

2022/23 Adjustments Budget SDBIP



SDBIP
2022/2023

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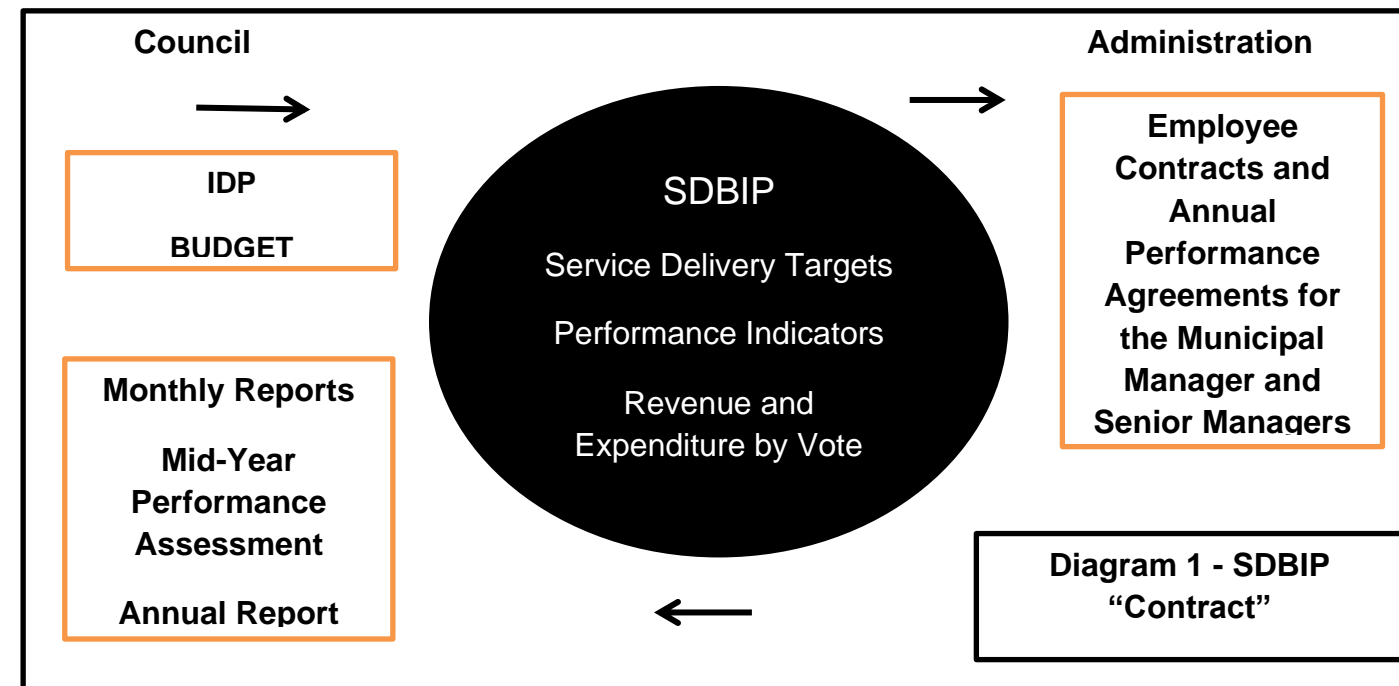
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1. GLOSSARY

AQM	Air Quality Management	MOA	Memorandum of Agreement
CWDM	Cape Winelands District Municipality	MFMA	Municipal Finance Management Act, Act No. 58 of 2003
DMC	Disaster Management Centre	MSA	Municipal Structures Act, Act No. 117 of 1998
DITP	District Integrated Transport Plan	MHS	Municipal Health Services
ECD	Early Childhood Development	MM	Municipal Manager
EPWP	Expanded Public Works Programme	MSA	Municipal Systems Act, Act No. 32 of 2000
KPA	Key Performance Area	PGWC	Provincial Government of the Western Cape
KPI	Key Performance Indicator	SAMRAS	South African Municipal Resource System
ICT	Information and Communications Technology	SCM	Supply Chain Management
IDP	Integrated Developmental Plan	SDBIP	Service Delivery and Budget Implementation Plan
IGR	Inter-Governmental Relations	SDF	Spatial Development Framework
IWMP	Integrated Waste Management Plan	SM	Senior Manager
LED	Local Economic Development	SMME	Small, Medium and Micro-sized Enterprises
LGSETA	Local Government Sector Education Training Authority	SO	Strategic Objective
LTA	Local Tourism Association	WSP	Workplace Skills Plan
MAYCO	Mayoral Committee		

