

BA-PHALABORWA LOCAL MUNICIPALITY



2023-2024 ANNUAL PERFORMANCE REPORT



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1. Introduction

Municipal organizational performance monitoring, evaluation and reporting forms part of governance, a good practice and 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 2023/2024 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 2023/2024 Annual Performance Report focuses on service delivery performance information relating to the key deliverables recorded in the 2023/2024 Integrated Development and Planning implemented through the 2023/2024 Service Delivery and Budget Implementation Plan (SDBIP)

2. Legislation

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

(a) Projections for each month of-

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

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

Section 53 of the MFMA stipulates that the Mayor should approve the 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:

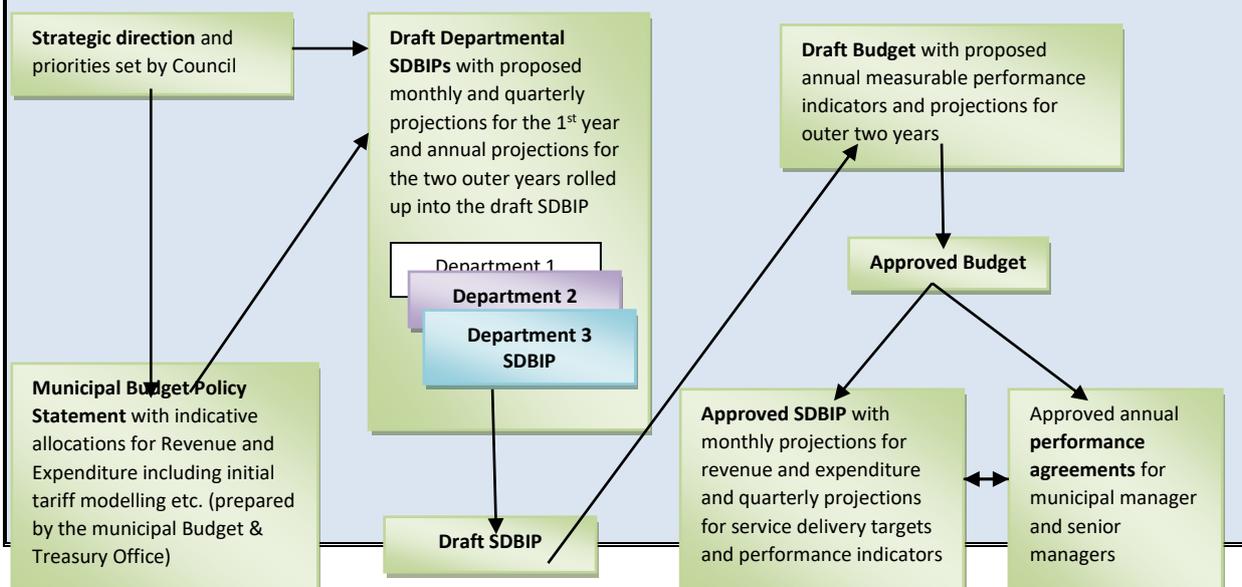
1. Monthly projections of revenue to be collected by source
2. Monthly projections of expenditure (operating and capital) and revenue for each vote¹ *
3. Quarterly projections of service delivery targets and performance indicators for each vote
4. Ward information for expenditure and service delivery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

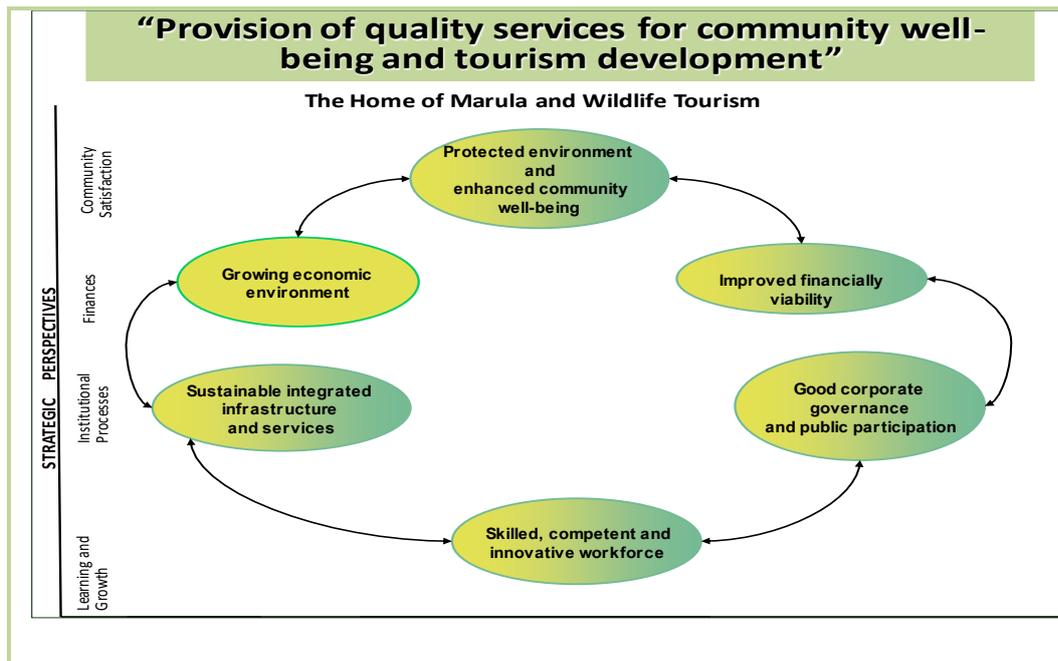
Strategic objectives:

- 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. 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 2023/24 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 2023/2024 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 2023/2024 reporting period had a total of 84 Key Performance Indicators (KPIs), 78 of the performance indicators set were achieved, 5 were not achieved and 1 was not applicable. This accounts for 94% target achievement, translating to a negative variance of 6% and 1% of performance not applicable.

Key Performance Area	2022/23 % Achievement	2023/24 Total Number of Targets	2023/24 Target Achieved	2023/24 Target not Achieved	2023/24 Performance not applicable	2023/24 % Achievement
Spatial Rationale	100%	3	2	1	0	66%
Basic Services Delivery	92 %	12	9	3	0	75%
Municipal Financial Viability	92.0%	12	12	0	0	100%
Local Economic Development	100%	5	5	0	0	100%
Municipal Transformation and Institutional Development	78%	9	9	0	0	100%
Good Governance and Public Participation	93%	42	41	1	1	95%
Total	92%	84	78	5	1	94%

