the expenditures and have more money to invest   | Finance report    | Satisfactory            |
| Rental of Facilities and Equipment                  | 365   | 529                | 164                         | Target met  | None  | Finance report    | Satisfactory            |
| Operational Revenue                                 | 8,186   | 327                | (7,859)                     | Customers opting not to use Municipal facilities (Phalaborwa area has high unemployment rate)                                     | None  | Finance report    | Satisfactory            |
| <b>Non- Exchange Revenue</b>                        |   |                    |                             |   |   | Finance report    | Satisfactory            |
| Property Rates                                      | 194,706   | 180,141            | (14,566)                    | 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    | Satisfactory            |
| Fines, Penalties and Forfeits                       | 1,438   | 48                 | (1,390)                     | Not all transactions for Fines are captured on the financial system   | Recons to be finalised at Year end. Moving forward, is to ensure that recons are done on a monthly and to adjust in adjustment periods              | Finance report    | Satisfactory            |
| Licenses and permits                                | 6,445   | 5,573              | (873)                       | Variance not material   | None  | Finance report    | Satisfactory            |
| Transfers recognised - operational                  | 222,873   | 223,113            | 116                         | Target met  | None  | Finance report    | Satisfactory            |
| Interest  | 47,632  | 2,965              | (44,667)                    | 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    | Satisfactory            |
| Transfers recognised - capital                      | 35,284  | 35,105             | 179                         | MIG Grant was not fully spent   | None  | Finance report    | Satisfactory            |
| <b>Total Revenue by Source</b>                      | <b>773771,785</b>                                     | <b>628,070</b>     | <b>(143,714)</b>            |   |   | Finance report    | Satisfactory            |

## 7.2 Annual projections of Expenditure for 2024/25

| Sources of Revenue                 | 2024/25 Annual Projections of expenditure for each source |                    |                      |   |   | Evidence Required | Internal Audit Comments |
|------------------------------------|---|--------------------|----------------------|---|---|-------------------|-------------------------|
|                                    | R'000   |                    |                      |   |   |                   |                         |
|                                    | Annual target (1 Jul – 31 Jun 25)                         | Actual Performance | Performance Variance | Challenges  | Corrective measures/ Interventions                  |                   |                         |
| Employee Related Costs             | 211,878   | 178,285            | (33,593)             | Low expenditure on employee costs due to other vacant positions | Filling of critical positions that are budgeted for | Finance report    | Satisfactory            |
| Remuneration of councillors        | 18,067  | 17,260             | (806)                | None  | None (Variance not material)                        | Finance report    | Satisfactory            |
| Bulk purchases - electricity       | 153,890   | 138,092            | (15,798)             | Low expenditure on bulk electricity purchased                   | Continuously monitor cost containment measures.     | Finance report    | Satisfactory            |
| Inventory consumed                 | 25,204  | 26,696             | 1,492                | Low Expenditure affected by non-spending on other line items    | Continuously monitor cost containment measures.     | Finance report    | Satisfactory            |
| Debt impairment                    | 105,500   | 0                  | (105,500)            | The calculations are normally done normally at year end         | Journal to be processed at year end                 | Finance report    | Satisfactory            |
| Depreciation and amortisation      | 83,646  | 81,696             | (1,951)              | None  | Final journal to be processed at year end           | Finance report    | Satisfactory            |
| Interest                           | 20,552  | 2,071              | (18,481)             | The calculations are normally done normally at year end         | Journal to be processed at year end                 | Finance report    | Satisfactory            |
| Contracted services                | 83,153  | 60,622             | (22,531)             | Low Expenditure affected by non-spending on other line items    | Continuously monitor cost containment measures.     | Finance report    | Satisfactory            |
| Transfers and subsidies            | 676   | 214                | (461)                | Low Expenditure affected by non-spending on other line items    | Continuously monitor cost containment measures.     | Finance report    | Satisfactory            |
| Operational costs                  | 115,196   | 106,578            | (8,618)              | Low Expenditure affected by non-spending on other line items    | Continuously monitor cost containment measures.     | Finance report    | Satisfactory            |
| <b>Total Expenditure by Source</b> | <b>817,762.00</b>   | <b>611,514.00</b>  | <b>(206,247.00)</b>  |   |   |                   | Satisfactory            |

### 7.3 Annual Expenditure Projections of Operating, Capital and Revenue by Vote for 2024/25

| Expenditure and Revenue by Vote        | Opex Actual (30 June 2024)                           | Opex Annual Target (01 Jul 2024–30 Jun 2025) (R'000) | Opex Actual performance (R'000) | Opex Remarks/challenges/corrective measures  | Capex Actual (30 June 2024) | Capex Annual Target (01 Jul 2024–30 Jun 2025) (R'000) | Capex Actual performance | Capex Remarks/challenges/corrective measures  | Revenue Actual (30 June 2024)                      | Revenue Annual Target (01 Jul 2024–30 Jun 2025) (R'000) | Revenue Actual performance | Revenue Remarks/challenges/corrective measures   | Evidence required | Internal Audit Comments |
|--|--|--|---------------------------------|--|-----------------------------|---|--------------------------|---|--|---|----------------------------|--|-------------------|-------------------------|
| Executive and Council                  | 70,954   | 89 556   | 72 727                          | Low Expenditure affected by non-spending on Employee related costs and Security services items.<br><br>Some are affected by implementation of containment measures.              | 0                           | -   | 0                        | None  | 0  | 0   | 0                          | None   | Finance report    |                         |
| Budget and Treasury and Administration | 74,906 (Budget and treasury) 62,352 (Administration) | 275 373  | 169 212                         | Low Expenditure affected by non-spending on Employee related costs, Debt Impairment and Finance costs items.<br><br>Some are affected by implementation of containment measures. | 792 (Administration)        | 1 700   | 2 067                    | The is overspending.<br><br>Management to ensure in future the expenditure is within the budget | 435,799 (Budget and treasury) 674 (Administration) | 481 675   | 409 776                    | Culture of non-payment of municipal services especially in the townships & Interest reversals in the form of settlement discount | Finance report    | Satisfactory            |
| Community and Social Services          | 16,096   | 45 285   | 37 304                          | Low Expenditure affected by non-spending on Employee related costs and Hire Charges items.<br><br>Some are affected by implementation of containment measures.                   | 6,462                       | 12 637  | 10 483                   | The internally funded project could not be implemented due to budget constraint and cashflow.   | 279  | 277   | 371                        | Target met   | Finance report    | Satisfactory            |
| Public Safety                          | 19,457   | 23 316   | 20 285                          | Expenditure affected by non-spending on Employee related costs item.<br><br>Some are affected by implementation of containment measures.   | 0                           | -   | 0                        | None  | 0  | 6 445   | 5 573                      | Recognition of revenue for Agency services, Fines, Licences and Permits which are done at year-end.                              | Finance report    | Satisfactory            |
| Economic and Environmental Services    | 17,902   | 36 555   | 23 994                          | Expenditure affected by non-spending on Employee related costs, GIS and Valuers items.   | 0                           | -   | 0                        | None  | 284  | 275   | 492                        | Target met   | Finance report    | Satisfactory            |

| Expenditure and Revenue by Vote | Opex Actual (30 June 2024) | Opex Annual Target (01 Jul 2024– 30 Jun 2025) (R'000) | Opex Actual performance (R'000) | Opex Remarks/challenges/corrective measures  | Capex Actual (30 June 2024) | Capex Annual Target (01 Jul 2024– 30 Jun 2025) (R'000) | Capex Actual performance | Capex Remarks/challenges/corrective measures  | Revenue Actual (30 June 2024) | Revenue Annual Target (01 Jul 2024– 30 Jun 2025) (R'000) | Revenue Actual performance | Revenue Remarks/challenges/corrective measures  | Evidence required | Internal Audit Comments |
|---------------------------------|----------------------------|---|---------------------------------|--|-----------------------------|--|--------------------------|---|-------------------------------|--|----------------------------|---|-------------------|-------------------------|
|                                 |                            |   |                                 | Some are affected by implementation of containment measures.   |                             |  |                          |   |                               |  |                            |   |                   |                         |
| Road Transport                  | 91,243                     | 110 658   | 97 522                          | Expenditure affected by non-spending on Employee related costs items.<br><br>Some are affected by implementation of containment measures.  | 27,500                      | 32 442   | 26 946                   | The variance is VAT portion on Grant.<br><br>For 2025/26, we have aligned the VAT portion.    | 36,740                        | 40 507   | 38 970                     | Variance not material.  | Finance report    | Satisfactory            |
| Electricity                     | 161,282                    | 224 359   | 184 551                         | Low Expenditure affected by non-spending on Employee related costs and Bulk Purchase items.<br><br>Some are affected by implementation of containment measures.                              | 13,733                      | 3 200  | 0                        | The internally funded project could not be implemented due to budget constraint and cashflow. | 145,529                       | 207 986  | 144 208                    | Low collection on electricity due to illegal connection and theft.<br><br>Continuous investigation and audit electricity meters to reduce theft | Finance report    | Satisfactory            |
| Waste Management                | 4,998                      | 10 734  | 5 920                           | Expenditure affected by non-spending on Employee related costs, Maintenance, Mini dumping site and landfill sites items.<br><br>Some are affected by implementation of containment measures. | 0                           | 5 000  | 0                        | The internally funded project could not be implemented due to budget constraint and cashflow. | 33,926                        | 34 620   | 28 680                     | The difference is due to interest from receivables and culture of non-payment from the township   | Finance report    | Satisfactory            |
| <b>Total by Vote</b>            | <b>536,512</b>             | <b>815 836</b>  | <b>611 514</b>                  |  | <b>42,487</b>               | <b>54 979</b>  | <b>39 495</b>            |   | <b>653,231</b>                | <b>771 785</b>   | <b>628 070</b>             |   | Finance report    | Satisfactory            |

8. Detailed institutional performance results for 2024/25 annual performance per key performance area

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

# **KPA 1: Spatial Rationale**

| KPA 1: Spatial Rationale    |                               |                         |  |                                       |  |  |                           |                               |   |                             |  |                                    |  |                         |
|-----------------------------|-------------------------------|-------------------------|--|---------------------------------------|--|--|---------------------------|-------------------------------|---|-----------------------------|--|------------------------------------|--|-------------------------|
| PMS No. & Performance Area  | Cluster                       | IDP Objective           | Key Performance Indicator  | Responsible Manager                   | 2023/24 Actual performance (01/02/2023 – 30/06/2024)   | Baseline (30/06/24)  | Annual Target 30/06/25    | 2024/25 Quarterly Projections |   |                             |  |                                    | Evidence Required  | Internal Audit comments |
|                             |                               |                         |  |                                       |  |  |                           | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges   | Corrective Measures/ Interventions |  |                         |
| <b>1.1 Spatial Planning</b> |                               |                         |  |                                       |  |  |                           |                               |   |                             |  |                                    |  |                         |
| 1.1.1                       | Governance and Administration | Sustain the environment | Number of supplementary valuation roll reviewed by 30/06/2025  | Senior Manager Planning & Development | 1  | 1  | 1                         | OPEX                          | 1   | 0                           | supplementary valuation roll reviewed and approved by council.                               | None                               | Supplementary valuation roll and Council resolution  | Satisfactory            |
| 1.1.2                       | Governance and Administration | Sustain the environment | Number of 2025/29 General Valuation roll developed by 30/06/2025   | Senior Manager Planning & Development | 0  | 0  | 1                         | OPEX                          | 1   | 0                           | 2025/29 General Valuation roll was developed and approved by council                         | None                               | Council resolution and General Valuation Roll 2025/29  | Satisfactory            |
| 1.1.3                       | Governance and Administration | Sustain the environment | Turnaround time of complete land use & development applications submitted to Mopani Planning Tribunal by 30/06/2025. | Senior Manager Planning & Development | 12 applications received and submitted to Mopani Planning Tribunal within 90 days of receipt | 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                               | 0                           | 15 applications received and submitted to Mopani Planning Tribunal within 90 days of receipt | None                               | Date of receipt of complete application and Proof of Submission register to Mopani Planning Tribunal | Satisfactory            |