2. INTRODUCTION

The SDBIP seeks to promote municipal accountability and transparency and is an important instrument for service delivery and budgetary monitoring and evaluation. The SDBIP is a partnership contract between the Administration, Council and Community, which expresses the goals and objectives, as set by the Council as quantifiable outcomes that can be implemented by the Administration over the next financial year. *This is illustrated in Diagram 1 below.*



Section 1 of the MFMA defines the 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 services and the execution of its annual budget and which must include (as part of the top-layer) the following:

- (a) Projections for each month of -
 - Revenue to be collected, by source; and
 - Operational and capital expenditure, by vote.
- (b) Service delivery targets and performance indicators for each quarter.

In terms of National Treasury’s Circular No.13 the SDBIP must provide a picture of service delivery areas, budget allocations, and enable monitoring and evaluation. It specifically requires the SDBIP to include;

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (operating and capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Information for expenditure and delivery; and
- Detailed capital works plan.

In terms of Sections 69(3)(a) and (b) of the MFMA, the accounting officer of a municipality must submit to the Mayor within 14 days after the approval of an annual budget, a draft SDBIP for the budget year and drafts of the annual performance agreements as required in terms of section 57(1)(b) of the MSA for the MM and all SM’s. Furthermore, according to Section 53(1)(c)(ii) and (iii) of the MFMA, the Executive Mayor is expected to approve the SDBIP within 28 days after the approval of the budget.

This coincides with the need to table at Council, drafts of the annual performance agreements for the MM and all SM's as required in terms of Section 57(1)(b) of the MSA. The budget implementation section of the SDBIP is categorised in terms of Votes as prescribed by the MFMA. In the case of CWDM, Votes indicate a budget allocation for Core Administration as per the relevant SO.

3. RISK MANAGEMENT

The CWDM is committed to effective risk management in order to achieve our vision, service delivery against our core business and strategic key objectives so as to ensure appropriate outcomes are realised. In the course of conducting our day-to-day business operations, we are exposed to a variety of risks. These risks include operational, as well as other risks that are material and require comprehensive controls to be established and on-going oversight to be conducted.

To ensure business success, the CWDM have adopted an enterprise-wide integrated positive approach to the management of risks. By embedding the risk management process into key business processes, such as planning, operations, and new projects - management will be better equipped to identify events affecting our objectives and to manage risks in ways that are consistent with the approved risk appetite. The CWDM will not only look at the risk of things going wrong, but also the impact of not taking opportunities and/or not capitalizing on municipal strengths. By adopting this positive approach and taking into consideration the IDP, it will enable the CWDM to adequately fulfil its performance expectations.

The Council recognizes the wide range of risks to which the CWDM is exposed. At the CWDM, we are committed to the effective management of risk in order to achieve our goals and objectives, as well as converting risk into opportunities that create value for our stakeholders. It is therefore a SO to adopt a process of integrated risk management that will assist the CWDM in meeting its key goals, most specifically:

- To align the risk-taking behaviour to better achieve the goals and related objectives;
- To protect the reputation and brand name CWDM possesses world-wide;
- To promote a risk awareness ethic in all Departments/Directorates and improve risk transparency to stakeholders;
- To maximise (create, protect and enhance) stakeholder value and net worth, by managing risk(s) that may impact on the development and success indicators; and
- To identify risk improvement opportunities that will maximise business opportunities and sustainable delivery of services and programmes.

The table below shows the three SO's (what we want to achieve):

STRATEGIC OBJECTIVE
1. Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District.
2. Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.
3. Providing effective and efficient financial and strategic support services to the CWDM.

