



on the Go for Growth

Office of the Municipal Manager

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MEMO

TO : EXECUTIVE MAYOR

FROM : MUNICIPAL MANAGER

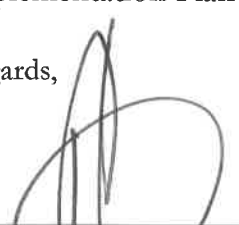
DATE : 03 JUNE 2022

RE : APPROVAL OF THE 2022/23 SERVICE DELIVERY BUDGET AND IMPLEMENTATION PLAN

Section 53 of the MFMA Act 56 of 2003 stipulates that the Executive Mayor/ 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 within 14 days after their approval

Council has approved the 2022/23 Integrated Development plan and 2022/23 Budget on the 27th May 2022 by way of council resolution number A054/2022 and A055/2022 respectively. This letter serves as a request for the approval of the 2022/23 Service Delivery Budget and Implementation Plan as per the legislative requirement.

Regards,


MR. P RAPUTSOA
Municipal Manager

Approved / Not Approved


CLLR S.M MATABOGE
Executive Mayor

15 June 2022
Date



FINAL 2022/2023 SERVICE DELIVERY BUDGET
AND
IMPLEMENTATION PLAN (SDBIP)
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 hash 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 its bushveld. Therefore it is imperative to mention that effective district wide planning ought to takes 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 ensure proper and coherent planning processes which begins 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 arequired 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 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:

Date: 15 June 2022

COUNCILLOR S.M MATABOGE

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 eco-tourism for the benefit of all our communities “

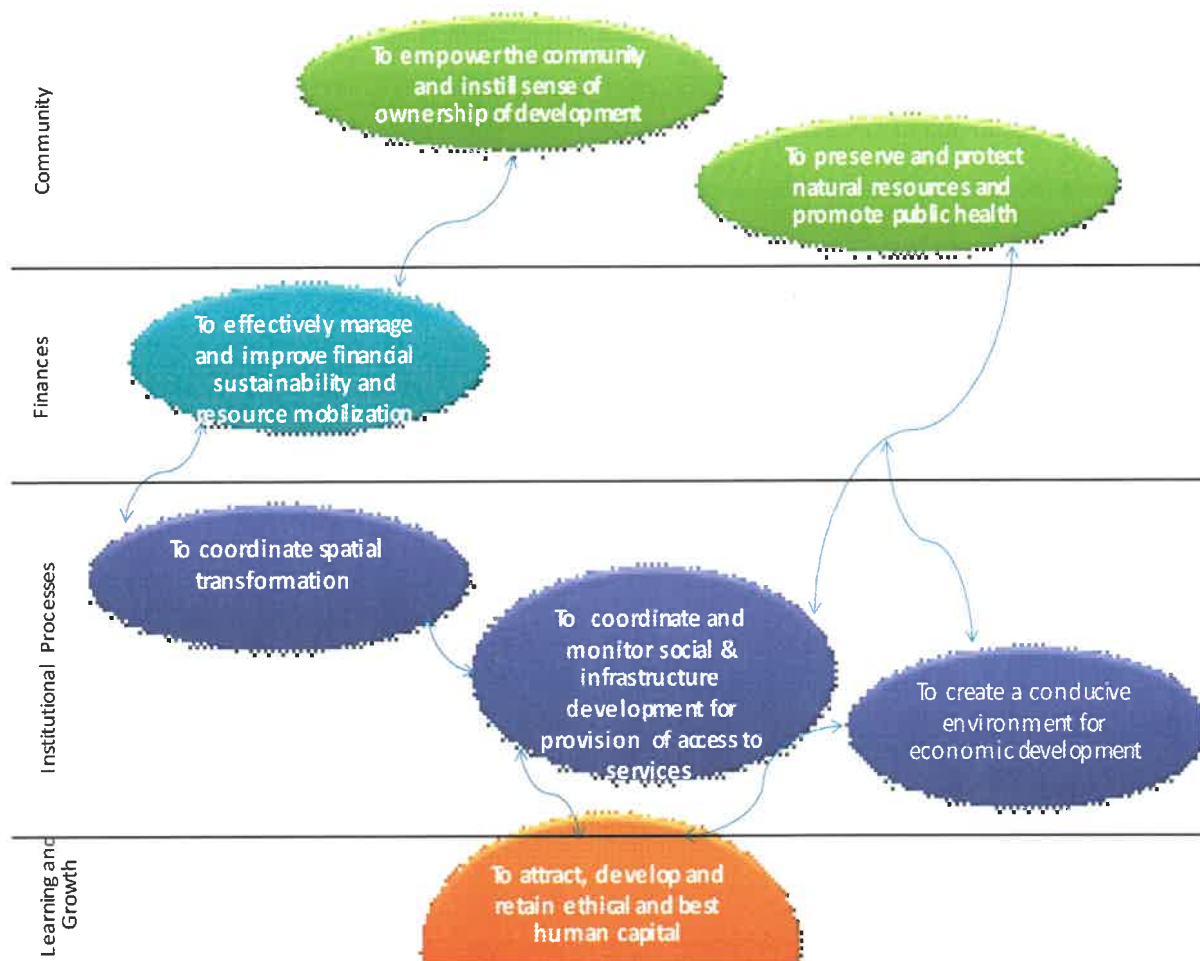
6. VALUES OF WATERBERG DISTRICT MUNICIPALITY