# **KPA 2: Basic Service Delivery**

| KPA 2: SERVICE DELIVERY            |                          |   |  |                                   |  |                     |                        |                               |   |                             |   |   |  |                         |
|------------------------------------|--------------------------|---|--|-----------------------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|---|---|--|-------------------------|
| PMS No. & Performance Area         | Cluster                  | IDP Objective   | Key Performance Indicator  | Responsible Manager               | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |   |   | Evidence Required  | Internal audit comments |
|                                    |                          |   |  |                                   |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges  | Corrective Measures/ Interventions  |  |                         |
| <b>2.1 Electricity</b>             |                          |   |  |                                   |  |                     |                        |                               |   |                             |   |   |  |                         |
| 2.1.1                              | Technical infrastructure | Provision of sustainable integrated infrastructure and service  | % on reduction of electricity losses each quarter by 30/06/2025                                    | Senior Manager Technical Services | -2.37%   | -2.37%              | 10%                    | OPEX                          | -3.0%   | 13%                         | There was an increase due to existing unfunctional meters, bypassed meters and ghost vending. | Plan in place to conduct Meter audits and continuation of replacement Meters in the new financial year. | BPM billing to consumers, Eskom bill and distribution loss | Satisfactory.           |
| 2.1.2                              | 44wie                    | Provision of sustainable integrated infrastructure and service  | Expenditure on electricity capital funding spent per quarter by 30/06/2025                         | Senior Manager Technical Services | R15 792 642.00                                       | R15 792 642.00      | R2 888 000.00          | INEP                          | R2 887 998.88   | -R1.12                      | R2 887 998.88 was spent on electricity capital funding  | None  | Payment Certificates and Expenditure Reports               | Satisfactory            |
| 2.1.3                              | Technical infrastructure | Provision of sustainable integrated infrastructure and service  | Number of HH with access to electricity in Municipal Licenced area (Phalaborwa Town) by 30/06/2025 | Senior Manager Technical Services | 3060   | 3060                | 3060                   | OPEX                          | 3559  | +499                        | 3559 Households with access to electricity in Municipal Licenced area (Phalaborwa Town)       | None  | Household, Number of HH list on conventional and pre-paid. | Satisfactory            |
| 2.1.4                              | Technical infrastructure | Provision of sustainable integrated infrastructure and service  | Number of indigent HH receiving free basic electricity by 30/06/2025                               | Chief Financial Officer           | 1 008  | 1 008               | 2716                   | OPEX                          | 780   | -1 936                      | Customers not collection free tokens. Due to illegal connection                               | Liase with Eskom 2025/26 financial year.  | Indigent Register and Proof of payment to ESKOM            | Satisfactory            |
| <b>2.2 Roads &amp; Storm Water</b> |                          |   |  |                                   |  |                     |                        |                               |   |                             |   |   |  |                         |
| 2.2.1                              | Technical infrastructure | Provision of sustainable integrated infrastructure and services | Number of kilometres of gravel roads upgraded to tar by 30/06/2025. (Benfarm Upgrading of street)  | Senior Manager Technical Services | 0km  | 0km                 | 3.8km                  | CAPEX                         | 3.8km has been surfaced                                 | 0km                         | Project has reached practical completion stage and it is under defects liability period       | None  | Completion Certificate                                     | Satisfactory            |

| KPA 2: SERVICE DELIVERY       |  |  |  |                                   |  |                     |                        |                               |   |  |   |                                    |   |                         |
|-------------------------------|--|--|--|-----------------------------------|--|---------------------|------------------------|-------------------------------|---|--|---|------------------------------------|---|-------------------------|
| PMS No. & Performance Area    | Cluster                                      | IDP Objective  | Key Performance Indicator  | Responsible Manager               | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |  |   |                                    | Evidence Required   | Internal audit comments |
|                               |  |  |  |                                   |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance              | Remarks and challenges                      | Corrective Measures/ Interventions |   |                         |
| 2.2.2                         | Technical infrastructure                     | Provision of sustainable integrated infrastructure and service | Expenditure on roads and storm water capital funding spent per quarter by 30/06/2025   | Senior Manager Technical Services | R25 931 468.05                                       | R25 931 468.05      | R18 971 664.41         | MIG                           | R24 267 990.05 was spent in the financial year          | +R5 296 325.64 was spent over the target | Multi-year roads projects were fast tracked | None                               | Payment Certificates and Expenditure Reports  | Satisfactory            |
| <b>2.3 Parks and Cemetery</b> |  |  |  |                                   |  |                     |                        |                               |   |  |   |                                    |   |                         |
| 2.3.1                         | Protect Environment and Community Well being | Sustain the Environment  | Number of parks maintained per month by 30/06/2025 (Wildevye, Phalaborwa Fourways, Sealane, Buffalo, King Fisher, Impala Park, Namagale Entrance, Defryn, Cravellote Park) | Senior Manager Community Services | 9  | 9                   | 9                      | OPEX                          | 9   | 0  | 9 parks maintained per month                | None                               | Monthly Maintenance plan & Maintenance reports with pictures                                      | Satisfactory            |
| 2.3.2                         | Protect Environment and Community Well being | Sustain the Environment  | Number of cemeteries maintained per month by 30/06/2025. (Phalaborwa, Lulekani, Namagale and Cravellote)   | Senior Manager Community Services | 4  | 4                   | 4                      | OPEX                          | 4   | 0  | 4 cemeteries maintained                     | None                               | Monthly Maintenance plan & Maintenance reports with pictures                                      | Satisfactory            |
| <b>2.4 Waste Management</b>   |  |  |  |                                   |  |                     |                        |                               |   |  |   |                                    |   |                         |
| 2.4.1                         | Protect Environment and Community Well being | Sustain the Environment  | Number of Monthly Maintenance of Phalaborwa landfill site by 30/06/2025  | Senior Manager Community Services | 4  | 4                   | 12                     | OPEX                          | 12  | 0  | None  | None                               | Monthly maintenance reports as per Service Level Agreement & Landfill site Maintenance Checklists | Satisfactory            |

| KPA 2: SERVICE DELIVERY    |  |                         |   |                                   |  |                     |                        |                               |   |                             |   |  |  |                         |
|----------------------------|--|-------------------------|---|-----------------------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|---|--|--|-------------------------|
| PMS No. & Performance Area | Cluster                                      | IDP Objective           | Key Performance Indicator   | Responsible Manager               | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |   |  | Evidence Required  | Internal audit comments |
|                            |  |                         |   |                                   |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges  | Corrective Measures/ Interventions   |  |                         |
| 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, Cravellote, Namakgale and Lulekani) by 30/06/2025 | Senior Manager Community Services | 13750  | 13750               | 13265                  | OPEX                          | 15552   | +2287                       | 15552 Urban Households & Businesses with access to basic waste removal services | None   | Collection Schedule & Confirmation of waste collection by Ward Councillors | Satisfactory            |
| 2.4.3                      | Protect Environment and Community Well being | Sustain the Environment | Number of rural villages with access to basic waste removal services by 30/06/2025 (Mashishimale & Makhushane)  | Senior Manager Community Services | 1  | 1                   | 2                      | OPEX                          | 1   | -1                          | Breakdown of Tipper truck   | Provision of skip bins and one villages Mashishimale during financial year 2025/26 | Collection Schedule & Confirmation of waste collection by Ward Councillors | Satisfactory            |
| 2.4.4                      | Protect Environment and Community Well being | Sustain the Environment | Number of indigent Households receiving free basic waste removal service by 30/06/2025  | Senior Manager Community Services | 309  | 309                 | 516                    | OPEX                          | 514   | -2                          | Duplications were identified on the indigent register and removed.              | Vetting and review of the indigent register  | List of Indigent Households receiving free basic waste removal             | Satisfactory            |

# **KPA 3: Municipal Financial Viability and Management**

**KPA 3: Municipal Financial Viability and Management**

| PMS No. & Performance Area      | Cluster                            | IDP Objective                                      | Key Performance Indicator  | Responsible Manager     | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |  |                                    | Evidence Required   | Internal Audit Comments |
|---------------------------------|------------------------------------|--|--|-------------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|--|------------------------------------|---|-------------------------|
|                                 |                                    |  |  |                         |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges                                       | Corrective Measures/ Interventions |   |                         |
| <b>3.1 Financial Management</b> |                                    |  |  |                         |  |                     |                        |                               |   |                             |  |                                    |   |                         |
| 3.1.1                           | Good governance and administration | Good corporate governance and public participation | Number of approved budget planning schedule by 31/08/2024  | Chief Financial Officer | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | Budget planning schedule approved by council.                | None                               | approved budget planning schedule and Council resolution  | Satisfactory            |
| 3.1.2                           | Good governance and administration | Good corporate governance and public participation | Number of approved 2025/26 Draft Budget by Council by 31/03/2025 (3 months before the start of the new financial year) | Municipal Manager       | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | 2025/26 Draft Budget was approved by Council.                | None                               | Draft Budget document; Council Resolution   | Satisfactory            |
| 3.1.3                           | Good governance and administration | Good corporate governance and public participation | Number of approved 2025/26 Final Budget by Council by 31/05/2025 (1 month before the start of the new financial year)  | Municipal Manager       | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | 2025/26 Final Budget approved by Council.                    | None                               | Final Budget approved by Council. Council resolution  | Satisfactory            |
| 3.1.4                           | Good governance and administration | Good corporate governance and public participation | Number of reviewed budget related policies by 30/06/2025   | Chief Financial Officer | 27   | 27                  | 29                     | OPEX                          | 29  | 0                           | 29 budget related policies reviewed and approved by council. | None                               | Approved budget related policies and Council resolution<br><br>1. Property Rates Policy<br>2. Tariff Policy<br>3. Credit Control and Debt Collection By-law | Satisfactory            |

KPA 3: Municipal Financial Viability and Management

| PMS No. & Performance Area | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24 ) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |                        |                                    | Evidence Required  | Internal Audit Comments |
|----------------------------|---------|---------------|---------------------------|---------------------|--|----------------------|------------------------|-------------------------------|---|-----------------------------|------------------------|------------------------------------|--|-------------------------|
|                            |         |               |                           |                     |  |                      |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges | Corrective Measures/ Interventions |  |                         |
|                            |         |               |                           |                     |  |                      |                        |                               |   |                             |                        |                                    | 4. Indigent Policy<br>5. Indigent Subsidy By-law<br>6. Supply chain management policy<br>7. Virement policy<br>8. Budget policy<br>9. Petty Cash policy<br>10. Asset Management Policy<br>11. Bad Debts Write Off<br>12. Deposit & Refund Policy<br>13. Cash management and Investment Policy<br>14. Fleet management Policy<br>15. Unknown Deposit Policy<br>16. Electricity Supply By-law<br>17. Subsistence and travelling Policy<br>18. Customer care Policy and Service Standards<br>19. Inventory Management Policy<br>20. Model SCM Policy for Infrastructure Procurement |                         |

KPA 3: Municipal Financial Viability and Management

| PMS No. & Performance Area | Cluster                            | IDP Objective                                      | Key Performance Indicator  | Responsible Manager     | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24 ) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |   |                                    | Evidence Required   | Internal Audit Comments |
|----------------------------|------------------------------------|--|--|-------------------------|--|----------------------|------------------------|-------------------------------|---|-----------------------------|---|------------------------------------|---|-------------------------|
|                            |                                    |  |  |                         |  |                      |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges  | Corrective Measures/ Interventions |   |                         |
|                            |                                    |  |  |                         |  |                      |                        |                               |   |                             |   |                                    | and Delivery Management<br>21. Unauthorized, Irregular, Fruitless and Wasteful Expenditure Policy<br>22. Cost Containment Policy<br>23. Gifts, Donations and Sponsorship policy<br>24. Property Rates By-laws<br>25. Tariff Book<br>26. Borrowing Policy<br>27. Funding and Reserve Policy<br>28. Infrastructure and Investment Policy<br>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 08/07/2024 | Municipal Manager       | 3  | 3                    | 3                      | OPEX                          | 3   | 0                           | Supply Chain structures / Committee's members were appointed. | None                               | Appointment letters of bid committee's members  | Satisfactory            |
| 3.1.6                      | Governance and administration      | Improve financial viability                        | Number of movable asset verifications conducted by 30/06/2025                  | Chief Financial Officer | 4  | 4                    | 4                      | OPEX                          | 4   | 0                           | 4 verifications for movable asset were conducted              | None                               | Quarterly assets verifications reports  | Satisfactory            |

**KPA 3: Municipal Financial Viability and Management**

| PMS No. & Performance Area | Cluster                            | IDP Objective                                      | Key Performance Indicator  | Responsible Manager               | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |  |   | Evidence Required   | Internal Audit Comments |
|----------------------------|------------------------------------|--|--|-----------------------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|--|---|---|-------------------------|
|                            |                                    |  |  |                                   |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges   | Corrective Measures/ Interventions  |   |                         |
| 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 30/06/2025 | Chief Financial Officer           | 12   | 12                  | 12                     | OPEX                          | 12  | 0                           | 12 strings uploaded within 10 working days at the end of each month using the LG Portal. | None  | Monthly strings Proof of submission within 10 working days.     | Satisfactory            |
| 3.1.8                      | Governance and administration      | Improve financial viability                        | % of improvement in revenue collection quarterly (improvement from 65% to 80% by 30/06/2025 budget year)     | Chief Financial Officer           | 76%  | 76%                 | 80%                    | OPEX                          | -8%   | 88%                         | There was no improvement in revenue collection. Culture of non-payment                   | Continuous enforcement of Credit Control<br><br>Establish a Revenue Protection Unit | Quarterly reports on revenue collection                         | Satisfactory            |
| 3.1.9                      | Governance and administration      | Improve financial viability                        | % of Debt collected by 30/06/2025  | Chief Financial Officer           | 22%  | 22%                 | 15%                    | OPEX                          | 21%   | +6%                         | 21% of Debt collected  | None  | Quarterly reports on debt collection                            | Satisfactory            |
| 3.1.10                     | Good governance and administration | Good corporate governance and public participation | Number of updated indigent register by 30/06/2025  | Chief Financial Officer           | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | 1 Indigent register was updated  | None  | Updated indigent register.                                      | Satisfactory            |
| 3.1.11                     | Good governance and administration | Improve financial viability                        | Amount of expenditure spent on MIG by 30/06/2025   | Senior Manager Technical Services | R35 156 000.00                                       | R35 156 000.00      | R35 283 950.00         | MIG                           | R35 105 169.05  | -R178 780.95                | Under expenditure  | Early submission of payment claims by service providers                             | MIG monitoring report/payment certificates/Grant reconciliation | Satisfactory            |
| 3.1.12                     | Good governance and administration | Good corporate governance and public participation | Submission of 2023/24 AFS to AG by 31/08/2024  | Municipal Manager                 | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | 2023/24 AFS were submitted to AG by 31/08/2024   | None  | Submission letters, copy of final AFS to AG                     | Satisfactory            |