The table below shows strategic risks (what could prevent us from reaching the desired outcomes) that are related to the above 3 strategic objectives.

TOP STRATEGIC RISKS			
No	Risks	Contributing Factors	Consequences
1.	Compromised financial sustainability of the municipality	<ul style="list-style-type: none"> • Own income mainly from interest on investment and grants • Deterioration of economy • Unsustainable other service delivery demands • RSC Replacement less than 3% • Salary component growth for benefits • Bargaining council salary increases - grows with a higher % compared to income (Increasing employee costs year on year) • Continued demand to fill vacancies • DTPW reluctance to commit on future medical aid for roads staff • Straining of rural and social developments financial resources 	<ul style="list-style-type: none"> • Loss of jobs • Reputational risk to the organisation • Impact on service delivery • Bankruptcy • Dissatisfied Community • Financial impact • Municipality having to shut down
2.	Insufficient electricity supply (load shedding)	<ul style="list-style-type: none"> • Lack of maintenance of infrastructure by Eskom 	<ul style="list-style-type: none"> • Limited operational ability for the municipality • Business interruption • Impact on health, economic development and basic services
3.	Loss of provincial roads services function	<ul style="list-style-type: none"> • A lack of alignment between spheres (National, Provincial & Local) of government. 	<ul style="list-style-type: none"> • The loss of income that is now used to fund other services • Not accessible to citizen • Centralisation
4.	Deteriorating employee wellness	<ul style="list-style-type: none"> • Lockdown (losses suffered, unemployment, effect of the war) • Pandemics • Unrealistic objectives • Increased cost of living 	<ul style="list-style-type: none"> • Increase in suicides • Increased sick leave • Possible fraud • Social unrest • Anxiety/depression
5.	Natural disasters	<ul style="list-style-type: none"> • Climate change • Pandemics outbreaks • Increase in fires • Global warming • Increase in floods • Increase in droughts • Pollution 	<ul style="list-style-type: none"> • Business interruption
6.	Social unrest/Increasing social ills	<ul style="list-style-type: none"> • Energy crisis • Increased cost of living • Social development insufficient • Lack of work in the district • Increase in inflation • Pandemics • Political interference 	<ul style="list-style-type: none"> • Energy crisis • Increased cost of living • Social development insufficient • Lack of work in the district • Increase in inflation • Pandemics • Political interference
7.	Commercial crime	<ul style="list-style-type: none"> • Cyber crime • Fraud and corruption • Supply Chain vulnerabilities 	<ul style="list-style-type: none"> • Financial loss • Reputational damage
8.	Operational inefficiencies	<ul style="list-style-type: none"> • Erosion of trust • Silo mentality • Red tape • Change in laws and regulations (e.g., SCM) 	<ul style="list-style-type: none"> • Delayed service delivery • Non-compliance • Reputational damage
9	Third party risk	<ul style="list-style-type: none"> • Under performance of contractors • Inadequate planning and contract management • Constant regulatory changes 	<ul style="list-style-type: none"> • Reputational damage • Financial loss • Cyber security • Inability to deliver services • Fraud and corruption • Legislative actions • Financial losses
10	Limitations to attract, retain and further develop skilled staff	<ul style="list-style-type: none"> • Loss of key personnel • Lack of transfer of skills • Lack of internal revenue source • Disjuncture and disparity in terms of bargaining council and senior managers remuneration. 	<ul style="list-style-type: none"> • Stressed out management due to workload • Less staff to deliver services • Inability to deliver services • Motivation decreases • Loss of expertise at senior management level (willingness to take on senior management roles)

These top strategic risks are currently under review and will be finalised soon. These SO's will form the basis of the CWDM's sustainable long-term strategy in its five-year IDP for 2017/18 – 2021/22. Risk(s) manifest as negative impacts on goals and objectives, or as missed opportunities to enhance institutional performance. Stakeholders expect municipalities to anticipate and manage risks in order to eliminate waste and inefficiency, reduce shocks and crises, and to continuously improve capacity for delivering on their institutionalised mandates. Risk is therefore an event, potential or real, that could have an impact on the institution achieving its objectives. It is also apparent that risk is measured in terms of the **impact** that it would have on the achievement of objectives and the **likelihood** of the risk materialising.