6. Annual Projections of Revenue for each source

Sources of Revenue	Actual (30 June 2023)	Annual Target (01 Jul 2023- 30 June 2024) (R'000)	Annual Actual Performance (R'000)	Variance (R'000)	Remarks	Challenges	Corrective Measures	Evidence required
Property Rates	135,075	184,556	186,025	1,470	None	None	None	Finance report
Service charges – electricity	119,965	175,582	123 804	(51,777)	Target was not due to low collection	Low collection on electricity due to illegal connection and theft.	Currently, the municipality have a service provider who assist with meter audit.	Finance report
Service Charges – Refuse	18,558	20,772	24 948	4,177	None	None	The 2024/25 target has been increased	Finance report
Rental of Facilities and Equipment	512	270	369	99	None	None	The 2024/25 target has been increased	Finance report
Interest on external Investments	4,026	5,113	4,497	(615)	Variance not material	None	None	Finance report
Interest Earned – Outstanding Debtors	55,956	62,657	45,417	(17,240)	Target not met due to non-payment and	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
Dividends received	0	0	0	0	None	None	None	Finance report
Fines	514	1,363	0	(1,363)	Recons will be done at Year end	Income from Fines not captured on the financial system	Recons will be done at Year end	Finance report
Licenses and Permits	3,949	6,109	0	(6,109)	Recons will be done at Year end	Income from Licences and permit not captured on the financial system	Recons will be done at Year end	Finance report
Agency services	21,483	6,529	0	(6,529)	Recons will be done at Year end	Income from Agency not captured on the financial system	Recons will be done at Year end	Finance report
Transfers recognised - operational	196,070	215,693	215,536	(157)	Variance not material.	The difference is from LGSeta, which is not part of DORA	None	Finance report
Transfers recognised - capital	42,559	49,066	49,065	(1)	Variance not material	None	None	Finance report
Other Revenue	1,277	7,759	3,447	(4,312)	Target not met			Finance report
Total Revenue by Source	599,943	736,212	653,109	(82,361)				

7. Annual Expenditure Projections of Operating, Capital and Revenue by Vote

Expenditure and Revenue by Vote	Opex Actual (30 June 2023)	Opex Annual Target (01 Jul 2023–30 Jun 2024) (R'000)	Opex Actual performance (R'000)	Opex Remarks/challenges/corrective measures	Capex Actual (30 June 2023)	Capex Annual Target (01 Jul 2023 – 30 Jun 2024) (R'000)	Capex Actual performance	Capex Remarks/challenges/corrective measures	Revenue Actual (30 June 2023)	Revenue Annual Target (01 Jul 2023 – 30 Jun 2024) (R'000)	Revenue Actual performance	Revenue Remarks/challenges/corrective measures	Evidence required
Executive and Council	66,914	52,704	70,954	Low Expenditure affected by non-spending on Employee related costs and Security services items. Some are affected by implementation of containment measures.	0	0	0	None	0	0	0	None	Finance report
Budget and Treasury and Administration	74,113	193,803 (Budget and treasury) 82,021 (Administration)	74,906 (Budget and treasury) 62,352 (Administration)	Low Expenditure affected by non-spending on Employee related costs, Debt Impairment and Finance costs items. Some are affected by implementation of containment measures.	1,447 (Administration)	1,500 (Administration)	792 (Administration)	Low spending on budget expenditure for Furniture and Equipment	376,718 (Budget and treasury) 815 (Administration)	456,354 (Budget and treasury) 270 (Administration)	435,799 (Budget and treasury) 674 (Administration)	Culture of non-payment of municipal services especially in the townships & Interest reversals in the form of settlement discount	Finance report
Community and Social Services	19,107	18,815	16,096	Low Expenditure affected by non-spending on Employee related costs and Hire Charges items. Some are affected by implementation of containment measures.	0	8,341	6,462	The appointment for Cemetery project was done towards year end	267	215	279	Target met	Finance report
Public Safety	19,328	21,902	19,457	Expenditure affected by non-spending on Employee related costs item. Some are affected by implementation of containment measures.	0	0	0	None	21,659	6,109	0	Recognition of revenue for Agency services, Fines, Licences and Permits which are done at year-end.	Finance report
Economic and Environmental Services	15,260	31,744	17,902	Expenditure affected by non-spending on Employee related costs, GIS and Valuers items. Some are affected by implementation of containment measures.	0	0	0	None	176	261	284	Target met	Finance report
Road Transport	88,991	108,226	91,243	Expenditure affected by non-spending on Employee related costs items. Some are affected by	22,669	31,611	27,500	The variance is VAT portion on Grant	41,771	38,092	36,740	None	Finance report

Expenditure and Revenue by Vote	Opex Actual (30 June 2023)	Opex Annual Target (01 Jul 2023–30 Jun 2024) (R'000)	Opex Actual performance (R'000)	Opex Remarks/challenges/corrective measures	Capex Actual (30 June 2023)	Capex Annual Target (01 Jul 2023 – 30 Jun 2024) (R'000)	Capex Actual performance	Capex Remarks/challenges/corrective measures	Revenue Actual (30 June 2023)	Revenue Annual Target (01 Jul 2023 – 30 Jun 2024) (R'000)	Revenue Actual performance	Revenue Remarks/challenges/corrective measures	Evidence required
				implementation of containment measures.									
Electricity	155,385	220,384	161,282	Low Expenditure affected by non-spending on Employee related costs and Bulk Purchase items. Some are affected by implementation of containment measures.	7,006	15,794	13,733	The variance is VAT portion on Grant	132,175	202,096	145,529	Low collection on electricity due to illegal connection and theft. Continuous investigation and audit electricity meters to reduce theft	Finance report
Waste Management	2,474	10,824	4,998	Expenditure affected by non-spending on Employee related costs, Maintenance, Mini dumping site and landfill sites items. Some are affected by implementation of containment measures.	0	0	0	None	26,346	32,815	33,926	Target met	Finance report
Total by Vote	465,328	760,329	536,512		31,122	57,246	42,487		599,926	736,212	653,231		Finance report

8. 2023/24 Annual Performance Per Key Performance Area

<i>Under-Performance</i>	0 - 49%
<i>Partially achieved</i>	50 – 74%
<i>Good Performance</i>	75 – 100%
<i>Overachieved</i>	Over 100%
<i>No performance</i>	

Note:

1. Over achievement Standards does not apply to compliance targets
2. Over achievement standards applies to service delivery targets and core business of the municipality

KPA 1: Spatial Rationale

KPA 1: Spatial Rationale													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023-30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
1.1 Spatial Planning													
1.1.1	Governance and Administration	Sustain the environment	Number of supplementary valuation rolls reviewed by 30/06/2024	Senior Manager Planning & Development	1	1	1	OPEX	1	0	Supplementary valuation roll was developed and presented to council	None	Supplementary valuation rolls and Council resolution
1.1.2	Governance and Administration	Sustain the environment	Number of 2024/29 General Valuation roll developed by 30/06/2024	Senior Manager Planning & Development	1	1	1	OPEX	0	-1	The project tender was non-responsive	Tender was re-advertised, and the Service Provider has been appointed to conduct the General Valuation roll for 2025-2030 after extension on the Validity of the current GV has been requested and granted up to end of June 2025	Council resolution and General Valuation Roll 2024/29
1.1.3	Governance and Administration	Sustain the environment	Turnaround time of complete land use & development applications submitted to Mopani Planning Tribunal by 30/06/2024.	Senior Manager Planning & Development	Within 90 days of receipt	Within 90 days of receipt	Within 90 days of receipt	OPEX	12 applications received and submitted to Mopani Planning Tribunal within 90 days of receipt	0	All applications were 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

KPA 2: BASIC SERVICE DELIVERY

KPA 2: SERVICE DELIVERY													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023– 30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
2.1 Electricity													
2.1.1	Technical infrastructure	Provision of sustainable integrated infrastructure and service	% on reduction of electricity losses each quarter by 30/06/2024	Senior Manager Technical Services	17.7%	17.7%	4%	OPEX	-2.37%	6.38%	Non-functional and non-buying meters are impacting on losses	Meter audits are in progress. Replacement of 500 single phase and 100 Large power user meters are targeted for in the 2024/25FY. Electricity audits are in progress through Revenue Enhancement Strategy.	BPM billing to consumers, Eskom bill and distribution loss
2.1.2	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Expenditure on electricity capital funding spent per quarter by 30/06/2024	Senior Manager Technical Services	R7 999 676.00	R7 999 676.00	R15 794 000.00	INEP	R15 792 642.00	R1 358.00	The KPI target has been met. The balance of R1358.00 is savings.	None	Payment Certificates and Expenditure Reports
2.1.3	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Number of HH with access to electricity in Municipal Licenced area (Phalaborwa Town) by 30/06/2024	Senior Manager Technical Services	3931	3931	3931	OPEX	3060	-871	The number of households with access to electricity will be confirmed on completion of the auditing	The initial target was inclusive of the combination of some of the businesses and entailed duplications of the households. The target will be reviewed during the review of SDBIP in 2025 to exclude businesses and duplications which was identified through meter	Household, Number of HH list on conventional and pre-paid.