# **KPA 4: LOCAL ECONOMIC DEVELOPMENT**

| KPA 4: Local Economic Development |          |                            |   |   |  |                     |                        |                               |   |                             |  |   |   |                         |
|-----------------------------------|----------|----------------------------|---|---|--|---------------------|------------------------|-------------------------------|---|-----------------------------|--|---|---|-------------------------|
| PMS No. & Performance Area        | Cluster  | IDP Objective              | Key Performance Indicator   | Responsible Manager                     | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |  |   | Evidence Required   | Internal Audit Comments |
|                                   |          |                            |   |   |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges   | Corrective Measures/ Interventions                  |   |                         |
| <b>4.1 Job creation</b>           |          |                            |   |   |  |                     |                        |                               |   |                             |  |   |   |                         |
| 4.1.1                             | Economic | Promotion of local economy | Number of jobs created through capital Projects by 30/06/2025 (Temporary jobs)      | Senior Manager Technical Services       | 70   | 70                  | 70                     | CAPEX                         | 83  | +13                         | 13 additional jobs opportunities were created through capital Projects                             | None  | Certified ID copies, payment registers and employment contracts | Satisfactory            |
| 4.1.2                             | Economic | Promotion of local economy | Number of full-time equivalent jobs created through EPWP by 30/09/2024              | Senior Manager Technical Services       | 63   | 63                  | 63                     | OPEX                          | 135   | +72                         | 72 additional jobs opportunities were created through Incentive Grant                              | None  | Certified ID copies, payment registers and employment contracts | Satisfactory            |
| 4.1.3                             | Economic | Promotion of local economy | Number of LED Forums meetings held by 30/06/2025.                                   | Senior Manager Planning and Development | 4  | 4                   | 4                      | OPEX                          | 4   | 0                           | 4 quarterly LED Forum meetings were held.  | None  | Invitations, Attendance register and minutes                    | Satisfactory            |
| <b>4.2 Enterprise Support</b>     |          |                            |   |   |  |                     |                        |                               |   |                             |  |   |   |                         |
| 4.2.1                             | Economic | Promotion of local economy | Number of SMMEs supported through the municipal SCM (procurement) by 30/06/2025     | Chief Financial Officer                 | 381  | 381                 | 200                    | OPEX & CAPITAL                | 420   | +220                        | 420 SMMEs supported through the municipal SCM (procurement) . The KPI was under targeted.          | The 2025/26 SDBIP target has been increased to 400. | System generated Expenditure report with SMMEs supported.       | Satisfactory            |
| 4.2.2                             | Economic | Promotion of local economy | Number of activities promoting and marketing Baphalaborwa Municipality as a tourist | Senior Manager Planning and Development | 4  | 4                   | 4                      | OPEX                          | 6   | +2                          | Tourism month, Marula festivities, Rand Show, Africa Travel Indaba (x4) were conducted as planned. | None  | Invitations, Attendance register, reports                       | Satisfactory            |

| KPA 4: Local Economic Development |         |               |                           |                     |  |                     |                        |                               |   |                             |   |                                   |                   |                         |
|-----------------------------------|---------|---------------|---------------------------|---------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|---|-----------------------------------|-------------------|-------------------------|
| PMS No. & Performance Area        | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |   |                                   | Evidence Required | Internal Audit Comments |
|                                   |         |               |                           |                     |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges  | Corrective Measures/Interventions |                   |                         |
|                                   |         |               | destination by 30/06/2025 |                     |  |                     | Travel Indaba)         |                               |   |                             | World Travel Market and Zimbabwe International Trade Fair (X2) was planned. The municipality received invitations to participate. |                                   |                   |                         |

# **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               | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |   |                                    | Evidence Required  | Internal Audit Comments |
|   |                                    |  |   |                                   |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges  | Corrective Measures/ Interventions |  |                         |
| <b>5.1 Organisational Design &amp; Human Resource</b>         |                                    |  |   |                                   |  |                     |                        |                               |   |                             |   |                                    |  |                         |
| 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                   | 1                      | OPEX                          | 1   | 0                           | 1x Organizational Structure was approved on the 09 <sup>th</sup> of May 2024.   | None                               | Council Resolution and Reviewed organizational structure with dates.   | Satisfactory            |
| 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  | 7                   | 6                      | OPEX                          | 6   | 0                           | 6x Policies were reviewed and approved by Council on the 26 <sup>th</sup> of June 2025 as per Council Resolution 623/25,<br><br>1. Acting on Higher Position Policy.<br><br>2. Code of Conduct.<br><br>3. Experiential Learning Policy<br><br>4. Funeral Policy<br><br>5. Individual Performance Management System Policy<br>6. Framework Leave Policy Review | None                               | Council Resolutions on Reviewed policies and copies of Reviewed Policies.<br>1. Funeral Policy<br>2. Shift Work Policy<br>3. Individual Performance Management Policy<br>4. Overtime Policy<br>5. Smoking Policy<br>6. OHS Policy<br>7. Protective Equipment Policy<br>8. COIDA Policy | Satisfactory            |

| KPA 5: Municipal Transformation and Institutional Development |                                    |   |   |                                   |  |                     |                        |                               |   |                             |  |                                    |  |                         |
|---|------------------------------------|---|---|-----------------------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|--|------------------------------------|--|-------------------------|
| PMS No. & Performance Area                                    | Cluster                            | IDP Objective                                   | Key Performance Indicator   | Responsible Manager               | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |  |                                    | Evidence Required  | Internal Audit Comments |
|   |                                    |   |   |                                   |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges   | Corrective Measures/ Interventions |  |                         |
| 5.1.3   | Good governance and administration | Attract, develop, and retain best human capital | Number of prioritised vacant positions to be filled per quarter by 30/06/2025 | Senior Manager Corporate Services | 18   | 18                  | 20                     | OPEX                          | 54  | +34                         | <p>54 X Positions were appointed as follows:</p> <p>54 X Positions were appointed as follows:</p> <p>July:</p> <p>(2) Traffic Inspectors were appointed (30) General Workers were appointed.</p> <p>August (01) MFMP intern was appointed.</p> <p>September:</p> <p>(06) officials were appointed.</p> <p>1. Manager Admin and Council Support</p> <p>2. Chief Accountant Credit Control and Indigent Management.</p> <p>3. Chief Accountant Financial Planning</p> <p>4. Chief Accountant Financial Control and Expenditure</p> <p>5.</p> | None                               | Recruitment plan on critical positions and Appointment letters | Satisfactory            |

| KPA 5: Municipal Transformation and Institutional Development |         |               |                           |                     |  |                     |                        |                               |   |                             |   |                   |                         |
|---|---------|---------------|---------------------------|---------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|---|-------------------|-------------------------|
| PMS No. & Performance Area                                    | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |   | Evidence Required | Internal Audit Comments |
|   |         |               |                           |                     |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges  |                   |                         |
|   |         |               |                           |                     |  |                     |                        |                               |   |                             | Senior Accounting Clerk Bid Admin 6. Storeman.<br><br>October:<br><br>Four (04) Officials were appointed 1. Accounting Clerk Store Management<br>2. Manager Strategic Support<br>3. Head of Centre Disaster Management<br>4. Senior Accountant Payroll<br><br>November:<br><br>Chief Accountant Asset Management was appointed<br><br>December:<br><br>1. Manager Traffic and Licensing was appointed.<br><br>January:<br><br>(2) Municipal Law Enforcement Officers were appointed.<br><br>March:<br><br>(05) Officials were appointed |                   |                         |

| KPA 5: Municipal Transformation and Institutional Development |                                    |  |  |                                   |  |                     |                        |                               |   |                             |  |                                    |  |                         |
|---|------------------------------------|--|--|-----------------------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|--|------------------------------------|--|-------------------------|
| PMS No. & Performance Area                                    | Cluster                            | IDP Objective                                      | Key Performance Indicator                              | Responsible Manager               | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |  |                                    | Evidence Required  | Internal Audit Comments |
|   |                                    |  |  |                                   |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges   | Corrective Measures/ Interventions |  |                         |
|   |                                    |  |  |                                   |  |                     |                        |                               |   |                             | 1. Manager Electrical Services<br>2. Manager Civil Engineering<br>3. Accounting Clerk Bar Coding<br>4. Accountant Property Rates<br>5. Accountant Credit Control.<br><br>April:<br>1X Municipal Law Enforcement Officer was appointed.<br><br>May:<br>1X Municipal Law Enforcement Officer was appointed.<br><br>Overachievement is due to shortage of staff for service delivery issues and compliance. |                                    |  |                         |
| <b>5.2 Employment Equity</b>                                  |                                    |  |  |                                   |  |                     |                        |                               |   |                             |  |                                    |  |                         |
| 5.2.1   | Good governance and administration | Good corporate governance and public participation | Number of EEP Post filled on Level 0,2,3 by 30/06/2025 | Senior Manager Corporate Services | 2  | 2                   | 3                      | OPEX                          | 6   | +3                          | The following Managerial positions were appointed:<br><br>1. Manager Admin and Council Support.  | None                               | Implementation report on the Equity Plan & appointment letters | Satisfactory            |

| KPA 5: Municipal Transformation and Institutional Development |                                    |   |  |                                   |  |                     |                        |                               |   |                             |  |                   |   |                                    |
|---|------------------------------------|---|--|-----------------------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|--|-------------------|---|------------------------------------|
| PMS No. & Performance Area                                    | Cluster                            | IDP Objective                                   | Key Performance Indicator  | Responsible Manager               | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |  | Evidence Required | Internal Audit Comments                     |                                    |
|   |                                    |   |  |                                   |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges   |                   |   | Corrective Measures/ Interventions |
|   |                                    |   |  |                                   |  |                     |                        |                               |   |                             | 2. Manager Strategic Support<br>3. Head of Centre Disaster Management<br>4. Manager Traffic and Licensing<br>5. Manager Electrical Services<br>6. Manager Civil Engineering<br>Over achievement is due to critical positions linked to compliance matters. |                   |   |                                    |
| 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 30/04/2025                           | Senior Manager Corporate Services | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | 1x 2025/2026 WSP was Submitted to LGSETA on 30/04/2025.  | None              | WSP & proof of submission to LG SETA        | Satisfactory                       |
| 5.3.2   | Good governance and administration | Attract, develop, and retain best human capital | Amount of Municipal budget allocated and spent on work skills development per quarter 30/06/2025 | Senior Manager Corporate Services | R1 255 545.09  | R1 255 545.09       | R1 827 323             | OPEX                          | R2,314,310.97   | +R486,987.97                | A total of twenty-eight (28) Councillors and one hundred (107) officials were trained in the 2024/2025 financial year.   | None              | Expenditure reports; implementation reports | Satisfactory                       |

| KPA 5: Municipal Transformation and Institutional Development |                                    |  |   |                     |  |                     |                        |                               |   |                             |   |                                    |   |                         |
|---|------------------------------------|--|---|---------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|---|------------------------------------|---|-------------------------|
| PMS No. & Performance Area                                    | Cluster                            | IDP Objective                                      | Key Performance Indicator   | Responsible Manager | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |   |                                    | Evidence Required   | Internal Audit Comments |
|   |                                    |  |   |                     |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges  | Corrective Measures/ Interventions |   |                         |
|   |                                    |  | 5 (1% legislation)  |                     |  |                     |                        |                               |   |                             | The adjust budget process and mandatory grant from LGSTA increased the budget.  |                                    |   |                         |
| <b>5.4 Performance Management System</b>                      |                                    |  |   |                     |  |                     |                        |                               |   |                             |   |                                    |   |                         |
| 5.4.1   | Good governance and administration | Good corporate governance and public participation | Number of S54&56 signing of Annual Performance Agreements by 30/07/2024 (One month after the start of each financial year                 | Municipal Manager   | 6  | 6                   | 6                      | OPEX                          | 6   | 0                           | All S56 & 57 managers signed performance agreements                             | None                               | Copies of signed Performance Agreements with dates complying the legislated timeline & submission letters to COGHSTA.         | Satisfactory            |
| 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 30/06/2025 ( Mid – year/Annual ) | Municipal Manager   | 2  | 2                   | 2                      | OPEX                          | 2   | 0                           | 2023/24 Annual and 2024/25 Mid-year Assessments were conducted 28-31 March 2025 | None                               | Approved Schedule of Individual Performance Assessments, Assessments records, attendance registers and Scorecards and reports | Satisfactory            |
| <b>5.5 OHS</b>  |                                    |  |   |                     |  |                     |                        |                               |   |                             |   |                                    |   |                         |
| 5.5.1   | Good governance                    | Good corporate                                     | Number of schedule  | Senior Manager      | 4  | 4                   | 4                      | OPEX                          | 4   | 0                           | 4x Institutional OHS Meetings   | None                               | Quarterly Reports,  | Satisfactory            |

| KPA 5: Municipal Transformation and Institutional Development |                    |                                     |   |                     |  |                     |                        |                               |   |                             |   |                                    |                   |                         |
|---|--------------------|-------------------------------------|---|---------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|---|------------------------------------|-------------------|-------------------------|
| PMS No. & Performance Area                                    | Cluster            | IDP Objective                       | Key Performance Indicator                     | Responsible Manager | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |   |                                    | Evidence Required | Internal Audit Comments |
|   |                    |                                     |   |                     |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges  | Corrective Measures/ Interventions |                   |                         |
|   | and administration | governance and public participation | Institutional OHS meetings held by 30/06/2025 | Corporate Services  |  |                     |                        |                               |   |                             | were held as follows:<br>09/07/2024<br>09/10/2024<br>15/01/2025<br>08/04/2025 | 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               | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |   |                                   | Evidence Required                                 | Internal Audit Comments |
|   |                                    |  |   |                                   |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges  | Corrective Measures/Interventions |   |                         |
| <b>6.1 Council and Executive Management</b>     |                                    |  |   |                                   |  |                     |                        |                               |   |                             |   |                                   |   |                         |
| 6.1.1   | Good governance and administration | Good corporate governance and public participation | Number of scheduled Council meetings held by 30/06/2025 | Senior Manager Corporate Services | 12   | 12                  | 11                     | OPEX                          | 21  | +10                         | Council meetings were held as follows:<br><br>21X Meetings<br><br>25/07/2024 (O)<br>29/08/2024 (O)<br>06/09/2024 (SP)<br>18/09/2024 (SP)<br>19/09/2024 (SP)<br>25/09/2024 (SP)<br>29/09/2024 (SP)<br><br>04/10/2024 (SP)<br>24/10/2024 (O)<br>08/11/2024 (SP)<br>28/11/2024 (O)<br>19/12/2024 (SP)<br><br>29/01/2025 (O)<br>28/02/2025 (SP)<br>17/03/2025 (SP)<br>27/03/2025 (SP)<br><br>24/04/2025 (O)<br>12/05/2025 (SP)<br>29/05/2025 (SP)<br>18/06/2025 (SP)<br><br>26/06/2025 (O)<br><br>Over achievement is due to special meetings held. | None                              | Minutes of council meetings, attendance registers | Satisfactory            |
| 6.1.2   | Good governance and administration | Good corporate governance and public participation | Number of scheduled Exco meetings held by               | Senior Manager Corporate Services | 14   | 14                  | 11                     | OPEX                          | 21  | +10                         | Exco meetings held were held as follows:<br>24/07/2024 (O)<br>28/08/2024 (O)<br>06/09/2024 (SP)<br>18/09/2024 (SP)  | None                              | Minutes of EXCO meetings, attendance registers    | Satisfactory            |