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. 2022/2023 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	R thousand	Budget Year 2022/23												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	
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)	33 058	(14 957)	(14 957)	22 102	(14 957)	(14 957)	(14 957)	(30 705)	(32 719)	(36 080)	

11. MONTHLY REVENUE AND EXPENDITURE (MUNICIPAL VOTE)

Description	Ref	Budget Year 2022/23												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	15 308	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)	(14 957)	(30 705)	(32 719)	(36 080)
Taxation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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)	(14 957)	(30 705)	(32 719)	(36 080)
1	1															

12. BUDGETED MONTHLY REVENUE AND EXPENDITURE (STANDARD CLASSIFICATION)

Description	Ref	Budget Year 2022/23												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
Revenue - Functional																
Governance and administration																
Executive and council		62 305	195	195	195	195	48	195	195	36	195	195	195	148 835	154 039	159 666
Finance and administration		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Internal audit		62 305	195	195	195	195	48 210	195	195	36 570	195	195	195	148 835	154 039	159 666
Community and public safety																
Community and social services		12	12	12	12	12	12	12	12	12	12	12	12	150	157	164
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																
Planning and development		1 597	–	–	–	–	–	–	–	684	–	–	–	2 281	2 290	2 373
Road transport		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Environmental protection		1 597	–	–	–	–	–	–	–	684	–	–	–	2 281	2 290	2 373
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																
Executive and council		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
Finance and administration		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
Internal audit		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
Community and public safety																
Community and social services		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
Sport and recreation		411	411	411	411	411	411	411	411	411	411	411	411	4 932	5 149	5 381
Public safety		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Housing		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
Health		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Economic and environmental services																
Planning and development		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
Total Expenditure - Functional		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	12 395	12 849	13 407
Road transport	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	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	183 696	191 006	200 166
Surplus/(Deficit) before assoc.	48 750	(14 957)	(14 957)	(14 957)	(14 957)	(14 957)	(14 957)	(14 957)	(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)	(14 957)	(14 957)	(14 957)	(14 957)	(14 957)	(30 705)	(32 719)	(36 080)
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 2020/21	Annual Target 2022-2023	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
1. Spatial rationale	To coordinate spatial transformation	Integrated Planning	Number of Highly rated IDP	1	1X highly rated IDP attained by 30 June 2022	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 2023	1/1	1X 2021/22-2025/26 IDP Approved by 30 June 2022	N/A	N/A	1 Draft IDP 31 March 2023	1 Final IDP 31 May 2023	Approved 2021/22-2025/26 IDP with Council resolution
3. Spatial rationale	To facilitate access and transform land and rural tourism development	Integrated planning	Number of DMPT Meeting held	0/4	4 X DMPT Meeting held by 30 June 2023	1	1	1	1	4X 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 2023	20	20	20	20	80 X Set of Signed copies of certificates
5. Basic service delivery	To coordinate and monitor social and infrastructure development for the	Municipal health	Number of permitted land fill site monitored	9/9	9 X Permitted land fill site monitored by 30 June 2023	9	9	9	9	8 X 4 Sets of Reports on Permitted land fill site monitored & Schedule of permitted landfill site monitoring sessions