KPA 2: SERVICE DELIVERY													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023– 30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
												audit.	
2.1.4	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Number of indigent HH receiving free basic electricity by 30/06/2024	Chief Financial Officer	419	419	2716	OPEX	1 008	-1 708	Low number of registered indigents	Encourage customers to register for indigent subsidy	Indigent Register and Proof of payment to ESKOM
2.2 Roads & Storm Water													
2.2.1	Technical infrastructure	Provision of sustainable integrated infrastructure and services	Number of kilometres of gravel roads upgraded to tar by 30/06/2024 . (Benfarm Upgrading of street)	Senior Manager Technical Services	0km	0km	3.8km	CAPEX	Project is in progress. 3.0km of road has been surfaced by end of June 2024	0.8km is not yet surfaced	The contractor is experiencing slow delivery of concrete from the surfacing subcontractors	Contractor has been instructed to run multiple activities	Progress reports, Project Completion Certificate for the 4 th quarter.
2.2.2	Technical infrastructure	Provision of sustainable integrated infrastructure and service	Expenditure on roads and storm water capital funding spent per quarter by 30/06/2024	Senior Manager Technical Services	R26 218 078.47	R26 218 078.47	R24 042 000.00	MIG	R25 931 468.05	+R1 889 468.05	Upward adjustment of the budget was made for roads and stormwater related projects due to the improvement in performance of the projects	None	Payment Certificates and Expenditure Reports
2.3 Parks and Cemetery													
2.3.1	Protect Environment and Community Well being	Sustain the Environment	Number of parks maintained per month by 30/06/2024 - (Wildeveye, Phalaborwa	Senior Manager Community Services	9	9	9	OPEX	9	0	None	None	Monthly Maintenance plan & Maintenance reports with pictures

KPA 2: SERVICE DELIVERY													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023– 30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
			Fourways, Sealane, Buffalo, King Fisher, Impala Park, Namakgale Entrance, Defryn, and Gravelote Park)										
2.3.2	Protect Environment and Community Well being	Sustain the Environment	Number of cemeteries maintained per month by 30/06/2024 . (Phalaborwa, Lulekani, Namakgale and Gravelote)	Senior Manager Community Services	4	4	4	OPEX	4	0	None	None	Monthly Maintenance plan & Maintenance reports with pictures
2.4 Waste Management													
2.4.1	Protect Environment and Community Well being	Sustain the Environment	Number of Monthly Maintenance of Phalaborwa landfill site by 30/06/2024	Senior Manager Community Services	4	4	12	OPEX	12	0	None	None	Monthly maintenance reports as per Service Level Agreement & Landfill site Maintenance Checklists
2.4.2	Protect Environment and Community Well being	Sustain the Environment	Number of Urban Households & Businesses with access to basic waste removal services (Phalaborwa town, Gravelote,	Senior Manager Community Services	12542	12542	13265	OPEX	13750	+485	None	None	Collection Schedule & Confirmation of waste collection by Ward Councillors

KPA 2: SERVICE DELIVERY													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023– 30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
			Namakgale and Lulekani) by 30/06/2024										
2.4.3	Protect Environment and Community Well being	Sustain the Environment	Number of rural villages with access to basic waste removal services by 30/06/2024 (Mashishimale & Makhushane)	Senior Manager Community Services	2	2	2	OPEX	1	-1	Lack of adequate review and monitoring	The position of the Manager Waste Management will be filled to assist in review and monitoring of POE for the performance reports prior submission to PMS, Internal Audit and AGSA.	Collection Schedule & Confirmation of waste collection by Ward Councillors
2.4.4	Protect Environment and Community Well being	Sustain the Environment	Number of indigent Households receiving free basic waste removal service by 30/06/2024	Senior Manager Community Services	334	334	516	OPEX	309	-207	Low number of people registering for indigent subsidy	Encourage people to register for Indigent subsidy through public notices, Imbizo & Ward Meetings	List of Indigent Households receiving free basic waste removal

KPA 3:
**MUNICIPAL FINANCIAL VIABILITY AND
MANAGEMENT**

KPA 3: Municipal Financial Viability and Management

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023))	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023-30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
3.1 Financial Management													
3.1.1	Good governance and administration	Good corporate governance and public participation	Number of approved budget planning schedule by 31/08/2023 (Legislated date)	Chief Financial Officer	1	1	1	OPEX	1	0	None	None	approved budget planning schedule and Council resolution
3.1.2	Good governance and administration	Good corporate governance and public participation	Number of approved 2024/25 Draft Budget by Council by 31/03/2024 (3 months before the start of the new financial year)	Municipal Manager	1	1	1	OPEX	1	0	None	None	Draft Budget document; Council Resolution
3.1.3	Good governance and administration	Good corporate governance and public participation	Number of approved 2024/25 Final Budget by Council by 31/05/2024 (1 month before the start of the new financial year)	Municipal Manager	1	1	1	OPEX	1	0	None	None	Final Budget approved by Council. Council resolution
3.1.4	Good governance and administration	Good corporate governance and public participation	Number of reviewed budget related policies by 30/06/2024	Chief Financial Officer	23	23	23	OPEX	27	+4	Additional 4 budget related policies were reviewed by 30/06/2024	None	Approved budget related policies and Council resolution
3.1.5	Good governance and administration	Good corporate governance and public participation	Number of Supply Chain structures / Committees members appointed by 07/07/2023	Municipal Manager	3	3	3	OPEX	3	0	None	None	Appointment letters of bid committees members
3.1.6	Governance and administration	Improve financial viability	Number of quarterly movable asset verifications conducted by 30/06/2024	Chief Financial Officer	4	4	4	OPEX	4	0	None	None	Quarterly assets verifications reports
3.1.7	Governance	Improve	Number of monthly	Chief	12	12	12	OPEX	12	0	None	None	Monthly strings

KPA 3: Municipal Financial Viability and Management

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023))	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023-30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
	and administration	financial viability	strings uploaded using the LG Portal within 10 working days at the end of each month by 30/06/2024	Financial Officer									Proof of submission within 10 working days.
3.1.8	Governance and administration	Improve financial viability	% of improvement in revenue collection quarterly (improvement from 65% to 80% by 30/06/2024 budget year)	Chief Financial Officer	78%	78%	80%	OPEX	76%	- 4%	Illegal Connection Old Infrastructure	Technical is busy with Meter replacements. Meter Auditing is underway to curb illegal connection	Quarterly reports on revenue collection
3.1.9	Governance and administration	Improve financial viability	% of Debt collected by 30/06/2024	Chief Financial Officer	8%	8%	15%	OPEX	22%	+ 7%	None	None	Quarterly reports on debt collection
3.1.10	Good governance and administration	Good corporate governance and public participation	Number of updated indigent register by 30/06/2024	Chief Financial Officer	1	1	1	OPEX	1	0	None	None	Updated indigent register.
3.1.11	Good governance and administration	Improve financial viability	Expenditure spent quarterly on MIG by 30/06/2024	Senior Manager Technical Services	R36 185 997.00	R36 185 997.00	R35 156 000.00	MIG	R35 156 000.00	0	None	None	MIG monitoring report/payment certificates/Grant reconciliation
3.1.12	Good governance and administration	Good corporate governance and public participation	Submission of 2022/23 AFS to AG by 31/08/2023	Municipal Manager	1	1	1	OPEX	1	0	None	None	Submission letters, copy of final AFS to AG