| KPA 6: Good Governance and Public Participation |                                    |  |   |                     |  |                     |                        |                               |   |                             |  |                                   |   |                         |
|---|------------------------------------|--|---|---------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|--|-----------------------------------|---|-------------------------|
| PMS No. & Performance Area                      | Cluster                            | IDP Objective                                      | Key Performance Indicator   | Responsible Manager | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |  |                                   | Evidence Required   | Internal Audit Comments |
|   |                                    |  |   |                     |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges   | Corrective Measures/Interventions |   |                         |
|   |                                    |  | 30/06/2025  |                     |  |                     |                        |                               |   |                             | 25/09/2024 (SP)<br>29/09/2024 (SP)<br><br>04/10/2024 (SP)<br>23/10/2024 (O)<br>08/11/2024 (SP)<br>27/11/2024 (O)<br>19/12/2024 (SP)<br><br>29/01/2025 (O)<br>26/02/2025 (SP)<br>17/03/2025 (SP)<br>26/03/2025 (SP)<br><br>23/04/2025 (O)<br>12/05/2025 (SP)<br>28/05/2025 (SP)<br>29/05/2025 (SP)<br>18/06/2025 (SP)<br><br>Over achievement was due to special meetings |                                   |   |                         |
| 6.1.3   | Good governance and administration | Good corporate governance and public participation | Number of scheduled MPAC meetings held as per legislation by 30/06/2025 | Municipal Manager   | 8  | 8                   | 4                      | OPEX                          | 18  | +14                         | MPAC meetings were held as follows:<br>16/07/2024<br>24/07/2024<br>12/07/2024<br>19/08/2024<br>27/08/2024<br>01/11/2024<br>21/11/2024<br>03/02/2025<br>17-21/02/2025<br>18/03/2025<br>26/03/2025<br>18-20/06/2025<br>23/06/2025<br>25/06/2025  | None                              | Council Approved MPAC schedule of meetings & Attendance registers | Satisfactory            |

| KPA 6: Good Governance and Public Participation |                                    |  |  |                     |  |                     |                        |                               |   |                             |  |   |  |                         |
|---|------------------------------------|--|--|---------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|--|---|--|-------------------------|
| PMS No. & Performance Area                      | Cluster                            | IDP Objective                                      | Key Performance Indicator  | Responsible Manager | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |  |   | Evidence Required  | Internal Audit Comments |
|   |                                    |  |  |                     |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges   | Corrective Measures/Interventions                                     |  |                         |
| 6.1.4   | Good governance and administration | Good corporate governance and public participation | % of MPAC quarterly Recommendation approved by Council implemented by 30/06/2025 | Municipal Manager   | 100%   | 100%                | 100%                   | OPEX                          | 77%   | -23%                        | Management not implementing resolution in time.  | Implementation of MPAC resolutions will be monitored in MPAC meetings | Council Resolutions on MPAC Recommendations and Progress Report on the implementation of the Council Resolutions | Satisfactory            |
| 6.1.5   | Good governance and administration | Good corporate governance and public participation | Number of scheduled senior management meetings held by 30/06/2025                | Municipal Manager   | 16   | 16                  | 11                     | OPEX                          | 19  | +8                          | Senior management meetings were held as follows:<br>09/07/2024<br>06/08/2024<br>10/09/2024<br>13/09/2024(SP)<br>30/09/2024(SP)<br><br>01/10/2024(SP)<br>09/10/2024<br>14/10/2024<br>05/11/2024<br>07/11/2024<br>10/12/2024<br>13/12/2024<br><br>15/01/2025<br>12/02/2025<br>11/03/2025<br><br>08/04/2025<br>13/05/2025<br>10/06/2025<br>19/06/2025<br>Over achievement is due to special meetings. | None  | Minutes of Senior Management meetings, attendance registers  | Satisfactory            |

| KPA 6: Good Governance and Public Participation |                                    |  |   |                     |  |                     |                        |                               |   |                             |  |                                   |  |                         |
|---|------------------------------------|--|---|---------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|--|-----------------------------------|--|-------------------------|
| PMS No. & Performance Area                      | Cluster                            | IDP Objective                                      | Key Performance Indicator   | Responsible Manager | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |  |                                   | Evidence Required                                    | Internal Audit Comments |
|   |                                    |  |   |                     |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges   | Corrective Measures/Interventions |  |                         |
| 6.1.6   | Good governance and administration | Good corporate governance and public participation | Number of scheduled Portfolio Committee meetings held by 30/06/2025 | Municipal Manager   | 51   | 51                  | 55                     | OPEX                          | 64  | +9                          | <p>Portfolio Committee meetings were held as follows:</p> <p><b>X21 Corporate Services:</b></p> <p>20/06/2025<br/>18/06/2025<br/>27/05/2025<br/>20/05/2025<br/>06/05/2025<br/>15/04/2025<br/>22/04/2025<br/>24/03/2025<br/>13/03/2025<br/>21/01/2024<br/>16/07/2024<br/>13/08/2024<br/>04/09/2024<br/>06/09/2024<br/>18/09/2024<br/>29/09/2024<br/>04/10/2024<br/>15/10/2024<br/>21/10/2024<br/>04/11/2024<br/>12/11/2024</p> <p><b>X12 Community &amp; Social Services</b></p> <p>20/05/2025<br/>15/04/2025<br/>17/06/2025<br/>17/03/2025<br/>18/02/2025<br/>21/01/2025<br/>16/07/2025<br/>13/08/2024<br/>17/09/2024<br/>15/10/2024<br/>12/11/2024<br/>17/12/2024</p> | None                              | Minutes of Portfolios meetings, attendance registers | Satisfactory            |

| KPA 6: Good Governance and Public Participation |         |               |                           |                     |  |                     |                        |                               |   |                             |  |                                   |                   |                         |
|---|---------|---------------|---------------------------|---------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|--|-----------------------------------|-------------------|-------------------------|
| PMS No. & Performance Area                      | Cluster | IDP Objective | Key Performance Indicator | Responsible Manager | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |  |                                   | Evidence Required | Internal Audit Comments |
|   |         |               |                           |                     |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges   | Corrective Measures/Interventions |                   |                         |
|   |         |               |                           |                     |  |                     |                        |                               |   |                             | <b>X13 Planning &amp; Development</b><br><br>16/04/2025<br>21/05/2025<br>17/06/2025<br>18/02/2025<br>22/01/2025<br>18/12/2025<br>13/03/2025<br>17/12/2024<br>12/11/2024<br>14/10/2024<br>16/07/2024<br>13/08/2024<br>19/10/2024<br><br><b>X10 Technical Services:</b><br><br>18/06/2025<br>13/06/2025<br>15/05/2025<br>10/04/2025<br>19/03/2025<br>14/02/2025<br>21/01/2025<br>16/07/2024<br>13/08/2024<br>17/09/2024<br><br><b>X11 Budget &amp; Treasury:</b><br><br>17/06/2025<br>20/05/2024<br>15/04/2025<br>19/03/2025<br>18/02/2025<br>21/01/2025<br>18/07/2024<br>13/08/2024 |                                   |                   |                         |

| KPA 6: Good Governance and Public Participation |                                    |  |   |                     |  |                     |                        |                               |   |                             |  |  |  |                         |
|---|------------------------------------|--|---|---------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|--|--|--|-------------------------|
| PMS No. & Performance Area                      | Cluster                            | IDP Objective                                      | Key Performance Indicator   | Responsible Manager | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |  |  | Evidence Required  | Internal Audit Comments |
|   |                                    |  |   |                     |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges   | Corrective Measures/ Interventions     |  |                         |
|   |                                    |  |   |                     |  |                     |                        |                               |   |                             |  | 17/09/2024<br>15/10/2024<br>14/11/2024 |  |                         |
| 6.2 Public Participation and Ward Committees    |                                    |  |   |                     |  |                     |                        |                               |   |                             |  |  |  |                         |
| 6.2.1   | Good governance and administration | Good corporate governance and public participation | Number of IDP REP Forum meetings held by 30/06/2025.  | Municipal Manager   | 3  | 3                   | 4                      | OPEX                          | 4   | 0                           | 4 IDP REP Forum meetings were held.  | None                                   | Attendance registers, agendas, invitations                           | Satisfactory            |
| 6.2.2   | Good governance and administration | Good corporate governance and public participation | Number of IDP Steering Committee meetings held by 30/06/2025  | Municipal Manager   | 3  | 3                   | 4                      | OPEX                          | 4   | 0                           | 4 IDP Steering Committee meetings were held.   | None                                   | Attendance registers, agendas, invitations                           | Satisfactory            |
| 6.2.3   | Good governance and administration | Good corporate governance and public participation | Number of scheduled and convened ward Committee meetings per ward by 30/06/2025. (Functionality of ward committees) | Municipal Manager   | 228  | 228                 | 209                    | OPEX                          | 228   | +19                         | 19 Wards of the actual performance functional of 228 The variance is +19 of the against the annual target of 209. Over achievement is due to special meetings, | None                                   | Minutes, attendance register, and Consolidated Ward Committee Report | Satisfactory            |
| 6.2.4   | Good governance and administration | Good corporate governance and public participation | Number of quarterly Mayoral Imbizos and public participation by   | Municipal Manager   | 4  | 4                   | 4                      | OPEX                          | 4   | 0                           | Mayoral Imbizos were held as follows:<br>16/08/2024<br>15/11/2024<br>24/02/2025<br>07-14/04/2025   | None                                   | Public notices, attendance register and Community Inputs report.     | Satisfactory            |

| KPA 6: Good Governance and Public Participation |                                    |  |   |                                   |  |                     |                        |                               |   |                             |   |  |   |                         |
|---|------------------------------------|--|---|-----------------------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|---|--|---|-------------------------|
| PMS No. & Performance Area                      | Cluster                            | IDP Objective                                      | Key Performance Indicator   | Responsible Manager               | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |   |  | Evidence Required                                       | Internal Audit Comments |
|   |                                    |  |   |                                   |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges  | Corrective Measures/ Interventions   |   |                         |
|   |                                    |  | 30/06/2025  |                                   |  |                     |                        |                               |   |                             |   |  |   |                         |
| 6.2.5   | Good governance and administration | Good corporate governance and public participation | % of complains resolved by 30/06/2025   | Senior Manager Technical Services | 74%  | 74%                 | 100%                   | OPEX                          | 69.24%  | -30.26%                     | Ageing infrastructure, vacancies within Technical Services department   | Refurbishment and upgrade of infrastructure is carried out mainly electrical infrastructure, annually within the available budget filling of critical positions within the department is prioritised from September 2025 | Complains Register.                                     | Satisfactory            |
| <b>6.3 Corporate Governance</b>                 |                                    |  |   |                                   |  |                     |                        |                               |   |                             |   |  |   |                         |
| 6.3.1   | Good governance and administration | Good corporate governance and public participation | Number of Audit Committee meetings held by 30/06/2025                         | Municipal Manager                 | 12   | 12                  | 7                      | OPEX                          | 13  | +6                          | 6 Special meetings were held: 1 meeting in-committee with AGSA, 1 meeting for Audit strategy discussion, 1 Audit report discussion with AGSA, 1 meeting for Mid-Year Report, 1 meeting for AGSA Report approval and 1 for Internal Audit Policies approval. | None   | Copies of approved minutes, attendance registers        | Satisfactory            |
| 6.3.2   | Good governance and administration | Good corporate governance and public participation | Number of Reviewed and approved 2024/25 Audit Committee Charter by 30/06/2025 | Municipal Manager                 | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | AC Charter approved by Council on the 26 <sup>th</sup> June 2025  | None   | Approved Audit Committee Charter and Council Resolution | Satisfactory            |

| KPA 6: Good Governance and Public Participation |                                    |  |   |                       |  |                     |                        |                               |   |                             |   |  |  |                         |
|---|------------------------------------|--|---|-----------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|---|--|--|-------------------------|
| PMS No. & Performance Area                      | Cluster                            | IDP Objective                                      | Key Performance Indicator   | Responsible Manager   | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |   |  | Evidence Required  | Internal Audit Comments |
|   |                                    |  |   |                       |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | 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 30/06/2025              | Municipal Manager     | 30   | 30                  | 24                     | OPEX                          | 38  | +14                         | 3 Technical Audit Steering Committee held.<br>23 Management Audit Steering Committee held.<br>12 EXCO Audit Steering Committee held.  | None   | Approved minutes and attendance registers. (Exco and Management)                 | Satisfactory            |
| 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 30/06/2025 | Municipal Manager     | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | Risk-Based Audit Plan approved by Council on the 26 <sup>th</sup> of June 2025  | None   | Approved Risk-based audit plan and AC Resolution                                 | Satisfactory            |
| 6.3.5   | Good governance and administration | Good corporate governance and public participation | % Implementation of IA Plan by 30/06/2025                                   | Chief Executive Audit | 100%   | 100%                | 100%                   | OPEX                          | 121%  | +21%                        | The following Engagements were conducted beyond the Annual Audit Plan due to risk changes:<br>FMCMM Action Plan Review<br>-Interim Financial --- Statements Review<br>-Head Count review<br>-UJFWE Review for MPAC probing. | None   | Audit Committee Report with progress on Internal Audit Plan & Council Resolution | Satisfactory            |
| 6.3.6   | Good governance and administration | Good corporate governance and public participation | % Implementation of Internal Audit Action Plan by 30/06/2025                | Municipal Manager     | 93%  | 93%                 | 90%                    | OPEX                          | 47%   | -43%                        | Not all findings were addressed by year-end.  | Management is currently addressing all the audit findings per Department. Accounting Officer has established | Internal Audit Institutional Follow-up Report                                    | Satisfactory            |