4. MONTHLY PROJECTIONS OF REVENUE TO BE COLLECTED PER STRATEGIC OBJECTIVE

Description	SO	Dec Adj Budget 2022/2023	Jan Adj Budget 2022/2023	Feb Adj Budget 2022/2023	July	August	Sept.	Target Q1	Actual Q1	October	Nov.	Dec.	Target Q2	Actual Q2	January	Feb.	March	April	May	June
GRANTS AND SUBSIDIES																				
EQUITABLE SHARE	3	-2.891.000	-2.891.000	-2.891.000	-	-	-	-	-	-	-	-	-	-	-	-	-2.891.000	-	-	-
EXPANDED PUBLIC WORKS PROGRAMME	2	-1.369.000	-1.369.000	-1.469.000	-	-236.250	-116.550	-352.800	-352.800	-142.145	-192.986	-	-335.131	-335.131	-	-131.000	-200.000	-171.337	-100.000	-178.732
LOC.GOV.FINAN.MANAGEM. GRANT	3	-1.000.000	-1.000.000	-1.000.000	-	-101.232	-50.616	-151.848	-151.848	-50.616	-50.616	-	-101.232	-101.232	-101.232	-50.616	-50.616	-50.616	-50.616	-443.224
NT TRANSFER.RSC REVENUE REPLACEMENT	3	-248.404.000	-248.404.000	-248.404.000	-98.005.000	-	-	-98.005.000	-98.005.000	-	-	-82.927.000	-82.927.000	-82.927.000	-	-	-67.472.000	-	-	-
RURAL ROADS ASSET MAN. SYST (DORA)	2	-2.877.000	-2.877.000	-2.877.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-2.877.000
CWDM INTEGRATED TRANSPORT PLAN (DORA)	2	-	-	-672.322	-	-	-	-	-	-	-	-	-	-	-	-	-672.322	-	-	-
FIRE SERVICE CAPACITY GRANT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SETA - REFUNDS	3	-334.800	-334.800	-334.800	-	-	-	-	-	-	-29.097	-181.533	-210.630	-210.630	-	-	-	-	-	-124.170
COMMUNITY DEVELOPMENT WORKERS (GRANT)	1	-75.000	-75.000	-151.000	-	-	7.121	7.121	7.121	-23.488	-	-	-23.488	-23.488	-11.400	-	-12.500	-	-34.733	-76.000
LOCAL GOVERNMENT INTERNSHIP GRANT	3	-	-	-46.000	-	-	-	-	-	-	-	-	-	-	-	-	-46.000	-	-	-
MUNICIPAL SERVICE DELIVERY AND CAPACITY BUILDING GRANT	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SAFETY PLAN IMPLEMENTATION - (WOSA)	1	-1.500.000	-1.500.000	-1.853.921	-	-	-	-	-	-	-	-	-	-	-	-	-353.921	-	-	-1.500.000
JOINT DISTRICT AND METRO APPROACH GRANT	3	-	-1.000.000	-1.000.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-1.000.000
LOCAL GOVERNMENT PUBLIC EMPLOYMENT SUPPORT GRANT	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WC MUNICIPAL INTERVENTIONS GRANT	1	-	-100.000	-100.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-100.000
EMERGENCY MUNICIPAL LOAD-SHEDDING RELIEF GRANT	2	-	-	-950.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-950.000
PUBLIC CONTRIBUTIONS AND DONATIONS	2	-	-	-51.888	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-51.888
OTHER INCOME																				
INCOME: EXIBITIONS	1	-50.000	-50.000	-50.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-50.000
SUBS. DOW: HIRING OF TOILETS	2	-1.120.000	-1.120.000	-900.000	-	-	-	-	-	-	-169.784	-	-169.784	-169.784	-	-	-	-	-	-730.216
SERVICE CHARGES																				
FIRE FIGHTING	1	-120.000	-120.000	-120.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-120.000