KPA 4: LOCAL ECONOMIC DEVELOPMENT

KPA 4: Local Economic Development													
PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023-30 June 2024)	Actual Performance Variance	Remarks	Corrective Measures/ Interventions	Evidence Required
4.1 Job creation													
4.1.1	Economic	Promotion of local economy	Number of jobs created through capital Projects by 30/06/2024 (Temporary jobs)	Senior Manager Technical Services	84	84	70	CAPEX	82	+12	A total of 82 Jobs were created through capital Projects over and above the set target of 70 jobs.	None	Certified ID copies, payment registers and employment contracts
4.1.2	Economic	Promotion of local economy	Number of full-time equivalent jobs created through EPWP by 30/09/2023	Senior Manager Technical Services	63	63	63	OPEX	81	+18	A total of 81 full-time equivalent jobs created through EPWP over and above the set target of 63 jobs.	None	Certified ID copies, payment registers and employment contracts
4.1.3	Economic	Promotion of local economy	Number of LED Forums meetings held by 30/06/2024.	Senior Manager Planning and Development	4	4	4	OPEX	4	0	None	None	Invitations, Attendance register and minutes
4.2 Enterprise Support													
4.2.1	Economic	Promotion of local economy	Number of SMMEs supported through the municipal SCM (procurement) by 30/06/2024	Chief Financial Officer	459	459	200	OPEX & CAPITAL	381	+181	An addition of 181 SMMEs were supported over and above the set target of 381	None	System generated Expenditure report with SMMEs supported.
4.2.2	Economic	Promotion of local economy	Number of activities promoting and marketing Ba-Phalaborwa	Senior Manager Planning and Development	4	4	4 (Tourism month activities, Marula Activities,	OPEX	4	0	Tourism month, Marula festivities, Rand Show, Africa Travel	None	Invitations, Attendance register, reports

KPA 4: Local Economic Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023-30 June 2024)	Actual Performance Variance	Remarks	Corrective Measures/ Interventions	Evidence Required
			Municipality as a tourist destination by 30/06/2024				Rand Show, and Africa's Travel Indaba)				Indaba		

KPA 5:

**Municipal Transformation and
Institutional Development**

KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023-30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
5.1 Organisational Design & Human Resource													
5.1.1	Good governance and administration	Attract, develop, and retain best human capital.	Number of reviewed Municipal Organisational structure by 30/06/2024	Senior Manager Corporate Services	1	1	1	OPEX	1	0	The 2024/2025 Organizational Structure was reviewed and approved by the Council as per Council Resolution No: 827/2024	None	Council Resolution and Reviewed organizational structure with dates.
5.1.2	Good governance and administration	Good corporate governance and public participation	Number of HR Policies Reviewed by 30/06/2024	Senior Manager Corporate Services	0	0	6	OPEX	7	+1	The following policies were reviewed and approved by the Council 1. Motor vehicle Policy 2. Placement Policy 3. Staff Provisioning Policy 4. Overtime Policy 5. Acting on Higher Position Policy 6. Leave Policy 7. Training Policy	None	Council Resolutions on Reviewed policies and copies of Reviewed Policies.
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 30/06/2024	Senior Manager Corporate Services	20	20	20	OPEX	18	-2	18 prioritised vacant positions were filled.	The implementation of the Recruitment Plan will be carried over to the 2024/2025	Recruitment plan on critical positions and Appointment letters

KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023-30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
												financial year.	
5.2 Employment Equity													
5.2.1	Good governance and administration	Good corporate governance and public participation	Number of EEP Post filled on Level 0,2,3 filled by 30/06/2024	Senior Manager Corporate Services	1	1	3	OPEX	2	-1	1 EEP Post not filled Delays in appointments due to the vetting processes by stakeholders.	Appointment will be carried over to the 2024/25FY	Implementation report on the Equity Plan & appointment letters
5.3 Skills Development													
5.3.1	Good governance and administration	Attract, develop, and retain best human capital	Number of Reviewed and submitted Skills Development Plan by 30/04/2024	Senior Manager Corporate Services	1	1	1	OPEX	1	0	The 2024/2025 WSP was approved and submitted to the LGSETA on the 29 th of April 2024.	None	WSP & proof of submission to LG SETA
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 30/06/2024 (1% legislation)	Senior Manager Corporate Services	R1 294 957.70	R1 294 957.70	R1 644 881.06	OPEX	R1 255 545.09	-R389 335,97	Delays in the implementation due to the Supply Chain Process on the appointments of service providers.	Continue with the 2024/2025 WSP and expedite the SCM processes in appointing Service Providers	Expenditure reports; implementation reports
5.4 Performance Management System													
5.4.1	Good governance and administration	Good corporate governance and public participation	Number of S56&57 signing of Annual Performance Agreements by 30/07/2023 (One month after the start of each	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.

KPA 5: Municipal Transformation and Institutional Development

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023-30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
			financial year										
5.4.2	Good governance and administration	Good corporate governance and public participation	Number of Individual Performance Assessments of s56&57 Managers conducted to review their performance by 30/06/2024 (Midyear/Annual)	Municipal Manager	0	0	2	OPEX	2	0	2022/23 Annual and 2023/24 Mid-year Assessments were conducted 06-07 March 2024	None	Approved Schedule of Individual Performance Assessments, Assessments records, attendance registers and Scorecards and reports
5.5 OHS													
5.5.1	Good governance and administration	Good corporate governance and public participation	Number of schedule Institutional OHS quarterly meetings held by 30/06/2024	Senior Manager Corporate Services	4	4	4	OPEX	4	0	Four OHS Meetings were held.	None	Quarterly Reports, minutes, and attendance registers

KPA 6:
GOOD GOVERNANCE & PUBLIC PARTICIPATION

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023-30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
6.1 Council and Executive Management													
6.1.1	Good governance and administration	Good corporate governance and public participation	Number of scheduled Council meetings held by 30/06/2024	Senior Manager Corporate Services	16	16	11	OPEX	12	+1	12 Council Meetings were held. (6 ordinary meeting and 6 special meetings)	None	Minutes of council meetings, attendance registers
6.1.2	Good governance and administration	Good corporate governance and public participation	Number of scheduled Exco meetings held by 30/06/2024	Senior Manager Corporate Services	17	17	11	OPEX	14	+3	14 EXCO Meetings were held. (9 ordinary meetings and 5 special meetings)	None	Minutes of EXCO meetings, attendance registers
6.1.3	Good governance and administration	Good corporate governance and public participation	Number of scheduled quarterly MPAC meetings held as per legislation by 30/06/2024	Municipal Manager	13	13	4	OPEX	8	+ 4	8 MPAC meetings were held. (4 scheduled meeting and 4 special meetings).	None	Council Approved MPAC schedule of meetings & Attendance registers
6.1.4	Good governance and administration	Good corporate governance and public participation	% of MPAC quarterly Recommendation approved by Council implemented by 30/06/2024	Municipal Manager	100%	100%	100%	OPEX	100%	0%	100% MPAC quarterly Recommendation approved by Council implemented	None	Council Resolutions on MPAC Recommendations and Progress Report on the implementation of the Council Resolutions
6.1.5	Good governance and administration	Good corporate governance and public	Number of scheduled monthly senior management	Municipal Manager	15	15	11	OPEX	16	+5	16 Senior management meetings were held inclusive of	None	Minutes of Senior Management meetings,

