



FINAL 2023/2024 SERVICE DELIVERY BUDGET
AND
IMPLEMENTATION PLAN (SDBIP)
WATERBERG DISTRICT MUNICIPALITY



Waterberg
District Municipality

on the Go for Growth

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1. FOREWORD BY THE EXECUTIVE MAYOR



Cllr S M Mataboge
Executive Mayor

The Waterberg District is the undiscovered gem of South African treasures, a harsh land of intense beauty and colour reflected in the environment and its people. Over three million years of history has created a unique area which challenges the farmer, the adventurer and the investor. Situated in the magnificent Waterberg Mountain Range of Limpopo, the Waterberg District is the ideal getaway where the weary traveler can relax and revel in the great natural beauty of the Bushveld savannah and its rich wildlife heritage.

The Waterberg District takes an honour for being regarded as energy hub and eco-tourism of choice in Southern Africa. This is due to the commendable development of energy generation in the Waterberg District area estimated to last for over twenty years and the benefits for all the communities that stem from these two focus areas. This has considerable economic spin off due on infrastructure development and economic growth within the whole District area. The District is also proud to be eco-tourist destination of choice considering its natural beauty of the bushveld. Therefore it is imperative to mention that effective District wide planning ought to take place and that cohesion amongst the District and local municipalities must take effect.

As means to pursue this district planning, it will therefore be significant to ensure proper and coherent planning processes which begin with the development of the Integrated Development Plan (IDP), budget and Service Delivery Budget Implementation Plan (SDBIP). The SDBIP is not an isolated document but an integral part of municipal planning as required by Municipal Finance Management Act (MFMA) to meet set standards. The SDBIP gives effect to the IDP. The budget gives effect to the strategic priorities of the municipality as outlined in the IDP and is not a management or implementation plan. The SDBIP therefore serves as a "contract" between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget.

Approved by the Executive Mayor:

COUNCILLOR S.M MATABOGE

Date: 20/06/23

2. INTRODUCTION

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

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

The SDBIP provides the basis for measuring performance in service delivery against quarterly targets and implementing the budget based on monthly projections. Circular 13 further suggests that "the SDBIP provides the vital link between the Executive Mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the Executive Mayor, Councilors, Municipal Manager, Senior Managers and Community."

The purpose of the SDBIP is to monitor the execution of the budget, performance of senior management and achievement of the strategic objectives set by Council. It enables the municipal manager to monitor the performance of senior managers, the Executive Mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality. In the interests of good governance and better accountability, the SDBIP should therefore determine and be aligned with the performance agreements of the municipal manager and senior managers.

3. LEGISLATIVE PROVISIONS

According to the Municipal Finance Act (MFMA) the definition of a SDBIP is:

'Service delivery and budget implementation plan' means 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 Executive Mayor should approve the SDBIP within 28 days after the approval of the budget. The Executive Mayor must also ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are made public within 14 days after their approval.

Section 1 of the MFMA defines a "vote" as:

- a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and
- b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned

4. COMPONENTS

National Treasury directives are clear on the contents and methodology to derive at the SDBIP. As a first step, the IDP objectives need to be quantified and related into key performance indicators. The budget is aligned to the objectives, projects and milestones to enable the SDBIP to serve as monitoring tool for service delivery. What gets measured gets done, therefore it should be noted, that in order to improve on certain processes and co-operation within the municipality, process indicators have been developed for measurement purposes during 2020/21 financial year.

The Waterberg District Municipality has incorporated the following relevant components into their SDBIP, but has used the initiative to devise it as follows:

1. Monthly projections of Revenue by Source.
2. Monthly projections of Revenue and Expenditure by Vote.
3. Monthly projections of Capital Expenditure by Vote.
4. Quarterly projections of service delivery targets and performance indicators for each vote.
5. Capital Works Plan over three years.

In the development of Waterberg District Municipality's SDBIP cognizance was taken of the IDP Priorities, Objectives and Strategies as well as the back to basics contained in the IDP ensuring progress towards the achievement thereof. The SDBIP of the Waterberg District Municipality is aligned to the Key Performance Areas (KPA's) as prescribed by Regulations 805 of 2006 and the IDP Guidelines by COGTA for purposes of alignment to the Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager.