| KPA 6: Good Governance and Public Participation |                                    |  |   |                       |  |                     |                        |                               |   |                             |   |  |   |                         |
|---|------------------------------------|--|---|-----------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|---|--|---|-------------------------|
| PMS No. & Performance Area                      | Cluster                            | IDP Objective                                      | Key Performance Indicator   | Responsible Manager   | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |   |  | Evidence Required   | Internal Audit Comments |
|   |                                    |  |   |                       |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges  | Corrective Measures/ Interventions   |   |                         |
|   |                                    |  |   |                       |  |                     |                        |                               |   |                             |   |  |   |                         |
| 6.3.7   | Good governance and administration | Good corporate governance and public participation | Number of Audit Committees Reports presented to Council by 30/06/2025 | Chief Executive Audit | 6  | 6                   | 4                      | OPEX                          | 9   | +5                          | Additional AC reports were presented to Council for the following: Audit Strategy approval. Audit report for AGSA. Mid-Year and Annual Report approval. Budget Adjustment. Approval of Internal Audit Policies. | None. The Audit Committee does the responsibilities of both the Audit committee and the Performance Audit Committee. | Audit Committee Reports and Council Resolution              | Satisfactory            |
| 6.3.8   | Good governance and administration | Good corporate governance and public participation | % implementation of Audit Committee Resolutions                       | Municipal Manager     | 98%  | 98%                 | 100%                   | OPEX                          | 100%  | 0%                          | None  | None   | Audited Audit Committee Institutional Resolution Register   | Satisfactory            |
| 6.3.9   | Good governance and administration | Good corporate governance and public participation | % of Community satisfaction with public services by 30/10/2024        | Municipal Manager     | 46%  | 46%                 | 100%                   | OPEX                          | 53% Satisfied   | 47% Dissatisfied            | Poor provision of service delivery (water & sanitation, roads, maintenance of parks, waste removal)   | The report was presented during strategic planning session to add value in decision for future planning              | Community Satisfaction Survey Report                        | Satisfactory            |
| 6.3.10  | Good governance and administration | Good corporate governance and public participation | Submission of 2023/24 Annual Performance Report to AG by              | Municipal Manager     | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | 2023/24 Annual Performance report was submitted to AG on 31 August 2024   | None   | Submission letters, copy of final Annual Performance Report | Satisfactory            |

| KPA 6: Good Governance and Public Participation |                                    |  |   |                                   |  |                     |                        |                               |   |                             |   |  |  |                         |
|---|------------------------------------|--|---|-----------------------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|---|--|--|-------------------------|
| PMS No. & Performance Area                      | Cluster                            | IDP Objective                                      | Key Performance Indicator   | Responsible Manager               | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |   |  | Evidence Required                                  | Internal Audit Comments |
|   |                                    |  |   |                                   |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges  | Corrective Measures/Interventions  |  |                         |
|   |                                    |  | 31/08/2024  |                                   |  |                     |                        |                               |   |                             |   |  |  |                         |
| 6.3.11  | Good governance and administration | Good corporate governance and public participation | Number of developed AG Action Plan approved to address the 2023/24 AG Report findings by 31/01/2025 | Municipal Manager                 | 1  | 1                   | 1                      | OPEX                          | 1   | .0                          | Audit Action Plan to address 2023/2024 findings approved by Council on 29 January 2025  | None   | Approved AG Action Plan & Council Resolution       | Satisfactory            |
| 6.3.12  | Good governance and administration | Good corporate governance and public participation | % of implementation on AG Action Plan by 30/06/2025   | Municipal Manager                 | 60%  | 60%                 | 80%                    | OPEX                          | 73%   | -7%                         | The 2023/2024 Audit action Plan is at 50% implementation and the 2022/2023 is at 86% implementation. Overall is 73%.  | Accounting Officer monitors the progress weekly to improve the progress. | Audited AG Action Plan                             | Satisfactory            |
| 6.3.13  | Good governance and administration | Good corporate governance and public participation | Number of Local Labour Forum meetings convened by 30/06/2025  | Senior Manager Corporate Services | 11   | 11                  | 11                     | OPEX                          | 15  | +4                          | 15X Meetings were held as follows:<br>22/07/2024 (S)<br>23/07/2024(S)<br>30/08/2024(O)<br>30/09/2024(O)<br>11/11/2024(O)<br>23/01/2025(O)<br>17/02/2025(O)<br>22/04/2025(O)<br>30/04/2025(S)<br>05/05/2025(S)<br>07/05/2025<br>13/05/2025(S)<br>27/05/2025(S)<br>12/06/2025(S)<br>13/06/2025(S)<br>Over achievement was due to special meetings | None   | LLF minutes, invitations, and attendance register. | Satisfactory            |

| KPA 6: Good Governance and Public Participation |                                    |  |   |                     |  |                     |                        |                               |   |                             |   |                                    |   |                         |
|---|------------------------------------|--|---|---------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|---|------------------------------------|---|-------------------------|
| PMS No. & Performance Area                      | Cluster                            | IDP Objective                                      | Key Performance Indicator   | Responsible Manager | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |   |                                    | Evidence Required   | Internal Audit Comments |
|   |                                    |  |   |                     |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges  | Corrective Measures/ Interventions |   |                         |
|   |                                    |  |   |                     |  |                     |                        |                               |   |                             |   |                                    |   |                         |
| 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 30/06/2025    | Municipal Manager   | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | Reviewed fraud and anti-corruption strategy was approved on the 29/05/2025    | None                               | Approved fraud and Anti-Corruption strategy and Council resolution    | Satisfactory            |
| 6.4.2   | Good governance and administration | Good corporate governance and public participation | Number of Reviewed Institutional Strategic Risk Register approved by 30/06/2025 | Municipal Manager   | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | Reviewed Institutional Strategic Risk Register was approved on the 29/05/2025 | None                               | Approved Institutional Strategic Risk register and council resolution | Satisfactory            |
| 6.4.3   | Good governance and administration | Good corporate governance and public participation | Number of Institutional Risk Management Committee meetings held by 30/06/2025   | Municipal Manager   | 5  | 5                   | 4                      | OPEX                          | 5   | +1                          | 17/07/2024<br>25/10/2024<br>25/02/2025<br>29/04/2025<br>14/05/2025            | None                               | Minutes of the Risk Committee meeting and attendance register         | Satisfactory            |
| 6.4.4   | Good governance and administration | Good corporate governance and public participation | Number of reports on the % of fraud and corruption cases reported and           | Municipal Manager   | N/A  | N/A                 | 100%                   | OPEX                          | Not applicable  | Not applicable              | No cases were reported for investigation.                                     | None                               | Case register and Investigation reports                               | Satisfactory            |

| KPA 6: Good Governance and Public Participation |                                    |   |   |                     |  |                     |                        |                               |   |                             |  |                                   |   |                         |
|---|------------------------------------|---|---|---------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|--|-----------------------------------|---|-------------------------|
| PMS No. & Performance Area                      | Cluster                            | IDP Objective   | Key Performance Indicator   | Responsible Manager | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |  |                                   | Evidence Required   | Internal Audit Comments |
|   |                                    |   |   |                     |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges   | Corrective Measures/Interventions |   |                         |
|   |                                    |   | investigated within 30 working days by 30/06/2025                                       |                     |  |                     |                        |                               |   |                             |  |                                   |   |                         |
| <b>6.5 HIV/AIDS</b>                             |                                    |   |   |                     |  |                     |                        |                               |   |                             |  |                                   |   |                         |
| 6.5.1   | Good governance and administration | Provision of sustainable integrated infrastructure and services | Number of outreach programmes conducted within Ba-Phalaborwa Municipality by 30/06/2025 | Municipal Manager   | 3  | 3                   | 3                      | OPEX                          | 9   | +6                          | Overachieved due to programme demand and the End Gender Based Violence & Femicide 100-Day Challenge                                      | None                              | Outreach programmes report<br>Attendance registers<br>Invitations<br>Agenda | Satisfactory            |
| <b>6.6 Security management</b>                  |                                    |   |   |                     |  |                     |                        |                               |   |                             |  |                                   |   |                         |
| 6.6.1   | Governance and Administration      | Good corporate governance and public participation              | Number of Security Management reports for Safeguarding of Council Assets by 30/06/2025  | Municipal Manager   | 4  | 4                   | 4                      | OPEX                          | 12  | +8                          | Monthly reports submitted to Council.  | None                              | Security Management Reports & Council Resolution                            | Satisfactory            |
| <b>6.7 Disaster Management</b>                  |                                    |   |   |                     |  |                     |                        |                               |   |                             |  |                                   |   |                         |
| 6.7.1   | Governance and Administration      | Good corporate governance and public participation              | Number of disaster awareness campaigns conducted by 30/06/2025                          | Municipal Manager   | 6  | 6                   | 4                      | OPEX                          | 12  | +8                          | 18/09/2024<br>17/10/2024<br>29/11/2024<br>21/01/2025<br>27/01/2025<br>25/02/2025<br>07/03/2025<br>14/03/2025<br>15/04/2025<br>29/04/2025 | None                              | Invitations, Attendance registers and disaster awareness conducted reports  | Satisfactory            |

| KPA 6: Good Governance and Public Participation |                                    |  |  |                     |  |                     |                        |                               |   |                             |   |                                   |  |                         |
|---|------------------------------------|--|--|---------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|---|-----------------------------------|--|-------------------------|
| PMS No. & Performance Area                      | Cluster                            | IDP Objective                                      | Key Performance Indicator  | Responsible Manager | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |   |                                   | Evidence Required  | Internal Audit Comments |
|   |                                    |  |  |                     |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges  | Corrective Measures/Interventions |  |                         |
|   |                                    |  |  |                     |  |                     |                        |                               |   |                             |   | 15/05/2025<br>27/05/2025          |  |                         |
| 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 31/03/2025 | Municipal Manager   | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | 2024-25 Mid-year report was submitted to stakeholders on the 25 January 2025 and tabled in council on 29 January 2025 | None                              | Mid-year and budget report and council resolution              | Satisfactory            |
| 6.8.2   | Governance and Administration      | Good corporate governance and public participation | Number of 2023/24 Annual Report approved by 31/01/2025   | Municipal Manager   | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | 2023/24 Annual report was approved by council on 29 January 2025  | None                              | Council Approved 2023/24 Annual Report with Council Resolution | Satisfactory            |
| 6.8.3   | Governance and Administration      | Good corporate governance and public participation | Number of Oversight Report on 2023/24 Annual Report approved by 31/03/2025                     | Municipal Manager   | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | Oversight report was tabled in council on 27 March 2025   | None                              | Council Approved Oversight Report and Council Resolution       | Satisfactory            |
| 6.8.4   | Good governance and administration | Good corporate governance and public participation | Number of reviewed 2024/2025 SDBIP approved by 31/03/2025                                      | Municipal Manager   | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | 2024/25 SDBIP was reviewed and approved by council on 17 March 2025   | None                              | Reviewed SDBIP signed by the Mayor and council resolution      | Satisfactory            |

| KPA 6: Good Governance and Public Participation |                                    |  |   |                     |  |                     |                        |                               |   |                             |  |                                   |  |                         |
|---|------------------------------------|--|---|---------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|--|-----------------------------------|--|-------------------------|
| PMS No. & Performance Area                      | Cluster                            | IDP Objective                                      | Key Performance Indicator   | Responsible Manager | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |  |                                   | Evidence Required  | Internal Audit Comments |
|   |                                    |  |   |                     |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges   | Corrective Measures/Interventions |  |                         |
| 6.8.5   | Good governance and administration | Good corporate governance and public participation | Number of Draft 2025/26 SDBIP submitted to the Mayor 14 days after the adoption of the IDP and Budget)      | Municipal Manager   | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | Draft 2025/26 SDBIP was submitted to the Mayor 14 days after the approval of the IDP and SDBIP.  | None                              | 2025/26 Draft SDBIP submitted to the Mayor and proof of submission to the Mayor. | Satisfactory            |
| 6.8.6   | Good governance and administration | Good corporate governance and public participation | Number of approved Final 2025/26 SDBIP (28 days after the adoption of the IDP and Budget) approved by mayor | Municipal Manager   | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | Final 2025/26 SDBIP was approved by the Mayor 28 days after the approval of final IDP and Budget | None                              | 2025/26 Final SDBIP approved by the Mayor (Signed and Dated)                     | Satisfactory            |
| <b>6.9 Integrated Development planning</b>      |                                    |  |   |                     |  |                     |                        |                               |   |                             |  |                                   |  |                         |
| 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 31/07/2024                    | Municipal Manager   | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | 2025/26 IDP/Budget/PMS/MPAC Framework and Process Plan was reviewed and approved by council.     | None                              | Approved IDP/Budget/PMS/MPAC Framework and Process Plan and Council Resolution   | Satisfactory            |
| 6.9.2   | Governance and Administration      | Good corporate governance and public               | Number of 2025/26 Draft IDP approved by council   | Municipal Manager   | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | 2025/26 Draft IDP was approved by council on 27 March 2025                                       | None                              | 2025/26 Draft IDP and Council resolution   | Satisfactory            |

| KPA 6: Good Governance and Public Participation |                               |  |  |                     |  |                     |                        |                               |   |                             |   |                                   |  |                         |
|---|-------------------------------|--|--|---------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|---|-----------------------------------|--|-------------------------|
| PMS No. & Performance Area                      | Cluster                       | IDP Objective                                      | Key Performance Indicator  | Responsible Manager | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |   |                                   | Evidence Required                                      | Internal Audit Comments |
|   |                               |  |  |                     |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges  | Corrective Measures/Interventions |  |                         |
|   |                               | participation                                      | 31/03/2025   |                     |  |                     |                        |                               |   |                             |   |                                   |  |                         |
| 6.9.3   | Governance and Administration | Good corporate governance and public participation | Number of 2025/26 Final IDP approved by Council 31/05/2025   | Municipal Manager   | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | 2025/26 Final IDP approved by Council on 29 May 2025  | None                              | Approved 2025/26 Final IDP and Council resolution      | Satisfactory            |
| <b>6.10 Communication</b>                       |                               |  |  |                     |  |                     |                        |                               |   |                             |   |                                   |  |                         |
| 6.10.1  | Governance and Administration | Advance good corporate governance                  | Number of Communication Strategy reviewed and approved by Council by 30/06/2025                                      | Municipal Manager   | 1  | 1                   | 1                      | OPEX                          | 1   | 0                           | 29 May 2025 Council resolution 537/25   | None                              | Approved Communication strategy and Council resolution | Satisfactory            |
| 6.10.2  | Governance and Administration | Advance good corporate governance                  | % for submission of information for publishing on the website in accordance with legislation checklist by 30/06/2025 | Municipal Manager   | 100%   | 100%                | 100%                   | OPEX                          | 100%  | 0                           | All legislated documents that should be published are all advertised on the municipal website | None                              | Legislation Checklist, Proof of submission to IT       | Satisfactory            |

| KPA 6: Good Governance and Public Participation |                               |                                   |  |                       |  |                     |                        |                               |   |                             |  |                                   |  |                         |
|---|-------------------------------|-----------------------------------|--|-----------------------|--|---------------------|------------------------|-------------------------------|---|-----------------------------|--|-----------------------------------|--|-------------------------|
| PMS No. & Performance Area                      | Cluster                       | IDP Objective                     | Key Performance Indicator                              | Responsible Manager   | 2023/24 Actual performance (01/02/2023 – 30/06/2024) | Baseline (30/06/24) | Annual Target 30/06/25 | 2024/25 Quarterly Projections |   |                             |  |                                   | Evidence Required                              | Internal Audit Comments |
|   |                               |                                   |  |                       |  |                     |                        | Budget                        | Annual Actual Performance (01 July 2024 - 30 June 2025) | Actual Performance Variance | Remarks and challenges   | Corrective Measures/Interventions |  |                         |
| 6.10.3  | Governance and Administration | Advance good corporate governance | Number of Local Communicators Forum held by 30/06/2025 | Communication manager | 4  | 4                   | 4                      | OPEX                          | 4   | 0                           | Local Communicators Forum held as follows:<br>11/06/2025<br>11/03/2025<br>11/12/2024<br>11/09/2024 | None                              | Invitations, Minutes, and attendance registers | Satisfactory            |