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2020/21	Annual Target 2022-2023	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
	provision and access to services.									
6.	Basic Service Delivery	Air quality management	Number of ambient air quality monitoring reports submitted	6	8X ambient air quality monitoring reports submitted by 30 June 2023	2	2	2	2	8X air quality monitoring reports
7.	Basic delivery service	Disaster Management	Number of Disaster Management stakeholder consultative meetings held	8	8 X Disaster Management stakeholder consultative meetings held by 30 June 2023	2	4	6	8	8 X Set of Invitation Agenda Minutes Attendance register & Schedule of Meetings
8.	Basic service delivery	Fire fighting	Number of Fire-fighting reports submitted by local municipalities	24	24 X Fire-fighting reports submitted by local municipalities by 30 June 2023	6	12	18	24	24 X Set of Fire-fighting Quarterly reports
9.	Financial management and viability	Expenditure Management	Percentage of Operating budget variance in terms of SDBIP	20,31%	≤10% of Operating budget variance attained by 30 June 2023	≤10%	≤10%	≤10%	≤10%	Annexure B Financial Report
10.	Financial management and viability	Expenditure Management	Percentage Capital budget variance in terms of SDBIP	14%	≤10% of Capital budget variance attained by 30 June 2023	≤10%	≤10%	≤10%	≤10%	Annexure C Financial report

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2020/21	Annual Target 2022-2023	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
11.	Financial management and viability	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 Month	3	3	3	3	12 X Set of Submission letters or email & Schedule of MFMA 71 Submission Schedule
12.	Local Economic Development	Economic development	Number LED forum meeting held	4	4 X LED forum meeting held by 30 June 2023	1	1	1	1	4 X Set of Attendance register, Agenda, Minutes and invitations
13.	Local Economic Development	Economic development	Percentage of LED Forums resolutions implemented	100% 9/9	100% LED forums resolutions implemented by 30 June 2023	100%	100%	100%	100%	LED Forum(s) resolution register
14.	Good Governance and Public Participation	Monitoring and Evaluation	Number of section 72 Report (s)-Mid-year Budget and performance Assessment Report submitted	1/1 25/01/2022	1 X (MFMA S72 Report) Mid-year Budget and performance Assessment Report submitted by 25 January 2023	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
15.	Good Governance and Public Participation	Monitoring and Evaluation	Number of Submission of Annual Performance Report (APR) and AFS	1/1	1X APR and AFS submitted to AGSA by 31 August 2023.	1	N/A	N/A	N/A	1 X Copy of Submission letter with acknowledgement

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2020/21	Annual Target 2022-2023	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
	n	systems									
16.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	AG -Audit outcome/Opinion	Unqualified	Unqualified attained by 31 March 2023	N/A	N/A	Unqualified	N/A	Audit Report
17.	Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage AG material audit queries resolved	100% 28/28	100% of Prior Year material audit queries resolved by 30 June 2023	N/A	20%	60%	100%	2019/20 Post Audit action plan
18.	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 2023	25%	50%	75%	100%	Risk register
19.	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 2023	25%	50%	75%	100%	Internal audit action plan
20.	Good Governance	To develop and implement	Auditing	Number of Audit committee meetings	4	4 X Audit committee meetings held by 30	1	1	1	1	4 X Set of Minutes and Attendance

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2020/21	Annual Target 2022-2023	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
	integrated management and governance systems		held		June 2023					register with the Schedule of Meetings
21. Good Governance and Public Participation	To develop and implement integrated management and governance systems	Auditing	Percentage of Audit Committee recommendations implemented	83% 5/6	100% of Audit Committee recommendations implemented by 30 June 2023	100%	100%	100%	100%	Audit Committee recommendations Register
22. 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 2023	100%	100%	100%	100%	Council resolutions implemented register
23. Good Governance and Public Participation	To develop and implement integrated management and governance systems	Public Participation	Number of IDP Representative Forum meetings convened	4/4	4 X IDP Representative Forum meetings convened by 30 June 2023	1X Approval of IDP Review Process	1X Analysis phase	1 X Preparation for Tabling of the 2021/22-25/26 Draft IDP for Adoption	1 X Preparation for Tabling of the 2021/22-25/26 Final IDP for Approval	4 X Set of Invitations, Agenda, minutes & attendance register with Schedule of the meetings
24. Good Governance and Public Participation	To develop and implement integrated management and governance systems	Governance	Percentage of MPAC resolutions implemented	100% 6/6	100% MPAC resolutions implemented by 30 June 2023	100%	100%	100%	100%	MPAC Resolution register

KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2020/21	Annual Target 2022-2023	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
25. Good Governance and Public Participation	To develop and implement integrated management and governance	Governance	Number of 2019/20 Oversight report(s) approved by council	1	1 X 2019/20 Oversight report(s) approved by council by 31 march 2023	N/A	N/A	N/A	1	Council resolution with 2019/20 Oversight Report
26. 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 2022	6	N/A	N/A	N/A	6 X Copies of Signed Performance Agreements
27. 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)	21	25 X Officials and Councillors capacitated in terms of the workplace skills plan by end June 2023	5	5	5	10	Copies of the Attendance registers and Schedule of training activities attended
28. Transformation and Organisational Development	To Improve, attract, develop and retain best human capital	Occupational Health and Safety	Number of OHS Committee meetings held	New	4 X OHS Committee meetings held by June 2023	1 OHS Meeting	1 OHS Meeting	1 OHS Meeting	1 OHS Meeting	4 X Set of Attendance registers with the Schedule of the Meetings
29. Transformation and Organisational Development	To improve Administration and Governance Capacity	Information and Communication Technology	Number of ICT Steering Committee Meeting Held	4	4 X ICT Steering Committee Meeting Held by 30 June 2023	1	1	1	1	4 X Set of Attendance registers with the Schedule of the Meetings

	KPA	Strategic Objective	Programme / Focus area	Performance Indicators	Baseline 2020/21	Annual Target 2022-2023	Target Quarter 1	Target Quarter 2	Target Quarter 3	Target Quarter 4	Evidence
30.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Organisational Development	Number of approved 2022/23 SDBIP by the Executive Mayor	100% 11 June 2021	1 X 2021/22 SDBIP Approved by the EM by the 28 June 2023	N/A	N/A	N/A	1 X approved 2022/23 SDBIP	Copy of the Approved 2022/23 SDBIP
31.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Monitoring and Evaluation	Number of 2021/22 Annual Performance evaluation conducted	0/1	1X 2021/22 Annual Performance evaluation conducted by 30 June 2021	N/A	N/A	N/A	1	Attendance register and Schedule of 2020/21 Annual Performance Evaluations
32.	Transformation and Organisational Development	To attract, develop and retain ethical and best human capital	Monitoring and Evaluation	Number of Annual report (sec 121) adopted & submitted to MEC	100% approved 30 May 2022	1 X Annual Report (sec 121) adopted & submitted to MEC by 31 March 2023	N/A	N/A	100% Approval of final 20/21 AR	N/A	Council resolution & submission letter
33.	Transformation and Organisational Development	To improve Administration and Governance Capacity	Legal Services	Number of litigation reports compiled and submitted to council	2	4 X litigation reports compiled and submitted to council by 30 June 2023	1	1	1	1	4 X Set of Litigation Reports with Council Resolution
34.	Transformation and Organisational Development	To improve Administration and Governance Capacity	Human Resource Management	Number of LLF meetings held by end June 2023	4	1 X LLF meetings held by end June 2023	1	1	1	1	4 X Set of Attendance register 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	2022/23 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.	PED	Informal Settlement Study	947 000	01/07/2022	30/06/2023	25%	Awarding of tender	50%	implementation	75%	implementation	100%	completion
2.	ID	Roads Asset Management System	2 179 000	01/07/2022	30/06/2023	25%	implementation	50%	implementation	75%	implementation	100%	completion
3.	BTO	LG Financial Management Grant	1 000 000	01/07/2022	30/06/2023	25%	implementation	50%	implementation	75%	implementation	100%	completion
4.	CSSS	ICT Equipment	200 000	01/07/2022	30/06/2023	25%	Awarding of tender	50%	implementation	75%	implementation	100%	completion
5.	CSSS	Procurement of Mayoral Vehicle	700 000	01/07/2022	30/06/2023	25%	Awarding of tender	50%	implementation	75%	implementation	100%	completion

15. PROJECT WORKS PLAN 2022/23 IDP EXPENDITURE BY MONTH

Dpt	PROJECT NAME	2021/22 Roll over Budget	2022/23 Budget	PROJECTED EXPENDITURE - YEAR TO DATE												
				July	August	September	October	November	December	January	February	March	April	May	June	
	Local Economic Development															
PED	Informal Settlement Study	-	947 000	-	-	-	-	447 000	-	-	500 000	-	-	-	-	947 000
	Roads & Storm Water															
ID	Roads Asset Management System	-	2 179 000	-	-	500 000	-	1 000 000	-	-	-	-	-	-	-	2 179 000
	Municipal support & institutional Development															
BTO	LG Financial Management Grant	-	1 000 000	-	-	250 000	-	500 000	-	-	750 000	-	-	-	-	1 000 000
CSSS	ICT Equipment	-	200 000	-	-	-	-	100 000	-	-	100 000	-	-	-	-	200 000
CSSS	Procurement of Mayoral Vehicle	-	700 000	-	-	-	-	700 000	-	-	-	-	-	-	-	700 000
	TOTAL	-	5 026 000	-	-	750 000	-	2 747 000	-	-	1 350 000	-	-	-	-	5 026 000

16. 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.