The Institutional Indicators will form part of the Performance Agreements and Plans of the Municipal Manager and Managers directly accountable to the Municipal Manager. Indicators are assigned quarterly targets and responsibilities to monitor performance.

The SDBIP serves as a management, implementation and monitoring tool that will assist the Executive Mayor, Councillors, Municipal Manager and Senior Managers in delivering services to the community. The SDBIP is described as a layered plan. The top layer deals with consolidated service delivery targets and time frames as indicated on this plan. Top Management is held accountable for the implementation of the consolidated projects and Key Performance Indicators.

5. VISION, MISSION AND VALUES

In line with the National Development Plan, the strategic vision of the Waterberg District Municipality was revised during the strategic planning session. The **Vision** of Waterberg District Municipality is:

“To be the best energy hub and ecotourism destination in Southern Africa”

The strategic **Missions** speak about what the purpose of the Waterberg District Municipality is. The Mission is:

“To invest in a constituency of talented human capital who are motivated and innovative to build a sustainable economy in the field of energy, minerals and ecotourism for the benefit of all our communities”

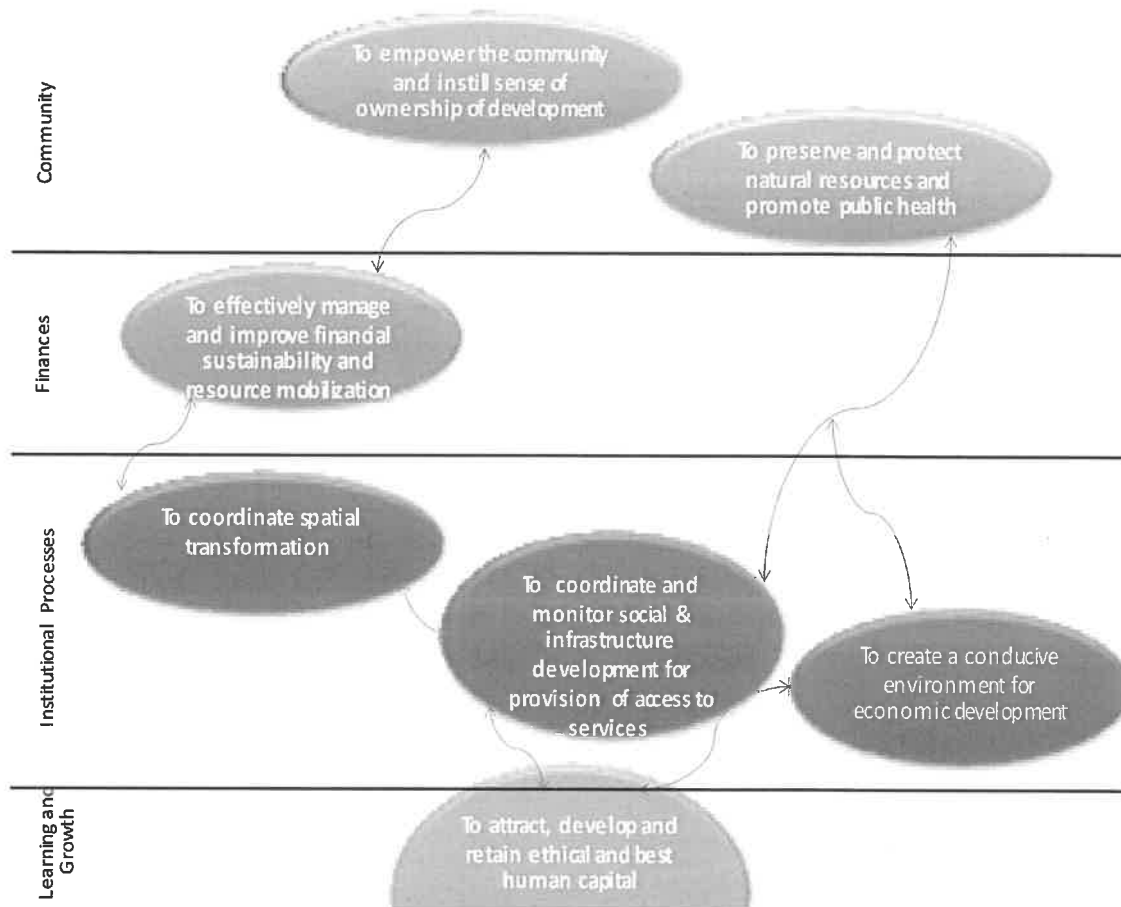
6. VALUES OF WATERBERG DISTRICT MUNICIPALITY