# **Capital Projects per Responsible Manager**

## 9. Capital Projects

| Responsible Manager                     | Project Name   | Total Capital Budget (R'000) | Adjustment budget | Planned Start Date | Planned Completion Date | Ward No.                               | Annual Actual Performance (01 Jul 2024 – 30 Jun 2025) | Remarks | Challenges | Corrective Measures/ Interventions | Evidence required  | Auditor's Comment |
|---|--|------------------------------|-------------------|--------------------|-------------------------|--|---|---------|------------|------------------------------------|--|-------------------|
| <b>Internally funded</b>                |  |                              |                   |                    |                         |  |   |         |            |                                    |  |                   |
| Senior Manager Technical                | Upgrade of road from gravel to Tar: Tambo Phase 2    | R6 720 000.00                | R6 720 000.00     | 01/07/24           | 30/06/25                |  | R6 719 462.65   | None    | None       | None                               | Completion certificate   | Satisfactory      |
| <b>Waste Management</b>                 |  |                              |                   |                    |                         |  |   |         |            |                                    |  |                   |
| Senior Manager Planning and Development | Establishment Cemetery at Gravelotte                 | R1 000 000.00                | R1 000 000.00     | 01/07/24           | 30/06/25                | 18                                     | Project completed                                     | None    | None       | None                               | Advert and appointment. Specialised studies report Receipt of application and Proof of submission to Tribunal Expenditure report | Satisfactory      |
| Senior Manager Community Services       | Development of Phalaborwa new landfill site Phase1   | R5 000 000.00                | R5 000 000.00     | 01/07/24           | 30/06/25                | 1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16 | Waiting for Advert                                    | None    | None       | None                               | Advertisement, Appointment letters, Progress Reports, Completion certificate, Expenditure report                                 | Satisfactory      |
| Senior Manager Community Services       | Procure a trailer for refuse collection enhancement  | R200 000.00                  | R200 000.00       | 01/07/24           | 30/06/25                | All                                    | Done  | Done    | n/a        | n/a                                | Request for purchase, appointment letter, Payment certificate, Expenditure report and delivery note                              | Satisfactory      |
| Senior Manager Community Services       | Procure LDV bakkie for environmental law enforcement | R600 000.00                  | R600 000.00       | 01/07/24           | 30/06/25                | All                                    | Waiting for procurement                               | None    | None       | None                               | Request for purchase, appointment letter, Payment certificate, Expenditure report and delivery note                              | Satisfactory      |
| <b>Office Furniture and Equipment</b>   |  |                              |                   |                    |                         |  |   |         |            |                                    |  |                   |

| Responsible Manager  | Project Name   | Total Capital Budget (R'000) | Adjustment budget | Planned Start Date | Planned Completion Date | Ward No.   | Annual Actual Performance (01 Jul 2024 – 30 Jun 2025) | Remarks                          | Challenges | Corrective Measures/ Interventions | Evidence required  | Auditor's Comment |
|--|--|------------------------------|-------------------|--------------------|-------------------------|------------|---|----------------------------------|------------|------------------------------------|--|-------------------|
| Senior Manager Corporate                                   | Purchase of office Furniture & Equipment   | R 1 700 000.00               | R 1 700 000.00    | 01/07/24           | 30/06/25                |            | Furniture purchased to the value of 1695 960.20       | None                             | None       | None                               | Request for purchase and Payment certificate, Expenditure report                               | Satisfactory      |
| <b>Integrated National Electrification Projects (INEP)</b> |  |                              |                   |                    |                         |            |   |                                  |            |                                    |  |                   |
| Senior Manager Technical                                   | Electrification of new villages within Ba-Phalaborwa Municipality as per DMRE's approval.        | R4 814 000.00                | R2 888 000.00     | 01/07/24           | 30/06/25                | All        | R2 887 998.88   | Construction completed           | None       | None                               | Progress Reports, Completion certificate (only in 4 <sup>th</sup> Quarter), Expenditure report | Satisfactory      |
| <b>Municipal Infrastructure Grant (MIG)</b>                |  |                              |                   |                    |                         |            |   |                                  |            |                                    |  |                   |
| Senior Manager Technical                                   | Upgrading of Benfarm phase 2   | R 4 037 446.27               | R1 543 571.00     | 01/07/24           | 30/08/24                | 3          | R1 656 947.62   | Project is completed             | None       | None                               | Completion certificate, Expenditure report   | Satisfactory      |
| Senior Manager Technical                                   | Refurbishment of Namakgale stadium   | R10 837 178.65               | R10 837 179.00    | 01/07/24           | 30/06/25                | 4&5        | R10 837 179.00  | Project is under construction    | None       | None                               | Progress Reports, completion certificate (at 4 <sup>th</sup> quarter), Expenditure report      | Satisfactory      |
| Senior Manager Technical                                   | Installation of stormwater culverts at Mashishimale to Lejori, Makhushane, Humulani and Lulekani | R500 000.00                  | R400 280.00       | 01/07/24           | 30/07/24                | 2,10,16,16 | R400 279.93   | Project is completed             | None       | None                               | Completion certificate, Expenditure report   | Satisfactory      |
| Senior Manager Technical                                   | Selwane sports complex   | R 937 660.67                 | R0                | 01/07/24           | 30/07/24                | 17&18      | R0.00   | Project is completed             | None       | None                               | Completion certificate, Expenditure report   | Satisfactory      |
| Senior Manager Technical                                   | Upgrading of Honeyville to Dinoko Sebera   | R 6 687 241                  | R8 884 601.00     | 01/07/24           | 30/06/27                | 2,9        | R9 651 124.74   | Project is under construction at | None       | None                               | Appointment letters, detailed design report, Progress Reports,                                 | Satisfactory      |

| Responsible Manager      | Project Name   | Total Capital Budget (R'000) | Adjustment budget | Planned Start Date | Planned Completion Date | Ward No. | Annual Actual Performance (01 Jul 2024 – 30 Jun 2025) | Remarks   | Challenges | Corrective Measures/ Interventions | Evidence required   | Auditor's Comment |
|--------------------------|--|------------------------------|-------------------|--------------------|-------------------------|----------|---|---|------------|------------------------------------|---|-------------------|
|                          | from gravel to paving  |                              |                   |                    |                         |          |   | 26.24% physical progress                                  |            |                                    | Expenditure report  |                   |
| Senior Manager Technical | Upgrading of gravel to paving from Aubrey carwash via cemetery to Kanana | R 5 384 423.41               | R7 302 548.00     | 01/07/24           | 30/06/26                | 2        | R6 536 008.74   | Project is under construction at 31.61% physical progress | None       | None                               | Appointment letters, detailed design report, Progress Reports, Expenditure report BEC and BAC minutes   | Satisfactory      |
| Senior Manager Technical | Installation of stormwater culvert at Tension Pilusa graveyard           | R 6 900 000.00               | R6 315 771.00     | 01/07/24           | 30/06/25                | 8        | R6 023 629.02   | Project has reached practical completion                  | None       | None                               | Appointment letters, detail design report, Progress Reports, expenditure report, completion certificate (only at 4 <sup>th</sup> quarter) BEC and BAC minutes | Satisfactory      |

## 10. Assessment of service providers

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Section 41 of the Local Government: Municipal Systems Act 32 of 2000, compels municipalities to prepare for each financial year an annual report consisting of a performance report reflecting the municipality's, and any service provider's, performance during that 5 financial year. Assessing municipal service providers involves evaluating their performance against contractually agreed-upon Key Performance Indicators (KPIs) within the scope of their Service Level Agreements (SLA). The below tables present the ratings and 2024/25 performance of service providers:

### Ratings

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

| Project Name   | Scope of work  | Name of the Service Provider | Source of funding          | Start date        | Completion date   | Budget                             | Progress to date                                      | Challenges and intervention   | Assessment of service provider                             | POE Required  | Auditor's comment |
|--|--|------------------------------|----------------------------|-------------------|-------------------|------------------------------------|---|---|--|---|-------------------|
|  |  |                              |                            |                   |                   |                                    |   |   | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |   |                   |
| <b>COMMUNITY AND SOCIAL SERVICES</b>                             |  |                              |                            |                   |                   |                                    |   |   |  |   |                   |
| Provision of service to the waste disposal site in Ba-Phalaborwa | Compaction, excavation and hauling of gravel material for cover in the landfill site | Mamayila trading enterprise  | Ba-Phalaborwa Municipality | 01 October 2022   | 30 September 2025 | Operational budget (12 337 758,00) | Operation and maintenance of Phalaborwa landfill site | No tipper truck, Backhoe loader and Water tanker were available on the site.<br><br>Building rubble was used as cover material to bury waste on the site due to lack of availability of soil. | 2  | Assessment of the service provider reports<br><br>Signed Service Level Agreement            | Satisfactory      |
| <b>CORPORATE SERVICES</b>  |  |                              |                            |                   |                   |                                    |   |   |  |   |                   |
| Financial Management Systems                                     | Acquisition Enterprise Resource System for 3 years                                   | CCG                          | Own Funding                | 01 September 2024 | 31 August 2027    | R15 287 579.2                      | 1 405 982.72  | None  | 3  | Signed Service Level Agreement.<br><br>Signed Inception report with milestones and evidence | Satisfactory      |
| Rental Installation and maintenance of VoIP for 3 years          | Provision of Telephone System  | Mabapa                       | Ba-Phalaborwa Municipality | 01 October 2024   | 30 September 2027 | R2 371 875 .00                     | R1 528 071.00   | None  | 3  | Signed Service Level Agreement.<br><br>Signed Inception report with milestones              | Satisfactory      |
| Rental of Multifunction Printer                                  | Supply , maintenance and   | DIDO September               | Ba-Phalaborwa Municipality | 01 August 2022    | 30 July 2025      | R1 245 735.69                      | R391 298.04   | None  | 3  | Signed Service Level Agreement.   | Satisfactory      |

| Project Name   | Scope of work   | Name of the Service Provider | Source of funding          | Start date  | Completion date | Budget           | Progress to date                         | Challenges and intervention | Assessment of service provider                             | POE Required  | Auditor's comment |
|--|---|------------------------------|----------------------------|-------------|-----------------|------------------|--|-----------------------------|--|---|-------------------|
|  |   |                              |                            |             |                 |                  |  |                             | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |   |                   |
|  | support of Multi-function   |                              |                            |             |                 |                  |  |                             |  | Singed Inception report with milestones   |                   |
| Provision of 140 Laptops                             | Supply, maintenance of Tools of trade to Cllrs  | Ngilazi                      | Ba-Phalaborwa Municipality | August 2024 | 30 March 2027   | R5 865 011.04.00 | R977 501.82                              | None                        | 4  | Signed Service Level Agreement.<br><br>Singed Inception report with milestones              | Satisfactory      |
| Provision Of Data and Voice                          | Supply of Data and voice to LLRs and Officials  | Vodacom and MTN              | Ba-Phalaborwa Municipality |             |                 | 2 100 000.00     | R1 776 000.00                            | None                        | 3  | Signed Service Level Agreement.<br><br>Singed Inception report with milestones              | Satisfactory      |
| <b>TECHNICAL SERVICES</b>                            |   |                              |                            |             |                 |                  |  |                             |  |   |                   |
| Installation of stormwater culvert at Tension Pilusa | <ul style="list-style-type: none"> <li>• Site establishment</li> <li>• Clearing and grubbing</li> <li>• Demolishing existing culverts</li> <li>• Installation of pre cast culverts</li> <li>• Construction of layer works</li> <li>• Installations of road signs</li> </ul> | Vinlee Pty Ltd               | MIG                        | 17/12/2024  | 13/04/2025      | R4 741 570.53    | Project has reached practical completion | None                        | 3  | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence | Satisfactory      |