EXTERNAL INTEREST																				
INTEREST EARNED	3	-43.000.000	-43.000.000	-56.000.000	-30.244	-580.546	-1.112.125	-1.722.915	-1.722.914	-1.385.858	-2.002.663	-928.153	-4.316.674	-4.316.674	-	-9.992.082	-9.992.082	-9.992.082	-9.992.082	-9.992.083
MISCELLANEOUS INCOME																				
SALE: WASTE PAPER	3	-800	-800	-800	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-800
SALE: TENDER DOCUMENTS	3	-50.000	-50.000	-50.000	-	-8.125	-417	-8.542	-8.543	-	-400	-	-400	-400	-	-	-	-	-	-41.058
TRANSACTION HANDLING FEE	3	-50.000	-50.000	-50.000	-5.521	-5.567	-5.622	-16.710	-16.710	-5.783	-5.870	-5.894	-17.547	-17.547	-	-3.148	-3.148	-3.148	-3.148	-3.151
ELECTRICITY INCOME	2	-4.000	-4.000	-4.000	-261	-261	-	-522	-522	-87	-	-	-87	-87	-	-	-847	-847	-847	-850
SALE: SCRAP MATERIAL	2	-98.100	-98.100	-98.100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-98.100
RECYCLING OF WASTE	2	-50.000	-50.000	-50.000	-	-480	-	-480	-480	-	-	-	-	-	-	-	-	-	-	-49.520
LICENCE PERMITS & HEALTH CERTIFICATES	1	-600.000	-600.000	-600.000	-25.080	-82.460	-71.060	-178.600	-178.600	-66.880	-34.203	-45.600	-146.683	-146.683	-60.000	-55.000	-45.800	-67.000	-35.000	-11.917
INSURANCE REFUND	3	-340.000	-340.000	-340.000	-	-	-	-	-	-12.084	-11.873	-15.526	-39.483	-39.483	-	-80.000	-30.517	-13.000	-100.000	-77.000
MERCHANDISING, JOBBINGS & CONTRACTS	2	-95.340	-95.340	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MANAGEMENT FEES	3	-12.133.012	-12.133.012	-12.945.154	-	-1.633.540	-816.770	-2.450.310	-2.450.311	-816.770	-816.770	-	-1.633.540	-1.633.540	-	-1.772.260	-1.772.260	-1.772.260	-1.772.260	-1.772.264
MANAGEMENT FEES	2	-134.450	-134.450	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PLAN PRINTING AND DUPLICATES	2	-400	-400	-400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-400
ATMOSPHERIC EMISSIONS	1	-53.000	-53.000	-53.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-53.000
ENCROACHMENT FEES	2	-1.900	-1.900	-1.900	-	-	-	-	-	-	-	-1.850	-1.850	-1.850	-	-	-	-	-	-50
DISCONTINUED OPERATIONS	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AGENCY																				
ROADS AGENCY	2	-125.672.020	-125.672.020	-129.831.218	-17.525.747	-	-8.787.016	-26.312.763	-26.312.764	-	-17.803.838	-7.381.378	-25.185.216	-25.185.216	-	-8.000.000	-10.000.000	-18.500.000	-18.000.000	-23.833.239
ROADS CAPITAL	2	-2.127.900	-2.127.900	-1.173.365	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-1.173.365
RENTAL FEES																				
RENTAL FEES - GENERAL	3	-240.000	-240.000	-240.000	-	-1.290	-5.160	-6.450	-6.449	-2.580	-	-2.580	-5.160	-5.160	-	-	-	-	-	-228.390
		-444.391.722	-445.491.722	-464.308.868	-115.591.853	-2.649.751	-10.958.215	-129.199.819	-129.199.819	-2.506.291	-21.118.100	-91.489.514	-115.113.905	-115.113.907	-172.632	-20.084.106	-93.543.013	-30.570.290	-30.088.686	-45.536.417