Values represent the core priorities of an organization's culture, including what drives employees and politicians within the municipality to achieve set strategies. The **Values** of Waterberg District Municipality are:

- ✓ **Honesty**
- ✓ **Respect**
- ✓ **Fairness**
- ✓ **Integrity**
- ✓ **Accountability**
- ✓ **Accessibility**
- ✓ **Effectiveness**
- ✓ **Ubuntu**

7. STRATEGIC OBJECTIVES MAP

The Strategy Map below depicts the Strategic Objectives on how the Waterberg District Municipality will be able to become the energy hub and eco-tourism destination in Southern Africa. These objectives were positioned in terms of the Balanced Scorecard Perspectives being: Learning and Growth; Institutional Processes; Financial results and Community Satisfaction. All operational outputs as contained within the SDBIP are aligned to the attainment of one or more of these objectives.



8. 2023/2024 STRATEGIC OBJECTIVE

NO.	KEY PERFORMANCE AREA (KPA)	STRATEGIC OBJECTIVE
1.	BASIC SERVICE DELIVERY	To coordinate and monitor social and infrastructure development for the provision and access to services.
2.	SPATIAL RATIONALE	To coordinate spatial transformation.
3.	FINANCIAL MANAGEMENT & VIABILITY	To effectively and efficiently manage finances and resource mobilisation.
4.	LOCAL ECONOMIC DEVELOPMENT	To create a conducive environment for radical economic development.
5.	GOOD GOVERNANCE & PUBLIC PARTICIPATION	To develop and implement integrated management & governance systems
6.	TRANSFORMATION & ORGANISATIONAL DEVELOPMENT	To attract, develop and retain ethical and best human capital

9. VOTES AND OPERATIONAL OBJECTIVES

Votes and Operational objectives	Office of the Municipal Manager	To promote a culture of good corporate governance and accountability. To provide support to internal departments and local municipalities.
	Budget and Treasury Office (Vote 002)	To effectively manage and improve financial sustainability. To reduce deviation, fruitless and wasteful, irregular and unauthorised expenditures. To ensure compliance to SCM, the MFMA and other pieces of legislation.
	Corporate Support & Shared Services (Vote 003)	To provide training and development to officials and councillors. To give administrative to internal departments and legal advice to Council.
	Planning and Development (Vote 004 and 020)	To promote the creation of decent and sustainable jobs. To promote and market WDM icons.
	Infrastructure Development (Vote 005)	To co-ordinate and support the provision of basic services within the district. To promote maintenance and investment in infrastructure.
	Office of the Executive Mayor(Vote 006)	To promote public participation in municipal affairs. To improve the quality of life of the vulnerable groups.
	Social development and community services (Vote 007 and 009)	To promote environmentally sound practices and public health awareness.