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023-30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
		participation	meetings held by 30/06/2024								Special Sittings.		attendance registers
6.1.6	Good governance and administration	Good corporate governance and public participation	Number of scheduled monthly Portfolio Committee meetings held by 30/06/2024	Municipal Manager	62	62	55	OPEX	51	-4	51 portfolio meetings were held.	None	Minutes of Portfolios meetings, attendance registers
6.2 Public Participation and Ward Committees													
6.2.1	Good governance and administration	Good corporate governance and public participation	Number of IDP REP Forum meetings held by 30/06/2024.	Municipal Manager	3	3	4	OPEX	3	-1	The proposed date for Rep forum was clashing with activities of council	Ensure that all quarter meetings are held.	Attendance registers, agendas, invitations
6.2.2	Good governance and administration	Good corporate governance and public participation	Number of IDP Steering Committee meetings held by 30/06/2024	Municipal Manager	3	3	4	OPEX	3	-1	The proposed date for Rep forum was clashing with activities of council	Ensure that all quarter meetings are held.	Attendance registers, agendas, invitations
6.2.3	Good governance and administration	Good corporate governance and public participation	Number of scheduled and convened monthly ward Committee meetings per ward by 30/06/2024. (Functionality of ward committees)	Municipal Manager	288	288	209	OPEX	228	+19	228 Ward committee were held meetings as per the schedule	None	Minutes, attendance register, and Consolidated Ward Committee Report
6.2.4	Good governance and administration	Good corporate governance and public participation	Number of quarterly Mayoral Imbizos and public participation by 30/06/ 2024	Municipal Manager	4	4	4	OPEX	4	0	Four quarterly meetings were held.	None	Public notices, attendance register and Community Inputs report.

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023-30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
6.2.5	Good governance and administration	Good corporate governance and public participation	% of complains resolved quarterly by 30/06/2024	Senior Manager Technical Services	72%	72%	100%	OPEX	74%	26%	2013 were reported and 1489 were resolved. 524 were not resolved due to the following challenges: Old electrical, sewer and water infrastructure and shortage of personnel	Refurbishment of the network infrastructure and filling of all vacant positions to improve the turnaround time in attending complaints	Complains Register.
6.3 Corporate Governance													
6.3.1	Good governance and administration	Good corporate governance and public participation	Number of Audit Committee meetings held by 30/06/2024	Municipal Manager	13	13	7	OPEX	12	+5	Special Meetings were held for BTO Assessment, IDP Review due to early Council approval	None	Copies of approved minutes, attendance registers
6.3.2	Good governance and administration	Good corporate governance and public participation	Number of Reviewed and approved 2024/25 Audit Committee Charter by 30/06/2024	Municipal Manager	1	1	1	OPEX	1	0	The Council approved 2024 /2025 Committee Charter on the 27 June 2024.	None	Approved Audit Committee Charter and Council Resolution
6.3.3	Good governance and administration	Good corporate governance and public participation	Number of Audit Steering Committee meetings held by 30/06/2024	Municipal Manager	24	24	24	OPEX	30	+6	Additional meetings were held to monitor the Audit by AGSA	None	Approved minutes and attendance registers. (Exco and Management)
6.3.4	Good governance and administration	Good corporate governance and public	Number of 2024/25 Risk-based Audit Plan reviewed	Municipal Manager	1	1	1	OPEX	1	0	The Council approved 2024 /2025 Risk-Based Audit	None	Approved Risk-based audit plan and AC

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023-30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
		participation	and approved by 30/06/2024								Plan on the 27 June 2024.		Resolution
6.3.5	Good governance and administration	Good corporate governance and public participation	% Implementation of IA Plan by 30/06/2024	Chief Executive Audit	91%	91%	100%	OPEX	100%	0%	All planned audits were executed by 30 June 2024	None	Audit Committee Report with progress on Internal Audit Plan & Council Resolution
6.3.6	Good governance and administration	Good corporate governance and public participation	% Implementation of Internal Audit Action Plan by 30/06/2024	Municipal Manager	80%	86%	90%	OPEX	93%	+3%	Management implemented more than planned.	None	Internal Audit Institutional Follow-up Report
6.3.7	Good governance and administration	Good corporate governance and public participation	Number of Audit Committees Reports presented to Council by 30/06/2024	Chief Executive Audit	5	5	4	OPEX	6	+2	2 additional Reports were presented by the Audit Committee and are as follows: In March 2024 on Assessment of the Finance Function which was a new requirement. Another report was presented in the 2 nd quarter due to omitted information not reported.	None	Audit Committee Reports and Council Resolution
6.3.8	Good governance and administration	Good corporate governance and public participation	% Implementation of Audit Committee Resolutions	Municipal Manager	95%	95%	100%	OPEX	98%	-2%	Resolution on Overtime investigation was not resolved by year-end. This is the resolution	Report to be presented to Audit Committee in the month of July 2024	Audited Audit Committee Institutional Resolution Register

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023-30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
											outstanding		
6.3.9	Good governance and administration	Good corporate governance and public participation	% of Community satisfaction with public services by 30/10/2023	Municipal Manager	48%	48%	100%	OPEX	46%	54%	Poor provision of service delivery is the main issue that communities are not satisfied with (water & sanitation, roads, maintenance of parks, waste removal)	The purpose of the study was to get the public's perception of municipal services with the view to inform decision making in developing future municipal plans. The findings were presented during IDP Rep Forum and Strategic Planning session	Community Satisfaction Survey Report
6.3.10	Good governance and administration	Good corporate governance and public participation	Submission of 2022/23 Annual Performance Report to AG by 31/08/2023	Municipal Manager	1	1	1	OPEX	1	0	Annual Performance Report was submitted to AG on 31 August 2023	None	Submission letters, copy of final Annual Performance Report
6.3.11	Good governance and administration	Good corporate governance and public participation	Number of developed AG Action Plan approved to address the 2022/23 AG Report findings by 31/03/2024.	Municipal Manager	1	1	1	OPEX	1	0	Audit Action Plan to address 2022/2023 findings was approved on the 30 January 2024.	None	Approved AG Action Plan & Council Resolution
6.3.12	Good governance	Good	% of	Municipal	54%	54%	80%	OPEX	60%	40%	40% of audit	7 of 14	Audited AG

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023-30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
	and administration	corporate governance and public participation	implementation AG Action Plan by 30/06/2024	Manager							findings which are 14 in number were in-progress by year-end.	findings will be resolved by 31 August 2024 after AFS submission. 7 findings will remain unresolved after 31 August 2024 as they relate to internal controls. These are findings on DRP, Cascading of PMS, Investigation on Wasteful expenditure, Licences and permits, Consequence management, SAGE 300 and 200 internal controls.	Action Plan
6.3.13	Good governance and administration	Good corporate governance and public participation	Number of Local Labour Forum meetings convened by 30/06/2024	Senior Manager Corporate Services	2	2	11	OPEX	11	0	11 Local Labour forum Meetings were held.	None	LLF minutes, invitations, and attendance register.
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 30/06/2024	Municipal Manager	1	1	1	OPEX	1	0	Fraud and anti-corruption strategy was reviewed and approved on 09 May 2024	None	Approved fraud and Anti-Corruption strategy and Council resolution