| Project Name   | Scope of work  | Name of the Service Provider   | Source of funding | Start date     | Completion date | Budget        | Progress to date | Challenges and intervention | Assessment of service provider                             | POE Required   | Auditor's comment |
|--|--|--------------------------------|-------------------|----------------|-----------------|---------------|------------------|-----------------------------|--|--|-------------------|
|  |  |                                |                   |                |                 |               |                  |                             | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |  |                   |
| Installation of stormwater culvert at Tension Pilusa | <p>During feasibility studies, it is expected that you liaise and consult with communities and various stakeholders to obtain additional feed-back and inputs prior planning and establishing of scoping and / or planning report;</p> <ul style="list-style-type: none"> <li>• Present various solutions, alternative and/ or options that address the engineering problems encountered during the initial stage of feasibility studies;</li> <li>• Joint selection of the most economic and sustainable option with low cost maintenance implication that is in line with national standards and meets the specific circumstances</li> </ul> | Nemurango Consulting Engineers | MIG               | 30 August 2024 | 13/04/2025      | R1 400 419.76 | Completed        | None                        | 3  | <p>Signed Service Level Agreement.</p> <p>Singed Inception report with milestones and evidence</p> | Satisfactory      |

| 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 | Auditor's comment |
|--------------|---|------------------------------|-------------------|------------|-----------------|--------|------------------|-----------------------------|--|--------------|-------------------|
|              |   |                              |                   |            |                 |        |                  |                             | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |              |                   |
|              | <p>and needs within each community.</p> <ul style="list-style-type: none"> <li>• The feasibility study and investigation exercise should address relocation of services if there are any and further make engagements with relevant stakeholders such as Eskom, Telkom, ect.</li> <li>• Expected to quantify and conclude estimation to execute and complete the works/project (Bill of Quantities) at fair market competitive prices with transparency;</li> <li>• Conduct presentations prior submission and approval of every report (scoping, preliminary and detailed design) to the municipality's technical service</li> </ul> |                              |                   |            |                 |        |                  |                             |  |              |                   |

| 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 | Auditor's comment |
|--------------|--|------------------------------|-------------------|------------|-----------------|--------|------------------|-----------------------------|--|--------------|-------------------|
|              |  |                              |                   |            |                 |        |                  |                             | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |              |                   |
|              | <ul style="list-style-type: none"> <li>department and other relevant stakeholders; •</li> <li>Provision of quality assurance programme;</li> <li>• Preparation and attending of monthly inspection, progress, technical and financial reports including programmes of works with projected cash flow;</li> <li>•Documentation, site supervision and monitoring of the works applying the EPWP principles as per guideline;</li> <li>• Enforcing compliance of OHS and environmental issues throughout project implementation.</li> <li>• Facilitate and monitor relevant and appointed sub consultants. •</li> <li>Attending of monthly consultants and other necessary</li> </ul> |                              |                   |            |                 |        |                  |                             |  |              |                   |

| 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  | Auditor's comment |
|------------------------------------|--|---------------------------------|-------------------|--------------|-----------------|----------------|-------------------------------|--|--|---|-------------------|
|                                    |  |                                 |                   |              |                 |                |                               |  | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |   |                   |
|                                    | meetings invited by the client.  |                                 |                   |              |                 |                |                               |  |  |   |                   |
| Refurbishment of Namakgale stadium | <ul style="list-style-type: none"> <li>• Site establishment</li> <li>• Soccer field</li> <li>• Athletic track contraction</li> <li>• Paving access road</li> <li>• Change rooms</li> <li>• Gate house</li> <li>• Sewer, portable water</li> <li>• Electrical and mechanical</li> <li>• Refurbishment of combo courts</li> </ul>        | Laelo JV Mokhomole construction | MIG               | 25/04/2025   | 25/04/2026      | R18 776 889.54 | Contractor is onsite          | Frequent disruptions by owed sub-contractors. Intervention meeting were held to resolve the matter | 3  | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence | Satisfactory      |
| Refurbishment of Namakgale stadium | <ul style="list-style-type: none"> <li>• During feasibility studies, it is expected that you liaise and consult with communities and various stakeholders to obtain additional feed-back and inputs prior planning and establishing of scoping and / or planning report;</li> </ul> <p>Present various solutions, alternative and/</p> | Infra Projects Africa           | MIG               | 26 June 2019 | 25/04/2026      | R7 160 281.06  | Project is under construction | None   | 3  | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence | Satisfactory      |

| Project Name | Scope of work  | Name of the Service Provider | Source of funding | Start date | Completion date | Budget | Progress to date | Challenges and intervention | Assessment of service provider                             | POE Required | Auditor's comment |
|--------------|--|------------------------------|-------------------|------------|-----------------|--------|------------------|-----------------------------|--|--------------|-------------------|
|              |  |                              |                   |            |                 |        |                  |                             | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |              |                   |
|              | <p>or options that address the engineering problems encountered during the initial stage of feasibility studies;</p> <ul style="list-style-type: none"> <li>• Joint selection of the most economic and sustainable option with low-cost maintenance implication that is in line with national standards and meets the specific circumstances and needs within each community.</li> <li>• The feasibility study and investigation exercise should address relocation of services if there are any and further make engagements with relevant stakeholders such as Eskom, Telkom, ect.</li> <li>• Expected to quantify and conclude estimation to execute and</li> </ul> |                              |                   |            |                 |        |                  |                             |  |              |                   |

| 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 | Auditor's comment |
|--------------|---|------------------------------|-------------------|------------|-----------------|--------|------------------|-----------------------------|--|--------------|-------------------|
|              |   |                              |                   |            |                 |        |                  |                             | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |              |                   |
|              | <p>complete the works/project (Bill of Quantities) at fair market competitive prices with transparency;</p> <ul style="list-style-type: none"> <li>• Conduct presentations prior submission and approval of every report (scoping, preliminary and detailed design) to the municipality's technical service department and other relevant stakeholders;</li> <li>• Provision of quality assurance programme;</li> <li>• Preparation and attending of monthly inspection, progress, technical and financial reports including programmes of works with projected cash flow;</li> <li>• Documentation, site supervision and monitoring of the works applying the EPWP principles as per guideline;</li> </ul> |                              |                   |            |                 |        |                  |                             |  |              |                   |

| 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   | Auditor's comment |
|---|---|---|-------------------|----------------|-----------------|----------------|--------------------------------------|---|--|--|-------------------|
|   |   |   |                   |                |                 |                |                                      |   | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |  |                   |
|   | <ul style="list-style-type: none"> <li>Enforcing compliance of OHS and environmental issues throughout project implementation.</li> <li>Facilitate and monitor relevant and appointed sub consultants. <ul style="list-style-type: none"> <li>Attending of monthly consultants and other necessary meetings invited by the client.</li> </ul> </li> </ul> |   |                   |                |                 |                |                                      |   |  |  |                   |
| Upgrading of Honiville to Dinoko Sebera from gravel to block paving | <ul style="list-style-type: none"> <li>Site establishment</li> <li>Accommodation of traffic</li> <li>Box cutting</li> <li>Layer works</li> <li>Paving</li> <li>Kerbing</li> <li>Road signs</li> <li>Drains</li> <li>Road marking</li> </ul>   | Nghilazi contractors                              | MIG               | 20/12/2024     | 20/12/2025      | R32 451 640.74 | Contractor is onsite                 | <p>The project started late due to community issues on recruitment thus causing the contractor to fall behind against planned progress.</p> <p>The contractor is running multiple activities to cover lost time</p> | 2  | <p>Signed Service Level Agreement.</p> <p>Singed Inception report with milestones and evidence</p> | Satisfactory      |
| Upgrading of Honiville to Dinoko Sebera from gravel to              | During feasibility studies, it is expected that you liaise and consult with   | Tshashu Consulting Engineers and Project Managers | MIG               | 30 August 2025 | 23 January 2026 | R2 596 131.59  | Project is in the construction phase | None  | 3  | Signed Service Level Agreement.  | Satisfactory      |

| Project Name              | Scope of work  | Name of the Service Provider | Source of funding | Start date | Completion date | Budget | Progress to date | Challenges and intervention | Assessment of service provider                             | POE Required   | Auditor's comment |
|---------------------------|--|------------------------------|-------------------|------------|-----------------|--------|------------------|-----------------------------|--|--|-------------------|
|                           |  |                              |                   |            |                 |        |                  |                             | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |  |                   |
| interlocking block paving | <p>communities and various stakeholders to obtain additional feed-back and inputs prior planning and establishing of scoping and / or planning report;</p> <ul style="list-style-type: none"> <li>• Present various solutions, alternative and/ or options that address the engineering problems encountered during the initial stage of feasibility studies;</li> <li>• Joint selection of the most economic and sustainable option with low cost maintenance implication that is in line with national standards and meets the specific circumstances and needs within each community.</li> <li>• The feasibility study and</li> </ul> |                              |                   |            |                 |        |                  |                             |  | 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                             | POE Required | Auditor's comment |
|--------------|---|------------------------------|-------------------|------------|-----------------|--------|------------------|-----------------------------|--|--------------|-------------------|
|              |   |                              |                   |            |                 |        |                  |                             | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |              |                   |
|              | <p>investigation exercise should address relocation of services if there are any and further make engagements with relevant stakeholders such as Eskom, Telkom, ect.</p> <ul style="list-style-type: none"> <li>Expected to quantify and conclude estimation to execute and complete the works/project (Bill of Quantities) at fair market competitive prices with transparency;</li> <li>Conduct presentations prior submission and approval of every report (scoping, preliminary and detailed design) to the municipality's technical service department and other relevant stakeholders;</li> </ul> |                              |                   |            |                 |        |                  |                             |  |              |                   |

| 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 | Auditor's comment |
|--------------|--|------------------------------|-------------------|------------|-----------------|--------|------------------|-----------------------------|--|--------------|-------------------|
|              |  |                              |                   |            |                 |        |                  |                             | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |              |                   |
|              | <ul style="list-style-type: none"> <li>• Provision of quality assurance programme;</li> <li>• Preparation and attending of monthly inspection, progress, technical and financial reports including programmes of works with projected cash flow;</li> <li>• Documentation, site supervision and monitoring of the works applying the EPWP principles as per guideline;</li> <li>• Enforcing compliance of OHS and environmental issues throughout project implementation.</li> <li>• Facilitate and monitor relevant and appointed sub consultants.</li> <li>• Attending of monthly consultants and other necessary meetings invited by the client.</li> </ul> |                              |                   |            |                 |        |                  |                             |  |              |                   |

| 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  | Auditor's comment |
|--|---|---|-------------------|----------------|-----------------|----------------|--------------------------------------|---|--|---|-------------------|
|  |   |   |                   |                |                 |                |                                      |   | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |   |                   |
| Upgrading of Aubrey carwash via cemetery to Kanana from gravel to block paving | Site establishment <ul style="list-style-type: none"> <li>• Accommodation of traffic</li> <li>• Box cutting</li> <li>• Layer works</li> <li>• Paving</li> <li>• Kerbing</li> <li>• Road signs</li> <li>• Drains</li> <li>• Road marking</li> </ul>                                  | Within Africa Construction                        | MIG               | 20/12/2024     | 20/12/2025      | R22 084 936.95 | Contractor is onsite                 | The project started late due to communities members not wanting to share equal numbers on recruitment thus making the contractor fall behind planned schedule.<br><br>Ward councillors intervened and the issue was eventually resolved | 2  | Signed Service Level Agreement.<br><br>Signed Inception report with milestones and evidence | Satisfactory      |
| Upgrading of Aubrey carwash via cemetery to Kanana from gravel to block paving | <ul style="list-style-type: none"> <li>• During feasibility studies, it is expected that you liaise and consult with communities and various stakeholders to obtain additional feed-back and inputs prior planning and establishing of scoping and / or planning report;</li> </ul> | Tshashu Consulting Engineers and Project Managers | MIG               | 30 August 2024 | 23 January 2026 | R1 766 794.94  | Project is in the construction phase | None  | 3  | Signed Service Level Agreement.<br><br>Signed Inception report with milestones and evidence | Satisfactory      |

| Project Name | Scope of work   | Name of the Service Provider | Source of funding | Start date | Completion date | Budget | Progress to date | Challenges and intervention | Assessment of service provider                             | POE Required | Auditor's comment |
|--------------|---|------------------------------|-------------------|------------|-----------------|--------|------------------|-----------------------------|--|--------------|-------------------|
|              |   |                              |                   |            |                 |        |                  |                             | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |              |                   |
|              | <ul style="list-style-type: none"> <li>• Present various solutions, alternative and/ or options that address the engineering problems encountered during the initial stage of feasibility studies;</li> <li>• Joint selection of the most economic and sustainable option with low cost maintenance implication that is in line with national standards and meets the specific circumstances and needs within each community.               <ul style="list-style-type: none"> <li>• The feasibility study and investigation exercise should address relocation of services if there are any and further make engagements with relevant stakeholders such as Eskom, Telkom, ect.</li> <li>• Expected to quantify and</li> </ul> </li> </ul> |                              |                   |            |                 |        |                  |                             |  |              |                   |

| 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 | Auditor's comment |
|--------------|--|------------------------------|-------------------|------------|-----------------|--------|------------------|-----------------------------|--|--------------|-------------------|
|              |  |                              |                   |            |                 |        |                  |                             | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |              |                   |
|              | <p>conclude estimation to execute and complete the works/project (Bill of Quantities) at fair market competitive prices with transparency;</p> <ul style="list-style-type: none"> <li>• Conduct presentations prior submission and approval of every report (scoping, preliminary and detailed design) to the municipality's technical service department and other relevant stakeholders;</li> <li>• Provision of quality assurance programme;</li> <li>• Preparation and attending of monthly inspection, progress, technical and financial reports including programmes of works with projected cash flow;</li> </ul> |                              |                   |            |                 |        |                  |                             |  |              |                   |