10. MONTHLY REVENUE AND EXPENDITURE

Description	Ref	Budget Year 2023/24												Medium Term Revenue and Expenditure Framework			
														Budget Year	Budget Year +1	Budget Year +2	
		July	August	Sept.	October	November	December	January	February	March	April	May	June				
R thousand																	
Revenue By Source																	
Property rates		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest earned - external investments		193	193	193	193	193	193	193	193	193	193	193	193	2 320	2 422	2 531	
Interest earned - outstanding debtors		0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	
Dividends received		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences and permits		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Agency services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies		63 707	-	-	-	-	48 015	-	-	37 059	-	-	-	148 781	153 891	159 492	
Other revenue		157	157	157	157	157	157	157	157	157	157	157	157	1 890	1 973	2 062	
Gains		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and expenditure By Type)		64 058	351	351	351	351	48 366	351	351	37 410	351	351	351	152 992	158 287	164 086	
Employee related costs		10 327	10 327	10 327	10 327	10 327	10 327	10 327	10 327	10 327	10 327	10 327	10 327	123 925	129 378	135 200	
Remuneration of councillors		729	729	729	729	729	729	729	729	729	729	729	729	8 746	9 130	9 541	
Debt impairment		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation & asset impairment		952	952	952	952	952	952	952	952	952	952	952	952	11 427	11 930	12 467	
Finance charges		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bulk purchases - electricity		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Inventory consumed		9	9	9	9	9	9	9	9	9	9	9	9	105	109	114	
Contracted services		829	829	829	829	829	829	829	829	829	829	829	829	9 945	10 383	10 850	
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure		2 462	2 462	2 462	2 462	2 462	2 462	2 462	2 462	2 462	2 462	2 462	2 462	29 549	30 076	31 994	
Losses		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure		15 308	15 308	15 308	15 308	15 308	15 308	15 308	15 308	15 308	15 308	15 308	15 308	183 696	191 006	200 166	

Surplus/(Deficit)	48 750	(14 957)	(14 957)	(14 957)	(14 957)	(14 957)	(14 957)	22 102	(14 957)	(14 957)	(14 957)	(14 957)	(30 705)	(32 719)	(36 080)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	48 750	(14 957)	(14 957)	(14 957)	(14 957)	(14 957)	(14 957)	22 102	(14 957)	(14 957)	(14 957)	(14 957)	(30 705)	(32 719)	(36 080)
Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	(14 957)	(14 957)	(14 957)	(14 957)	(14 957)	(14 957)	22 102	(14 957)	(14 957)	(14 957)	(14 957)	(30 705)	(32 719)	(36 080)

11. MONTHLY REVENUE AND EXPENDITURE (MUNICIPAL VOTE)

Description	Ref	Budget Year 2023/24												Medium Term Revenue and Expenditure Framework		
														Budget Year	Budget Year +1	Budget Year +2
		July	August	Sept.	October	November	December	January	February	March	April	May	June			
R thousand																
Revenue by Vote																
Vote 1 - Vote 1: BUDGET AND TREASURY		62 305	195	195	195	195	48 210	195	195	36 570	195	195	195	148 835	154 039	159 666
Vote 2 - Vote 2: MUNICIPAL MANAGER		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - Vote 3: CORPORATE SERVICES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Vote 4: PLANNING		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Vote 5: INFRASTRUCTURE SERVICES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - Vote 6: MAYORS OFFICE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 7 - Vote 7: SOCIAL SERVICES		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 8 - Vote 8: FIRE FIGHTING SERVICES		4	4	4	4	4	4	4	4	4	4	4	4	50	52	55
Vote 9 - Vote 9: MUNICIPAL HEALTH SERVICES		1 605	8	8	8	8	8	8	8	693	8	8	8	2 381	2 394	2 482
Vote 10 - Vote 10: ABATTOIR		144	144	144	144	144	144	144	144	144	144	144	144	1 726	1 802	1 883
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Vote		64 058	351	351	351	351	48 366	351	351	37 410	351	351	351	152 992	158 287	164 086
Expenditure by Vote to be appropriated																
Vote 1 - Vote 1: BUDGET AND TREASURY		2 039	2 039	2 039	2	2 039	2 039	2 039	2 039	2 039	2 039	2 039	2 039	24 468	25 501	26 603
Vote 2 - Vote 2: MUNICIPAL MANAGER		1 052	1 052	1 052	1	1 052	1 052	1 052	1 052	1 052	1 052	1 052	1 052	12 628	12 546	13 740
Vote 3 - Vote 3: CORPORATE SERVICES		2 055	2 055	2 055	2	2 055	2 055	2 055	2 055	2 055	2 055	2 055	2 055	24 664	25 750	26 908
Vote 4 - Vote 4: PLANNING		731	731	731	731	731	731	731	731	731	731	731	731	8 778	9 164	9 577
Vote 5 - Vote 5: INFRASTRUCTURE SERVICES		301	301	301	301	301	301	301	301	301	301	301	301	3 617	3 685	3 830
Vote 6 - Vote 6: MAYORS OFFICE		2 272	2 272	2 272	2	2 272	2 272	2 272	2 272	2 272	2 272	2 272	2 272	27 261	28 460	29 741
Vote 7 - Vote 7: SOCIAL SERVICES		309	309	309	309	309	309	309	309	309	309	309	309	3 704	3 867	4 041
Vote 8 - Vote 8: FIRE FIGHTING SERVICES		3 216	3 216	3 216	3	3 216	3 216	3 216	3 216	3 216	3 216	3 216	3 216	38 590	40 288	42 101
Vote 9 - Vote 9: MUNICIPAL HEALTH SERVICES		2 710	2 710	2 710	2	2 710	2 710	2 710	2 710	2 710	2 710	2 710	2 710	32 514	33 945	35 473
Vote 10 - Vote 10: ABATTOIR		623	623	623	623	623	623	623	623	623	623	623	623	7 472	7 801	8 152
Vote 11 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 -		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure by Vote		15 308	15 308	15 308	15	15 308	15 308	15 308	15 308	15 308	15 308	15 308	15 308	183 696	191 006	200 166