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023-30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
6.4.2	Good governance and administration	Good corporate governance and public participation	Number of Reviewed Institutional Strategic Risk Register approved by 30/06/2024	Municipal Manager	1	1	1	OPEX	1	0	Institutional Strategic Risk Register was reviewed and approved on the 09 May 2024	None	Approved Institutional Strategic Risk register and council resolution
6.4.3	Good governance and administration	Good corporate governance and public participation	Number of Institutional Risk Management Committee meetings held by 30/06/2024	Municipal Manager	4	4	4	OPEX	5	+1	1 Special Risk Management meetings was held.	None	Minutes of the Risk Committee meeting and attendance register
6.4.4	Good governance and administration	Good corporate governance and public participation	% of fraud and corruption cases reported and investigated within 30 working days by 30/06/2024	Municipal Manager	No case reported	No case reported	100%	OPEX	N/A	N/A	No cases were reported for investigation.	N/A	Case register and investigation reports
6.5 HIV/AIDS													
6.5.1	Good governance and administration	Provision of sustainable integrated infrastructure and services	Number of outreach programmes conducted within Ba-Phalaborwa Municipality by 30/06/2024	Municipal Manager	13	13	3	OPEX	3	0	1 Mandela Day 1 World AIDS Day 1 AIDS Candlelight Memorial	None	Outreach programmes report Attendance registers Invitations Agenda
6.6 Security management													
6.6.1	Governance and Administration	Good corporate governance and public participation	Number of Security Management reports for Safeguarding of Council Assets by 30/06/2024	Municipal Manager	4	4	4	OPEX	4	0	Four Security Management reports for Safeguarding of Council Assets were submitted to council	None	Security Management Reports & Council Resolution

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023-30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
6.7 Disaster Management													
6.7.1	Governance and Administration	Good corporate governance and public participation	Number of disaster awareness campaigns conducted by 30/06/2024	Municipal Manager	14	14	4	OPEX	6	+2	2 Additional Disaster Awareness campaigns were conducted.	None	Invitations, Attendance registers and disaster awareness conducted reports
6.8 Performance Management System													
6.8.1	Governance and Administration	Good corporate governance and public participation	Number of Mid-Year Budget and Performance Assessment Report submitted to council by 31/03/2024	Municipal Manager	1	1	1	OPEX	1	0	Mid-year Performance assessment report was submitted to council	None	Mid-year and budget report and council resolution
6.8.2	Governance and Administration	Good corporate governance and public participation	Number of 2022/23 Annual Report approved by 31/01/2024	Municipal Manager	1	1	1	OPEX	1	0	2022/23 Annual Report was approved by council on 30 January 2024	None	Council Approved 2022/23 Annual Report with Council Resolution
6.8.3	Governance and Administration	Good corporate governance and public participation	Number of Oversight Report on 2022/23 Annual Report approved by 31/03/2024	Municipal Manager	1	1	1	OPEX	1	0	Oversight report on 2022/23 Annual Report was approved by council on 27 March 2024	None	Council Approved Oversight Report and Council Resolution
6.8.4	Good governance and administration	Good corporate governance and public participation	Number of reviewed 2023/2024 SDBIP approved by 31/03/2024	Municipal Manager	1	1	1	OPEX	1	0	2023/24 SDBIP was reviewed and approved	None	Reviewed SDBIP signed by the Mayor and council resolution
6.8.5	Good governance and administration	Good corporate governance and public participation	Number of Draft 2024/25 SDBIP submitted to	Municipal Manager	1	1	1	OPEX	1	0	Draft 2024/25 SDBIP was submitted to the Mayor 14 days after the	None	2024/25 Draft SDBIP submitted to the Mayor and proof

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023-30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
			the Mayor 14 days after the adoption of the IDP and Budget)								approval of the IDP and SDBIP		of submission to the Mayor.
6.8.6	Good governance and administration	Good corporate governance and public participation	Number of approved Final 2024/25 SDBIP (28 days after the adoption of the IDP and Budget) approved by mayor	Municipal Manager	1	1	1	OPEX	1	0	Final 2024/25 SDBIP was approved by the Mayor 28 days after the approval of final IDP and Budget	None	2024/25 Final SDBIP approved by the Mayor (Signed and Dated)
6.9 Integrated Development planning													
6.9.1	Governance and Administration	Good corporate governance and public participation	Number of reviewed IDP/Budget/PMS/MPAC Framework and Process Plan approved by 31/07/2023	Municipal Manager	1	1	1	OPEX	1	0	IDP/Budget/PMS/MPAC Framework and Process Plan was approved by council	None	Approved IDP, Budget, PMS, MPAC Process Plan and Council Resolution
6.9.2	Governance and Administration	Good corporate governance and public participation	Number of 2024/25 Draft IDP approved by council 31/03/2024	Municipal Manager	1	1	1	OPEX	1	0	2024/25 Draft IDP was approved by Council on 28 March 2024.	None	2024/25 Draft IDP and Council resolution
6.9.3	Governance and Administration	Good corporate governance and public participation	Number of 2024/25 Final IDP approved by Council 31/05/2024	Municipal Manager	1	1	1	OPEX	1	0	2024/25 Final IDP was approved by council on 09 May 2024	None	Approve 2024/25 Final IDP and Council resolution
6.10 Communication													
6.10.1	Governance and Administration	Advance good corporate governance	Number of Communication Strategy	Municipal Manager	1	1	1	OPEX	1	0	Communication Strategy reviewed and	None	Approved Communication strategy

KPA 6: Good Governance and Public Participation

PMS No. & Performance Area	Cluster	IDP Objective	Key Performance Indicator	Responsible Manager	2022/23 Actual performance (01 July 2022 – 30 June 2023)	Baseline (30/06/23)	Annual Target 30/06/24	Budget	Annual Actual Performance (01 July 2023-30 June 2024)	Actual Performance Variance	Remarks and challenges	Corrective Measures/ Interventions	Evidence Required
			reviewed and approved by Council by 30/06/2024								approved in May 2024		and Council resolution
6.10.2	Governance and Administration	Advance good corporate governance	% for submission of information for publishing on the website in accordance with legislation checklist by 30/06/2024	Municipal Manager	100%	100%	100%	OPEX	100%	0%	information was submitted for publishing on the website in accordance with legislation checklist	None	Legislation Checklist, Proof of submission to IT
6.10.3	Governance and Administration	Advance good corporate governance	Number of Local Communicators Forum held by 30/06/2024	Communication manager	4	4	4	OPEX	4	0	Local Communicators Forum were held		Invitations, Minutes, and attendance registers