| 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  | Auditor's comment |
|--|---|---|-------------------|-------------------|-----------------|----------------|----------------------|---|--|---|-------------------|
|  |   |   |                   |                   |                 |                |                      |   | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |   |                   |
|  | <ul style="list-style-type: none"> <li>• Documentation, site supervision and monitoring of the works applying the EPWP principles as per guideline;</li> <li>• Enforcing compliance of OHS and environmental issues throughout project implementation.</li> <li>• Facilitate and monitor relevant and appointed sub consultants.</li> <li>• Attending of monthly consultants and other necessary meetings invited by the client.</li> </ul> |   |                   |                   |                 |                |                      |   |  |   |                   |
| Upgrading of Benfarm street from gravel to paved phase 2 | <ul style="list-style-type: none"> <li>• Site establishment</li> <li>• Accommodation of traffic</li> <li>• Box cutting</li> <li>• Layer works</li> <li>• Paving asphalt</li> <li>• Kerbing</li> <li>• Road signs</li> <li>• Drains</li> <li>• Road marking</li> </ul>   | Risima project managers and contractors | MIG               | 14/11/2022        | 30/05/2024      | R25 749 583.82 | Project is completed | The project experienced delays due to slow delivery of concrete by the supplier | 2  | Signed Service Level Agreement.<br><br>Signed Inception report with milestones and evidence | Satisfactory      |
| Upgrading of Benfarm street from gravel to               | During feasibility studies, it is expected that   | Tshashu Consulting Engineers and        | MIG               | 25 September 2015 | 23 April 2025   | R4 670 416.18  | Project is completed | None  | 3  | Signed Service Level Agreement.   | Satisfactory      |

| Project Name  | Scope of work  | Name of the Service Provider | Source of funding | Start date | Completion date | Budget | Progress to date | Challenges and intervention | Assessment of service provider                             | POE Required   | Auditor's comment |
|---------------|--|------------------------------|-------------------|------------|-----------------|--------|------------------|-----------------------------|--|--|-------------------|
|               |  |                              |                   |            |                 |        |                  |                             | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |  |                   |
| paved phase 2 | <p>you liaise and consult with communities and various stakeholders to obtain additional feed-back and inputs prior planning and establishing of scoping and / or planning report;</p> <ul style="list-style-type: none"> <li>• Present various solutions, alternative and/ or options that address the engineering problems encountered during the initial stage of feasibility studies;</li> <li>• Joint selection of the most economic and sustainable option with low cost maintenance implication that is in line with national standards and meets the specific circumstances and needs within each community.</li> <li>• The feasibility study and investigation exercise should</li> </ul> | Project Managers             |                   |            |                 |        |                  |                             |  | 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                             | POE Required | Auditor's comment |
|--------------|--|------------------------------|-------------------|------------|-----------------|--------|------------------|-----------------------------|--|--------------|-------------------|
|              |  |                              |                   |            |                 |        |                  |                             | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |              |                   |
|              | <p>address relocation of services if there are any and further make engagements with relevant stakeholders such as Eskom, Telkom, ect.</p> <ul style="list-style-type: none"> <li>• Expected to quantify and conclude estimation to execute and complete the works/project (Bill of Quantities) at fair market competitive prices with transparency;</li> <li>• Conduct presentations prior submission and approval of every report (scoping, preliminary and detailed design) to the municipality's technical service department and other relevant stakeholders;</li> <li>• Provision of quality assurance programme;</li> <li>• Preparation and attending of monthly inspection,</li> </ul> |                              |                   |            |                 |        |                  |                             |  |              |                   |

| 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   | Auditor's comment |
|---------------------------------|--|------------------------------|----------------------------|------------|-----------------|---------|------------------|-----------------------------|--|--|-------------------|
|                                 |  |                              |                            |            |                 |         |                  |                             | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |  |                   |
|                                 | <p>progress, technical and financial reports including programmes of works with projected cash flow;</p> <ul style="list-style-type: none"> <li>• Documentation, site supervision and monitoring of the works applying the EPWP principles as per guideline;</li> <li>• Enforcing compliance of OHS and environmental issues throughout project implementation.</li> <li>• Facilitate and monitor relevant and appointed sub consultants.</li> <li>• Attending of monthly consultants and other necessary meetings invited by the client.</li> </ul> |                              |                            |            |                 |         |                  |                             |  |  |                   |
| <b>PLANNING AND DEVELOPMENT</b> |  |                              |                            |            |                 |         |                  |                             |  |  |                   |
| Supplementary                   | Conduct supplementary Valuation Roll   | DDP Valuers                  | Ba-Phalaborwa Municipality | December   | June 2025       | 150 000 | Ongoing          |                             | 5  | Signed Service Level Agreement.<br><br>Signed Inception report with milestones | Satisfactory      |

| 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   | Auditor's comment |
|------------------------------------|--|------------------------------|----------------------------|--------------|-----------------|---------------------------------|---|-----------------------------|--|--|-------------------|
|                                    |  |                              |                            |              |                 |                                 |   |                             | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |  |                   |
|                                    |  |                              |                            |              |                 |                                 |   |                             |  | and evidence.  |                   |
| General Valuation roll 2025 - 2030 | Conduct a new general Valuation Roll                 | LUTENDO                      | Ba-Phalaborwa Municipality | February     | June 2025       | 3 000 000                       | Final General Valuation Roll ready for implamatiation     |                             | 3  | Signed Service Level Agreement. Singed Inception report with milestones and evidence | Satisfactory      |
| GIS Link With Financial System     | Migration Tpams, IDP Dashboard and Billing Viewer    | ESRIE                        | Ba-Phalaborwa Municipality | May 2024     | June 2025       | 1 196 000                       | Training of personnel                                     |                             | 3  | Signed Service Level Agreement. Singed Inception report with milestones and evidence | Satisfactory      |
| Housing Sector Plan                | Develop Ba-Phalaborwa Housing Sector Plan            | ELMON                        | Ba-Phalaborwa Municipality | May 2024     | June 2025       | 600 000                         | Completed   | 600 000                     | 3  | Signed Service Level Agreement. Singed Inception report with milestones and evidence | Satisfactory      |
| <b>BUDGET AND TREASURY</b>         |  |                              |                            |              |                 |                                 |   |                             |  |  |                   |
| AFS Preparation                    | AFS preparation and Fixed asset register compilation | SEMPRO CONSULTING            | Own funding                | 01 July 2024 | 30 June 2027    | R9 997 000.00<br>Current budget | Submitted all the AFS before the prescribed cut-off date. | None                        | 3  | Signed Service Level Agreement.  | Satisfactory      |

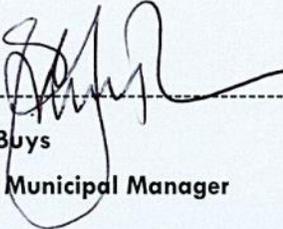
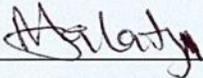
| Project Name            | Scope of work  | Name of the Service Provider | Source of funding | Start date    | Completion date | Budget   | Progress to date   | Challenges and intervention   | Assessment of service provider                             | POE Required  | Auditor's comment |
|-------------------------|--|------------------------------|-------------------|---------------|-----------------|--|--|---|--|---|-------------------|
|                         |  |                              |                   |               |                 |  |  |   | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |   |                   |
|                         |  |                              |                   |               |                 | <b>R3 300 000.00</b>   | Spent R <b>3 175 000.00</b>  |   |  | Singed Inception report with milestones and evidence  |                   |
| VAT REVIEW AND RECOVERY | VAT Review and Recovery  | SEMPRO CONSULTING            | Own funding       | 20 April 2022 | 20 April 2025   | 8.5% of the collected amount<br><br>Current Budget <b>R1 700 00.00</b>     | The service provider is submitting VAT 201s on time and they have managed to collect an amount of <b>R57 713 848.64</b> from the beginning of the contract.<br><br>Paid for the year <b>R 1 731 179.77</b> | None  | 3  | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence | Satisfactory      |
| Debt Collection         | Provision of debt collection services for Ba-Phalaborwa Municipality for a period of three (3) years | Noko Maimela                 | Own funding       | June 2022     | June 2025       | 8.5 % of the collected amount.<br><br>Current budget <b>R 1500 00 0.00</b> | The performance is not good.<br><br>Spent <b>R 688 157.95</b>  | 1.Low collection on consumer debtors, they have requested the municipality to assist them with the restriction/disco nnection of water and the municipality was unable to assist due to capacity on the technical aspect. | 1  | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence | Satisfactory      |

| Project Name                | Scope of work                      | Name of the Service Provider | Source of funding | Start date    | Completion date | Budget  | Progress to date   | Challenges and intervention  | Assessment of service provider                             | POE Required  | Auditor's comment |
|-----------------------------|------------------------------------|------------------------------|-------------------|---------------|-----------------|---|--|--|--|---|-------------------|
|                             |                                    |                              |                   |               |                 |   |  |  | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |   |                   |
|                             |                                    |                              |                   |               |                 |   |  | <p>2.They should have Site offices in the remote areas that they were given to collect, to be able to interact with the customers.</p> <p>3. Untraceable accounts, name changes on accounts, deceased accounts and dispute accounts.</p> |  |   |                   |
| Prepaid Electricity Vending | Selling Prepaid Electricity Tokens | CIGICELL                     | Own funding       | March 2023    | February 2026   | % excluding VAT of the amount collected.<br><br>Current budget <b>R1 200 000.00</b> | Still performing well<br><br>Spent <b>R 1 471 531.66</b>                 | No issues  | 4  | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence | Satisfactory      |
| Meter reading               | Reading Water & Electricity Meters | SEMS                         | Own funding       | November 2022 | October 2024    | <b>R600 000.00</b> for electricity readings   | Still progressing well<br><br>Spent <b>R 259 949.83</b> for electricity. | Service Provider stopped taking readings due to non -payments. Budget issues to be resolved  | 3  | Signed Service Level Agreement.<br><br>Singed Inception report with milestones and evidence | Satisfactory      |

| Project Name                         | Scope of work  | Name of the Service Provider | Source of funding          | Start date       | Completion date  | Budget         | Progress to date   | Challenges and intervention | Assessment of service provider                             | POE Required   | Auditor's comment |
|--------------------------------------|--|------------------------------|----------------------------|------------------|------------------|----------------|--|-----------------------------|--|--|-------------------|
|                                      |  |                              |                            |                  |                  |                |  |                             | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |  |                   |
| <b>MUNICIPAL MANAGER OFFICE</b>      |  |                              |                            |                  |                  |                |  |                             |  |  |                   |
| Security Services                    | Provision of Security Services and access control                | A-Team Task Force            | Ba-Phalaborwa Municipality | 01/03/2025       | 29/02/2028       | R54 208 746.00 | The company is on site rendering services.   | None                        | 4  | SLA, Monthly Security Reports and Performance Assessments  | Satisfactory      |
| Co-Source of Internal Audit services | Co-source of Internal Audit services – Implementation of IA Plan | Thabi consulting             | Internal Funding           | 16 February 2024 | 16 February 2027 | R2 872 049.60  | <p>The following engagements were planned for Co-sourcing with the service provider:</p> <p>AFS Review<br/>IT Follow-up Review<br/>IT Governance Review<br/>IT security Review.<br/>Infrastructure Maintenance<br/>Fraud &amp; Corruption Review.<br/>Review of Interim Financial Statements<br/>Electricity Distribution Loss Review.</p> <p>All projects were conducted according to plan and the budget and</p> | None                        | 4  | SLA, Engagement Allocation to Service Provider, Confirmation of completion of the Engagements and Skills Transfer Report | Satisfactory      |

| 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 | Auditor's comment |
|--------------|---------------|------------------------------|-------------------|------------|-----------------|--------|--|-----------------------------|--|--------------|-------------------|
|              |               |                              |                   |            |                 |        |  |                             | 1-Poor, 2-Fair, 3-Good, 4-Very good & 5-Above expectations |              |                   |
|              |               |                              |                   |            |                 |        | <p>reported on time.<br/>Skills transfer was implemented on planned projects.</p> <p>All engagements were concluded on time and all requirements were met.</p> |                             |  |              |                   |

# **ANNUAL PERFORMANCE REPORT APPROVAL**

|  |   |
|--|---|
| <b>Purpose</b>                         | The purpose of this report is to present the annual performance assessment report on the performance of the municipality against the targets set out in the Service Delivery and Budget Implementation Plan (SDBIP) 2024/25 financial year. The report is prepared as a response to the requirements of Section 52(d) of Local Government: Municipal Finance Management Act (Act 56 of 2003)  |
| Monitoring implementation of the SDBIP | Progress against the objectives set out in the Top Layer SDBIP will be monitored and reported on a monthly, quarterly, and annual basis.  |
| <b>Signatures</b>                      | <p style="text-align: center;"><b>2024/25 Annual Performance Report Compiled by:</b></p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;"> <br/> <hr style="border-top: 1px dashed black;"/> <p><b>Ms YI Buys</b><br/><b>Acting Municipal Manager</b></p> </div> <div style="text-align: center;"> <p>31/8/2025</p> <hr style="border-top: 1px dashed black;"/> <p><b>Date</b></p> </div> </div> <p style="text-align: center; margin-top: 20px;"><b>2024-25 Annual Performance Report Approved by</b></p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;"> <br/> <hr style="border-top: 1px solid black;"/> <p><b>Cllr MM Malatji</b><br/><b>Mayor</b></p> </div> <div style="text-align: center;"> <p>31/08/2025</p> <hr style="border-top: 1px solid black;"/> <p><b>Date</b></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.

## Technical Definitions

### AFS

AFS stands for Annual Financial Statements

### BPM

BPM stands for Ba-Phalaborwa Municipality

### BAC

Bid Adjudication Committee

### BEC

Bid Evaluation Committee

### HH

Household

### Baseline

The performance of the previous year

### Urban Areas

The urban areas refer to Phalaborwa, Namakgale, Lulekani and Gravelotte.

### Reduction in water losses

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

### Reduction in electricity losses

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

### Kilometres of roads upgrade from gravel to tar/paving

This relates 3.8km of Benfarm Upgrading of street)

### Rehabilitation

Replacement of old road surface (tar) with a new one.

**Site Establishment/ Set-up Construction Site**

Arrangement of offices, bringing the machinery and equipment onsite.

**Tourism Initiatives Activities**

**September Tourism Month** – Spring Day, Orchid Show, Heritage Day Celebration, 2 Tourism workshops and Marathon.

**Tourism Indaba** – Procurement of promotional materials

**SPLUMA – Spatial Planning Land Use Management Act 2013****No. SPLUMA Applications**

Number of development (land use) applications received/ applications processed in terms of SPLUMA.

**SMME- Small Medium and Micro Enterprise**

**Number of businesses supported.**