⁽¹⁶⁾ Waterberg District Municipality

Surplus/(Deficit) before assoc.	48 750	(14 957)	(14 957)	(14 957)	(14 957)	(14 957)	(14 957)	(14 957)	22 102	(14 957)	(14 957)	(14 957)	(14 957)	(30 705)	(32 719)	(36 080)
Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	48 750	(14 957)	(14 957)	(14 957)	(14 957)	(14 957)	(14 957)	22 102	(14 957)	(14 957)	(14 957)	(14 957)	(30 705)	(32 719)	(36 080)

12. BUDGETED MONTHLY REVENUE AND EXPENDITURE (STANDARD CLASSIFICATION)

Description	Ref	Budget Year 2023/24												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year	Budget Year +1	Budget Year +2
R thousand																
Revenue - Functional																
Governance and administration		62 305	195	195	195	195	48	195	195	36	195	195	195	148 835	154 039	159 666
Executive and council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance and administration		62 305	195	195	195	195	48 210	195	195	36 570	195	195	195	148 835	154 039	159 666
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety		12	12	12	12	12	12	12	12	12	12	12	12	150	157	164
Community and social services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety		4	4	4	4	4	4	4	4	4	4	4	4	50	52	55
Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health		8	8	8	8	8	8	8	8	8	8	8	8	100	104	109
Economic and environmental services		1 597	-	-	-	-	-	-	-	684	-	-	-	2 281	2 290	2 373
Planning and development		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Road transport		1 597	-	-	-	-	-	-	-	684	-	-	-	2 281	2 290	2 373
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Energy sources		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other		144	144	144	144	144	144	144	144	144	144	144	144	1 726	1 802	1 883
Total Revenue - Functional		64 058	351	351	351	351	48 366	351	351	37 410	351	351	351	152 992	158 287	164 086
Expenditure - Functional																
Governance and administration		7 418	7 418	7 418	7	7 418	7 418	7 418	7 418	7 418	7 418	7 418	7 418	89 022	92 257	96 993
Executive and council		3 324	3 324	3 324	3	3 324	3 324	3 324	3 324	3 324	3 324	3 324	3 324	39 889	41 007	43 481
Finance and administration		4 094	4 094	4 094	4	4 094	4 094	4 094	4 094	4 094	4 094	4 094	4 094	49 133	51 250	53 512
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and public safety		5 885	5 885	5 885	5	5 885	5 885	5 885	5 885	5 885	5 885	5 885	5 885	70 615	73 722	77 040
Community and social services		411	411	411	411	411	411	411	411	411	411	411	411	4 932	5 149	5 381
Sport and recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety		3 216	3 216	3 216	3	3 216	3 216	3 216	3 216	3 216	3 216	3 216	3 216	38 590	40 288	42 101
Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health		2 258	2 258	2 258	2	2 258	2 258	2 258	2 258	2 258	2 258	2 258	2 258	27 094	28 286	29 559
Economic and environmental services		1 382	1 382	1 382	1	1 382	1 382	1 382	1 382	1 382	1 382	1 382	1 382	16 588	17 226	17 981