9. Capital Projects Per Responsible Manager

Responsible Manager	Project Name	Total Capital Budget (R'000)	Adjustment budget	Planned Start Date	Planned Completion Date	Ward No.	Annual Actual Performance (01 Jul 2023 – 30 Jun 2024)	Remarks	Challenges	Corrective Measures/ Interventions	Evidence required
Internally funded											
Senior Manager Technical	Upgrade of road from gravel to Tar: Tambo Phase 2	R5 680 000.00	R5 680 000.00	01/07/23	30/03/24		R5 679 989.91	None	None	None	Payment certificates
Waste Management											
Senior Manager Planning and Development	Establishment Cemetery at Gravelotte	R1 000 000.00	R1 000 000.00	01/07/23	30/06/24	18	Service Provider has been appointed	The project is behind schedule	The project is behind schedule	The Service provider has been appointed, and the project is due for completion by end of June 2024.	Advert and appointment. Specialised studies report Receipt of application and Proof of submission to Tribunal Expenditure report
Office Furniture and Equipment											
Senior Manager Corporate	Furniture and Equipment	R 1 500 000. 00	R 1 500 000. 00	01/07/23	30/06/24		Procurement of Office furniture is R780 995.00	Under expenditure of R719 005. 00.	Delays in procurement processes.	Procurement of furniture will be rolled over to the 2024/2025	Request for purchase and Payment certificate, Expenditure report
Integrated National Electrification Projects (INEP)											
Senior Manager Technical	Electrification of new villages within Ba-Phalaborwa Municipality as per DMRE's approval: Majeje Ext Phase 2 - 400 units (Ward 3), Makhushane Camp - 180 units (Ward 19), Mashishimale - 75	R20 794 000.00	R15 794 000.00	01/07/23	30/06/24	3,8,9,18 & 19	Priska and Nondweni Pre-Eng were completed Expenditure: R15 792 642.00	There were delays experienced on the Makhushane, Nyakelani and Mashishimale projects due to the capacity of Namakgale	Matikoxikaya and Majeje, are awaiting energising from ESKOM. The connections for Makhushane, Nyakelani and Mashishimale are behind schedule since they were only granted	The Mashishimale, Nyakelani and Mashishimale projects will be completed in the 2024/25 FY. Matikoxikaya and Majeje are awaiting energising by ESKOM	Advertisement, Appointment letters, Progress Reports, Completion certificate, Expenditure report

	Units (Ward 10) Mosemaneng - 250 Units (Ward 09), Nondweni Pee-eng 120 units (Ward 18) Priska pre-eng (Ward 18)							substation. ESKOM only granted permission in April for proceeding with these connections	permission by ESKOM in April 2024 for proceeding with these connections		
Energy Efficiency and Demand Side Management (EEDSM)											
Senior Manager Technical	Replacement of streetlights to energy saving lights in Ba- Phalaborwa	R4 000 000.00	R4 000 000.00	01/07/23	30/06/24		The project for replacement of streetlights to energy saving was completed Expenditure: R3 661 140.00	The project is Complete	None	None	Advertisement, Appointment letters, Progress Reports, Completion certificate, Expenditure report
Municipal Infrastructure Grant (MIG)											
Senior Manager Technical	Refurbishment of Namakgale stadium	R 15 000 000.00	R9 230 000.00	01/07/23	30/06/24	4 & 5	Construction of Namakgale stadium is 81% physical progress Expenditure: R7 340 525.45	The Project was not completed, currently at 81% physical progress	There is slow progress on site. The project experience frequent stoppages due to late payment of local labourers and unpaid invoices of sub- contractors by the contractor	Contractor has been instructed to implement multiple activities and also pay labourers on time	Advertisement, Appointment letters, Progress Reports, Completion certificate, Expenditure report
Senior Manager Technical	Upgrading of Benfarm road phase 2	R 10 792 000.00	R17 792 000.00	01/07/23	30/06/24	3	Construction of the Benfarm road Phase 2 is at 91% physical progress R20 074 943.26	The Project was not completed, currently at 91%	Contractor is behind planned time.	Contractor has been instructed to run multiple activities on outstanding activities	Advertisement, Appointment letters, Progress Reports, Completion certificate, Expenditure report
Senior Manager Technical	Construction of stormwater culverts in Lulekani	R 10 000.000.00	R6 250 000.00	01/07/23	30/06/24	15	R5 856 524.79	Project has reached practical completion	None	None	Advertisement, Appointment letters, Progress Reports, Completion certificate, Expenditure report

10. Assessment 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	Annual actual performance (01 July – 30 June 2024)	Challenges and intervention	Assessment of service provider Poor, Fair, Good, Very good & Above expectations
Corporate services									
Legal Services.	Legal Services – Attorneys on the Panel.	Thomas and Swanepoel	Own funding.	19 December 2022	18 November 2025	R9 000 000.00	Performance Above Expectations.	None.	Above expectations
		Manamela Marobela Inc.							
		Raphela Inc.							
		Noko Maimela Attorneys.							
		Chidi Attorneys.							
		Lubisi Attorneys.							
		Verveen Attorneys.							
		M B Mabunda Attorneys.							
		Maloka Sebola Attorneys							
		Mafa and Associates.							
		Makhuvha EM Attorneys							
		MMMG Attorneys							
Gilbert Motedi Attorneys									

Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	Annual actual performance (01 July – 30 June 2024)	Challenges and intervention	Assessment of service provider
									Poor, Fair, Good, Very good & Above expectations
		Modjadji Raphesu Attorneys							
		KAM Attorneys							
		Maboku Managena Attorneys							
		Bright Rikhotso Attorneys.							
		Mahowa Attorneys.							
Financial Management System	Acquisition of Enterprise Management System for three (3) years	CCG System	Ba-Phalaborwa Local Municipality	August 2021	July 2024	R14 571 893.46	In Progress	PMS Module not functioning, and the matter was discussed during the Top Management, mSCOA Implementation and Steering Committees	Good
Rental Installation and maintenance of VoIP for 3 years	Provision of a Telephone System	Advance Voice System (AVS)	Ba-Phalaborwa Municipality	01 January 2020	31 December 2023	R1594 065.72	R 44 279.60 Monthly	None	Very good
Rental of Multifunction Printer	Supply, Maintenance and Support of Multi-Function	DIDO	Ba-Phalaborwa Municipality	01 July 2022	30 June 2025	R1 245 735.69	R32 000 Monthly In Progress	None	Good
Provision of 42 Cllr Laptops	Supply, and Maintenance of Tools of Trade for Cllrs	Yellow Solutions	Ba-Phalaborwa Municipality	01 April 2022	30 March 2025	R1 240 000.00	R 34 500 Monthly	None	Very Good
Provision Data and Cellophanes	Supply of Data for BPM Officials and Councillors	Vodacom	Ba-Phalaborwa Municipality	April 2024	February 2026	R1 539 334.00	In Progress	Additional 6 lines	Very Good
Provision Cellophanes	Supply of Phones and Minutes	MTN	Ba-Phalaborwa Municipality	April 2024	February 2026		In Progress	Additional 9 lines	Very Good
Furniture and Office Equipment	03x24 BTU Air conditioner 01x12 BTU Air Conditioner	BHL Global Suppliers (Pty)Ltd	Own funding	01 July 2023	30 June 2024	1,500 000.00	Completed	None	Good
	10 Boardroom Chairs	Mahlatse-A-Modimo					Completed	None	Good
	33x President High	Mampudidi Property and					Completed	None	Very Good

Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	Annual actual performance (01 July – 30 June 2024)	Challenges and intervention	Assessment of service provider		
									Poor, Fair, Good, Very good & Above expectations		
	Back Chairs	development									
	Covering 45 Chairs at the Council Chamber	Lebete Trading Pty Ltd							Completed	None	Very Good
	30 High Back Chairs Black Material	Mabedi Khukhanya civil Engineering and Projects							Completed	None	Good
	1x Paper Shredder 60 Sheets 4x30mm	Mabedi Khukhanya Civil Engineering and Projects							Completed	None	Very Good
	44 Visitors Chairs	Ramohlaba Trading							Completed	None	Very Good
	06 Cashier Draughtsman Chairs with Back Support	Forms Media Independence Africa							Completed	None	Good
Supply PPE	Provision of PPE	Nkululeko Trading Services	Own	June 2022	June 2025	4 700 000.00	In-Progress	None	Good		
Planning and Development											
Supplementary valuation	Conduct municipal SV6	DDP Valuers	Internal	2018	2025	R150 000.00	1	None	Good		
Property Conveyancing	Transferring of properties in Namakgale D and C	Mahumani Attorneys	Internal	September 2018	December 2024	R1500 000.00	0	Project is ongoing	Good		
Establishment Of Gravelotte Cemetery	Layout plan for new cemetery in Gravelotte	Khanani Town Planning Consultant	Internal	February 2024	June 2025	R1 000 000.00	0	The project completion is behind schedule due to delays in the appointment of the service provider; therefore, it will continue in the 24/25 FY	Good		
Conducting General Valuation Roll For 2025-2030	Conduct a new General valuation roll for 2025-2030	LUTENDO GROUP	Internal	February 2024	June 2025	R3000 000.00	0	The project completion is behind schedule due to delays in the appointment of the service provider; therefore, it will continue in 24/25 FY	Good		
GIS Link With	Migration TPAMS	ESRIE	Internal	May 2024	June 2025	R1200 0000.00	0	The project	Good		

Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	Annual actual performance (01 July – 30 June 2024)	Challenges and intervention	Assessment of service provider
									Poor, Fair, Good, Very good & Above expectations
Financial System	IDP Dashboard Billing Viewer							completion is behind schedule due to delays in the appointment of the service provider; therefore, it will continue in the 24/25 FY	
Housing Sector Plan	Develop Ba-Phalaborwa Housing Sector Plan	ELMON CONSULTING	Internal	May 2024	June 2025	R600 000.00	0	The project completion is behind schedule due to delays in the appointment of the service provider; therefore, it will continue in the 24/25 FY	Good
Municipal Manager Office									
Co-Source of Internal Audit services	Execution of Internal Audit Projects	Thabi Consulting	Internal	16 February	27 February 2027	R2 872 049,60	Allocated projects for 2023/2024 Financial Year are all completed to the satisfactory level.	The appointment was done later in the year, which caused the team to do work overtime. Adequate plan to be put in place in the 2024/2025 Financial Year	Good.
Budget and Treasury Office									
Vat Review And Recovery	Vat Review And Recovery	Sempro Consulting	Own funding	May 2022	April 2025	8.5% of the collected amount	R1 831 844.44	None	Above expectations
Afs Preparation	Afs Preparation And Fixed Asset Register Compilation	Sempro Consulting	Own funding	July 2021	June 2024	R13 839 275.00	AFS – R2 074 800.00 FAR – R1 385 000.00	None	Good
Debt Collection	Provision of debt collection services for Ba-Phalaborwa	Noko Maimela	Own funding	June 2022	June 2025	8.5 % of the collected amount	R772 989.44	None	Good

Project name	Scope of work	Name of the Service provider	Source of funding	Start date	Completion date	Budget	Annual actual performance (01 July – 30 June 2024)	Challenges and intervention	Assessment of service provider
									Poor, Fair, Good, Very good & Above expectations
	Municipality for a period of three (3) years								
Prepaid Electricity Vending	Selling Prepaid Electricity Tokens	CIGICELL	Own funding	March 2023	February 2025	2.25 % excluding VAT of the amount collected.	R1 096 677.71	None	Good
Meter reading	Reading Water & Electricity Meters	SEMS	Own funding	November 2022	October 24	R5 326 296.36	Water – R2 142 904.53 Electricity – R241 578.86	None	Good
Technical Services									
Refurbishment of Namakgale stadium	Construction of spectator grandstand, construction of changerooms and ablution facilities, access gates and ticket booths, upgrading of soccer field, construction of multi-purpose courts, construction of athletic track, construction of parking lot, construction of palisade fencing and installation of electrical and mechanical installations	TP NOKO Contractors	MIG	01 March 2021	27 February 2024	R 7 340 525.45	81%	There is slow progress on site. The contractor is encountering frequent stoppages on site due to late payment of local labourers and unpaid invoices of subcontractors	Poor
Construction of stormwater culverts in Lulekani	Construction of stormwater culverts	Moreje construction	MIG	24 August 2023	31 May 2024	R5 856 534.45	99.85%	Project has reached practical completion	Good
Benfarm upgrading of street from gravel to tar phase 2	Upgrading of 3.8km road from gravel to tar with complete layer works and road surfacing with 30mm continuously graded asphalt, open drain, edge beams, speed humps, road signs and road markings	Risima project managers	MIG	14 November 2022	31 May 2024	R20 074 943.26	91%	The contractor is experiencing slow supply of concrete from Mopani group. 3km of road has been surfaced.	Fair

ANNUAL PERFORMANCE APPROVAL

Approval by the Mayor	<p>The Annual Performance Report is hereby compiled in terms of Municipal Systems Act (MSA), 32 of 2000, section 46(1) and (2), as well as the MFMA Circular 11 on annual reporting. This report covers the performance information from 01 July 2023 to 30 June 2024 and focuses on the implementation of the Service Delivery Budget and Implementation Plan (SDBIP), in relation to the objectives as encapsulated in the Municipality's Integrated Development and Plan (IDP). This Report reflects actual performance of the Municipality as measured against the performance indicators and targets in its Integrated Development Plan (IDP) and Service Delivery and Budget Implementation Plan (SDBIP) for 2023/2024.</p>
Monitoring implementation of the SDBIP	<p>Progress against the objectives set out in the SDBIP will be monitored and reported on a monthly, quarterly, half-yearly and annual basis.</p>
Signatures	<p style="text-align: center;">2023/24 Annual Performance Report Compiled by:</p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">  <hr style="border-top: 1px dashed black;"/> <p>Dr KKL Pilusa Municipal Manager</p> </div> <div style="text-align: center;"> <p>30/08/2024</p> <hr style="border-top: 1px dashed black;"/> <p>Date</p> </div> </div> <p style="text-align: center; margin-top: 20px;">2023/24 Annual Performance Report Approved by:</p> <div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">  <hr style="border-top: 1px dashed black;"/> <p>Cllr M.M Malatji Mayor</p> </div> <div style="text-align: center;"> <p>30/08/2024</p> <hr style="border-top: 1px dashed black;"/> <p>Date</p> </div> </div>

Annexure A

Methodology

Ba-Phalaborwa Municipality uses the cumulative method on reporting the actual on the Service Delivery Budget Implementation Plan.

The difference in the figures is 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

HH

Household

Baseline

The performance of the previous year

Urban Areas

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

Reduction in water losses

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

Reduction in electricity losses

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

Kilometres of roads upgrade from gravel to tar/paving

This relates 3.8km of Benfarm Upgrading of street)

Rehabilitation

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

Site Establishment/ Set-up Construction Site

Arrangement of offices, bringing the machinery and equipment onsite.

Tourism Initiatives Activities

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

Tourism Indaba – Procurement of promotional materials

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

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

SMME- Small Medium and Micro Enterprise

Number of businesses supported