5. MONTHLY PROJECTIONS OF OPERATING EXPENDITURE TO BE INCURRED PER STRATEGIC OBJECTIVE

Vote Number	Description	SO	Jan Adj. Budget 2020/2021	Budget 2021/2022	Feb Adj Budget 2021/2022	Budget 2022/2023	Dec Adj Budget 2022/2023	Jan Adj Budget 2022/2023	Feb Adj Budget 2022/2023	July	August	Sept.	Target Q1	Actual Q1	October	Nov.	Dec.	Target Q2	Actual Q2	January	Feb.	March	April	May	June
1000	EXPENDITURE OF THE COUNCIL	3	12.836.813	13.202.669	13.162.256	13.729.810	13.779.810	13.779.810	13.797.326	1.146.185	739.685	940.548	2.826.418	2.826.421	3.071.062	889.353	949.143	4.909.558	4.909.558	15.785	1.177.004	1.171.114	1.255.111	1.162.429	1.279.907
1001	OFFICE OF THE MM	3	3.579.457	3.655.428	3.643.194	3.866.025	3.964.025	3.964.025	4.384.422	519.628	97.035	303.353	920.016	920.017	412.949	481.418	347.905	1.242.272	1.242.270	380.579	340.156	340.589	320.650	348.944	491.216
1002	SUNDRY EXPENDITURE OF THE COUNCIL	3	14.325.547	18.300.825	22.445.603	12.406.724	13.218.868	13.218.868	16.094.420	6.523	2.673.206	111.594	2.791.323	2.791.324	643.723	525.345	1.177.489	2.346.557	2.346.558	11.754	1.087.745	1.090.920	1.085.917	1.176.249	6.503.955
1003	Office of the Mayor	3	2.623.279	2.884.610	3.272.419	3.405.992	3.395.992	3.395.992	3.584.997	200.699	197.672	245.213	643.584	643.594	321.503	317.016	277.765	916.284	916.188	313.785	325.446	326.986	322.136	324.486	412.290
1004	LOCAL ECONOMIC DEVELOPMENT	1	3.531.517	3.472.741	3.216.698	3.941.056	3.761.056	3.761.056	3.942.354	239.445	229.950	232.739	702.134	702.109	448.375	393.559	308.392	1.150.326	1.150.308	233.367	260.030	253.738	443.974	300.716	598.069
1005	OFFICE OF THE SPEAKER	3	1.344.417	1.365.195	1.364.365	1.425.368	1.425.368	1.425.368	1.360.242	119.798	87.707	103.678	311.183	311.187	103.678	103.678	104.663	312.019	312.023	119.400	119.400	119.400	119.400	119.392	140.048
1007	OFFICE OF THE DEPUTY MAYOR	3	981.700	1.061.990	977.610	1.094.228	1.094.228	1.094.228	1.282.453	58.439	37.586	55.682	151.707	151.706	53.186	47.976	53.493	154.655	154.654	127.140	143.244	143.244	143.244	143.086	276.133
1010	PUBLIC RELATIONS	3	3.881.098	3.571.058	3.891.618	3.711.201	3.708.201	3.708.201	3.769.762	158.242	237.606	165.970	561.818	561.820	209.413	281.723	177.040	668.176	668.178	365.879	361.892	368.184	375.146	446.908	621.759
1020	INTERNAL AUDIT	3	2.676.384	2.559.849	2.418.249	2.510.104	2.510.104	2.510.104	2.767.104	209.478	196.301	212.775	618.554	618.559	203.449	328.993	212.479	744.921	744.924	218.381	219.136	221.006	219.806	221.006	304.294
1101	COUNCILLOR SUPPORT	3	1.311.791	1.345.185	1.378.985	1.423.095	1.423.095	1.423.095	1.588.450	121.328	121.328	124.572	367.228	367.228	127.202	121.328	122.913	371.443	371.445	131.273	131.273	131.273	131.273	131.273	193.414
1102	ADMIN SUPPORT SERVICES	3	9.106.741	9.182.707	9.721.068	10.076.922	10.095.922	10.095.922	10.317.014	637.865	691.393	675.257	2.004.515	2.004.513	698.168	1.093.281	887.291	2.678.740	2.678.741	905.857	905.857	905.857	905.857	905.857	1.104.474