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Planning and development	1 033	1 033	1 033	1 033	1 033	1 033	1 033	1 033	1 033	1 033	1 033	1 033	12 395	12 849	13 407
Road transport	349	349	349	349	349	349	349	349	349	349	349	349	4 193	4 377	4 574
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Trading services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Energy sources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	623	623	623	623	623	623	623	623	623	623	623	623	7 472	7 801	8 152
Total Expenditure - Functional	15 308	15 308	15 308	15 308	15 308	15 308	15 308	15 308	15 308	15 308	15 308	15 308	183 696	191 006	200 166
Surplus/(Deficit) before assoc.	48 750	(14 957)	(14 957)	(14 957)	(14 957)	33 058	(14 957)	(14 957)	(14 957)	22 102	(14 957)	(14 957)	(30 705)	(32 719)	(36 080)
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	48 750	(14 957)	(14 957)	(14 957)	(14 957)	33 058	(14 957)	(14 957)	(14 957)	22 102	(14 957)	(14 957)	(30 705)	(32 719)	(36 080)
1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

13. SERVICE DELIVERY AND PERFORMANCE INDICATORS AND TARGETS

Component 3 of MFMA Circular 13 requires non-financial measurable performance objectives in the form of service delivery targets and other performance indicators. The quarterly projections in the SDBIP must be consistent with the annual performance agreements of the municipal manager and senior managers so that they can be held accountable for performance in line with the SDBIP, budget and IDP.

This is the upper service delivery and performance indicators and targets that will cover all institutional departments. The commonly shared KPIs will be report as Institutional KPIs and will reported as such. The following are the 7 Departments of Waterberg District Municipality operate with.

Departments:

1. Budget and Treasury Office
2. Office of the Municipal Manager
3. Corporate Support & shared Services
4. Planning & Economic Development
5. Infrastructure Development
6. Executive support
7. Social Development & Community Services

13.1 INSTITUTIONAL SERVICES DELIVERY AND PERFORMANCE INDICATORS AND TARGETS

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2022/23	Annual Target 2023-2024	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence /POE
1.	Spatial rationale To coordinate spatial transformation	Integrated Planning	Number of Highly rated IDP	1	1X highly rated IDP attained by 30 June 2024	N/A	N/A	N/A	1 highly rated IDP	CoGHSTA IDP Analysis report
2.	Spatial rationale To coordinate spatial transformation	Integrated Planning	Number of IDP (s) Approved by council by 31 May 2024	1/1	1X 2024/25 IDP Approved by 30 June 2024	N/A	N/A	N/A	1 Final IDP 31 May 2024	Approved 2023/24 IDP with Council resolution
3.	Spatial rationale To facilitate access and transform land and rural tourism development	Integrated planning	Number of DMPT Meetings held	13/4	12 X DMPT Meetings held by 30 June 2024	3	3	3	3	Set of Invitation Agenda Minutes Attendance register
4.	Basic service delivery To preserve and protect natural resources and promote public health	Municipal Health	Number of Food outlets issued with certificate of compliance	94	80 X Food outlets issued with certificate of compliance by 30 June 2024	20	20	20	20	Set of Signed copies of certificates
5.	Basic service delivery To coordinate and monitor social and infrastructure development for the provision and	Municipal health	Number of land fill site inspections conducted	new	36 X Number of land fill site inspections conducted by 30 June 2024	9	9	9	9	Set of Reports on Permitted land fill site monitored & Schedule of permitted landfill site monitoring sessions