1103	TOURISM	1	4.613.690	5.056.166	4.810.824	6.034.222	6.014.222	6.014.222	6.140.592	292.983	286.360	407.009	986.352	986.358	338.081	602.432	297.688	1.238.201	1.238.203	284.395	464.883	696.455	753.422	716.362	1.000.522
1110	HUMAN RESOURCE MANAGEMENT	3	10.107.248	10.761.097	10.659.504	11.754.352	11.753.352	11.753.352	11.649.384	640.129	716.235	616.677	1.973.041	1.973.044	663.889	919.706	604.683	2.188.278	2.188.279	1.098.906	1.098.906	1.122.906	1.098.906	1.113.906	1.954.535
1164	PROPERTY MANAGEMENT	3	14.302.965	15.389.259	15.924.243	17.440.623	17.190.623	17.190.623	17.495.759	345.579	666.069	989.011	2.000.659	2.000.656	2.843.747	1.089.090	1.189.644	5.122.481	5.122.476	1.649.864	1.752.149	1.752.160	1.752.160	1.752.149	1.714.137
1165	BUILDINGS MAINTENANCE	2	4.801.248	5.126.606	5.747.370	4.812.084	4.812.084	4.812.084	6.332.720	508.691	331.065	342.474	1.182.230	1.182.231	467.625	272.101	933.462	1.673.188	1.673.190	203.631	215.554	313.832	221.863	212.196	2.310.226
1166	COMMUNICATION/ TELEPHONE	3	325.282	372.693	380.183	422.840	422.840	422.840	431.825	22.888	22.923	24.431	70.242	70.238	29.937	42.499	32.888	105.324	105.322	36.897	36.897	36.968	36.968	36.968	71.561
1201	MANAGEMENT: FINANCIAL SERVICES	3	5.593.656	6.638.193	5.712.816	6.896.131	6.921.131	7.021.131	6.129.252	571.069	304.556	424.005	1.299.630	1.299.633	373.598	507.260	401.167	1.282.025	1.282.280	362.053	362.283	367.835	482.688	361.248	1.611.510
1202	FINANCIAL MANAGEMENT GRANT	3	3.361.820	3.979.440	4.019.420	4.050.868	4.050.868	4.050.868	3.783.484	53.182	74.183	53.182	180.547	180.549	53.183	53.182	53.182	159.547	159.549	53.831	1.066.147	53.831	108.242	608.242	1.553.097
1205	BUDGET AND TREASURY OFFICE	3	6.834.279	6.900.391	7.173.364	7.441.277	7.441.277	7.441.277	7.627.532	524.907	564.404	526.165	1.615.476	1.615.476	526.165	762.651	556.793	1.845.609	1.845.608	528.723	728.723	578.723	581.969	753.253	995.056
1210	INFORMATION TECHNOLOGY	2	13.227.642	12.840.753	13.294.476	12.740.146	12.740.146	12.740.146	12.057.353	294.516	655.281	2.255.967	3.205.764	3.205.763	474.540	517.920	1.246.461	2.238.921	2.238.918	530.509	522.705	850.243	522.140	524.075	3.662.996
1215	TELECOMMUNICATION SERVICES	2	3.936.200	3.636.200	3.636.200	3.936.200	3.936.200	3.936.200	3.936.200	204.753	-	593.482	798.235	798.235	293.418	425.700	24.846	743.964	743.964	1.866	266	150.210	266	266	2.241.127
1235	PROCUREMENT	3	7.925.606	7.668.761	7.495.191	7.762.072	7.762.072	7.762.072	8.708.618	572.104	773.791	659.991	2.005.866	2.005.889	601.415	863.785	597.251	2.062.451	2.062.455	629.712	674.183	721.820	675.189	616.006	1.323.371
1238	EXPENDITURE	3	4.353.856	4.138.290	4.026.778	4.183.248	4.158.248	4.158.248	4.615.040	293.674	295.237	263.028	851.939	851.936	252.395	408.268	267.969	928.632	928.629	417.599	417.599	417.599	417.599	417.599	746.474