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2022/23	Annual Target 2023-2024	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence /POE
		access to services.									
6.	Basic Service Delivery	To preserve and protect natural resources and promote public health	Air quality management	Number of Monitoring of emissions from listed activities	4	4X Number of Monitoring of emissions from listed activities by 30 June 2024	1	1	1	1	air quality monitoring reports
7.	Basic delivery service	To coordinate and monitor infrastructure development for the provision and access to service	Disaster Management	Number of Disaster Management stakeholder consultative forum held	8	4 X Disaster Management stakeholder consultative Forum held by 30 June 2024	1	1	1	1	Set of Invitation Agenda Minutes Attendance register & Schedule of Meetings
8.	Basic service delivery	To coordinate and monitor infrastructure development for the provision and access to	Fire fighting	Number of Fire-fighting reports submitted	20	20 X Fire-fighting reports submitted by 30 June 2024	5	5	5	5	Set of Fire-fighting Quarterly reports
9.	Financial management and viability	To effectively manage finances and resource mobilization.	Expenditure Management	Percentage of Operating budget variance in terms of SDBIP	20,31%	≤10% of Operating budget variance attained by 30 June 2024	≤10%	≤10%	≤10%	≤10%	Annexure B Financial Report
10.	Financial management and viability	To effectively manage finances and resource mobilisation.	Reporting	Number of section 71 MFMA report submitted within timeframe	12/12	12 X 71 MFMA report submitted within 10 working days of start of the each Month by 30 June 2024	3	3	3	3	Set of Submission letters or email & Schedule of MFMA 71 Submission Schedule

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2022/23	Annual Target 2023-2024	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence /POE
11.	Local Economic Development	Economic development	Number LED forum meetings held	4	4 X LED forum meetings held by 30 June 2024	1	1	1	1	Set of Attendance register, Agenda, Minutes and invitations copy of resolutions
12.	Good Governance and Public Participation	Monitoring and Evaluation	Number of section 72 Report (s)-Mid-year Budget and performance Assessment Report submitted	1/1 25/01/2023	1 X (MFMA S72 Report) Mid-year Budget and performance Assessment Report submitted by 25 January 2024	N/A	N/A	1	N/A	Submission letters to NT/PT & EM with acknowledgement letters & A Copy of Mid-year Budget and performance Assessment Report
13.	Good Governance and Public Participation	Monitoring and Evaluation	Number of Submission of Annual Performance Report (APR) and AFS	1/1-APR 1/1 AFA	1X APR and 1x AFS submitted to AGSA by 31 August 2023.	1-APR 1-AFS	N/A	N/A	N/A	1 X APR and 1X AFS Copy of Submission letter with acknowledgement
14.	Good Governance and Public Participation	Auditing	AG -Audit outcome/Opinion	Unqualified with no matters	Unqualified attained by 31 November 2023	N/A	N/A	Unqualified	N/A	Final Audit Report and Management Report
15.	Good Governance and Public Participation	Auditing	Percentage AG Audit findings resolved	100% 10/10	100% of Prior Year audit findings resolved by 30 June 2024	N/A	20%	60%	100%	2022/23 Post Audit action plan

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2022/23	Annual Target 2023-2024	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence /POE
	n	governance systems									
16.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage Identified risk resolved within timeframes as specified in risk plan	50% 9/18	100% of Identified risk resolved within timeframes as specified in risk plan by 30 June 2024	25%	50%	75%	100%	Risk register
17.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage of internal audit findings resolved	70% 14/20	100% of internal audit findings resolved by 30 June 2024	25%	50%	75%	100%	Internal audit action plan
18.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Number of Audit committee meetings held	4	4 X Audit committee meetings held by 30 June 2024	1	1	1	1	Set of Minutes and Attendance register and Recommendations
19.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Percentage Council resolutions implemented within timeframes	88.29% 83/94	100% Council resolutions implemented by 30 June 2024	100%	100%	100%	100%	Council resolutions implementation register
20.	Good Governance and Public	To develop and implement integrated management	Public Participation	Number of IDP Representative Forum meetings convened	4/4	4 X IDP Representative Forum meetings convened by 30 June	1X Approval of IDP Review	1X Analysis phase	1 X Preparation for Tabling of	1 X Preparation for Tabling of	Set of Invitation, Agenda, minutes & attendance register with Schedule of the

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2022/23	Annual Target 2023-2024	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence /POE
Participation	and governance				2024	Process		the 2024/25 Draft IDP for Adoption	the 2024/25 Final IDP for Approval	meetings
21. Good Governance and Public Participation	To develop and implement integrated management and governance	Governance	Number of MPAC meetings held	6/6	4x Number of MPAC meetings held by 30 June 2024	1	1	1	1	Set of Minutes and Attendance register and Recommendations
22. Good Governance and Public Participation	To develop and implement integrated management and governance	Governance	Number of 2022/23 Oversight report(s) approved by council	1	1 X 2022/23 Oversight report(s) approved by council by 31 March 2024	N/A	N/A	1	N/A	Council resolution with 2022/23 Oversight Report
23. Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Human Resources Management	Number of Senior Management with signed Performance Agreements	6	6 X Senior Management with signed Performance Agreements by 31 July 2023	6	N/A	N/A	N/A	Copies of Signed Performance Agreements
24. Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Capacity building and Training (HRD)	Number of officials and Councillors capacitated in terms of the workplace skills plan (WSP/ATR)	21	25 X Officials and Councillors capacitated in terms of the workplace skills plan by end June 2024	5	5	5	10	Copies of the Attendance registers and Schedule of training activities attended
25. Transformation and Organisational Development	To Improve, attract, develop and retain best	Occupational Health and Safety	Number of OHS Committee meetings held	4/4	4 X OHS Committee meetings held by 30 June 2024	1 OHS Meeting	1 OHS Meeting	1 OHS Meeting	1 OHS Meeting	Set of Attendance register with Schedule of the Meetings

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2022/23	Annual Target 2023-2024	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence /POE
	ent	human capital								
26.	Transform ation and Organisati onal Developm ent	Information and Communicatio n Technology	Number of ICT Steering Committee Meeting Held by 30 June 2024	4	4 X ICT Steering Committee Meeting Held by 30 June 2024	1	1	1	1	Set of Attendance registers with Schedule of the Meetings
27.	Transform ation and Organisati onal Developm ent	Organisational Development	Number of approved 2024/25 SDBIP by the Executive Mayor	1-SDBIP 15 June 2022	1 X 2024/25 SDBIP Approved by the EM by the 28 June 2024	N/A	N/A	N/A	1 X approved 2024/25 SDBIP	Copy of the Approved 2024/25 SDBIP
28.	Transform ation and Organisati onal Developm ent	Monitoring and Evaluation	Number of 2023/24 Annual Performance evaluation conducted	1/1	1X 2023/24 Annual Performance evaluation conducted by 30 June 2024	N/A	N/A	N/A	1	Attendance register and Schedule of Annual Performance Evaluations
29.	Transform ation and Organisati onal Developm ent	Monitoring and Evaluation	Number of Annual report (sec 121) adopted & submitted to MEC	1 AR approved 30 March 2023	1 X Annual Report (sec 121) adopted & submitted to MEC by 31 March 2024	N/A	N/A	1 Approval of final 22/23 AR	N/A	Council resolution & submission letter
30.	Transform ation and Organisati onal Developm ent	Legal Services	Number of litigation reports compiled and submitted to council	2	4 X litigation reports compiled and submitted to council by 30 June 2024	1	1	1	1	Set of Litigation Reports with Council Resolution

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2022/23	Annual Target 2023-2024	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence /POE
31. Transformation and Organisational Development	To improve Administration and Governance Capacity	Human Resource Management	Number of LLF meetings held by end June 2024	4	4 X LLF meetings held by end June 2024	1	1	1	1	Set of Attendance register and Minutes

14. DETAILED CAPITAL WORKS WORK PLAN

A detailed capital works plan is required to ensure sufficient detail to measure and monitor delivery of infrastructure projects.

A summary of capital projects for each responsible manager, by vote must be provided showing quarterly projections for performance in relation to implementing capital projects. The projects, funded by both the operational and capital budget components, indicating quarterly milestones are indicated below:

No.	Dept.	Project name	2023/24 IDP Budget	Planned start date	Planned completion date	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
						% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone	% Prog.	Milestone
1.		NO PROJECTS FOR 2023/24											

15. CONCLUSION

The municipality was able to successfully integrate the IDP, the Budget and the SDBIP since they were tabled at the same time. All the Senior Management should be evaluated and monitored on the implementation of the SDBIP which comprises largely of Key Performance Indicators and projects on a quarterly basis. Having regard to sustaining the unqualified opinion or improve to clean audit, performance information should also be audited. Legislative reports in the form of Mid-year Budget and Performance Assessment and the Annual Report are heavily informed by the consistent and monitoring of an SDBIP.

The SDBIP will therefore determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. The SDBIP is also a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the Executive Mayor and Municipal manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible. The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.