1301	MANAG: ENGINEERING	2	3.345.057	3.200.324	2.850.540	3.012.969	3.012.969	3.012.969	2.984.676	451.890	-9.305	216.634	659.219	659.223	224.011	286.512	234.147	744.670	744.673	224.836	225.821	225.851	229.369	226.323	448.587
1310	TRANSPORT POOL	3	2.040.500	2.378.900	2.765.700	2.521.700	2.721.700	2.721.700	3.270.200	2.400	11.863	142.761	157.024	157.024	226.689	282.737	411.307	920.733	920.734	405.925	407.925	405.925	405.925	405.925	160.818
1330	PROJECTS	2	6.270.960	6.276.680	5.368.141	9.649.444	9.649.444	9.649.444	5.530.432	98.491	101.244	97.853	297.588	297.590	97.457	316.117	176.545	590.119	590.177	96.712	120.791	890.389	262.889	231.285	3.040.659
1331	WORKING FOR WATER (WFA)	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1361	ROADS-MAIN/ DIV. INDIRECT	2	91.848.863	91.957.460	83.524.415	81.701.060	91.681.058	91.681.058	92.340.452	3.117.447	5.501.768	4.076.727	12.695.942	12.695.928	4.634.793	6.922.820	3.443.112	15.000.725	15.000.720	5.579.958	7.459.795	7.657.192	9.598.344	11.749.722	22.598.774
1362	MANAGEMENT: ROADS	2	8.809.974	8.958.889	10.576.292	10.992.493	11.012.493	11.012.493	11.430.467	776.531	751.253	786.415	2.314.199	2.314.201	773.946	1.226.470	752.699	2.753.115	2.753.113	735.635	744.285	746.233	747.515	760.785	2.628.700
1363	ROADS: WORKSHOP	2	9.969.758	10.978.612	10.558.250	10.971.951	10.971.951	10.971.951	11.610.998	689.095	699.592	699.723	2.088.410	2.088.410	718.756	1.065.023	924.227	2.708.006	2.708.004	724.410	755.507	758.782	735.343	973.049	2.867.491
1364	ROADS: PLANT	2	8.755.687	9.755.687	8.443.984	7.672.614	14.172.614	14.172.614	14.459.201	47.689	272.011	965.352	1.285.052	1.285.052	1.252.063	1.360.512	1.328.665	3.941.240	3.941.240	639.388	929.726	1.075.426	2.016.396	3.029.958	1.542.015
1441	MUNICIPAL HEALTH SERVICES	1	39.448.380	39.071.617	38.945.507	40.768.994	40.768.994	40.768.994	42.596.621	2.988.013	2.412.960	3.123.326	8.524.299	8.524.297	2.991.481	4.362.835	2.980.637	10.334.953	10.334.926	2.910.023	3.091.278	2.965.366	3.497.105	3.062.014	8.211.583
1475	SOCIAL DEVELOPMENT	1	2.755.016	2.971.601	2.867.637	2.812.508	3.012.508	3.012.508	3.316.526	205.848	201.598	205.933	613.379	613.381	209.797	338.179	215.339	763.315	763.317	202.006	205.506	249.806	240.506	239.355	802.653
1477	RURAL DEVELOPMENT	1	330.273	27.400	134.430	359.076	359.076	359.076	390.762	43	-	5.206	5.249	5.249	-	-	-	-	-	-	-	-	9.794	-	375.719
1478	MANAG: RURAL AND SOCIAL	1	3.380.855	3.676.307	3.349.338	3.640.548	3.630.548</																		

6. EXPENDITURE AND DELIVERY (PROJECTS)

Description	SO	Budget 2021/2022	Feb Adj Budget 2021/2022	Budget 2022/2023	Dec Adj Budget 2022/2023	Jan Adj Budget 2022/2023	Feb Adj Budget 2022/2023	July	August	Sept.	Target Q1	Actual Q1	October	Nov.	Dec.	Target Q2	Actual Q2	January	Feb.	March	April	May	June
Com. and Dev. Services	1	1.521.537	1.071.537	1.521.537	1.521.537	1.521.537	1.244.596	-	2.262	13.134	15.396	15.396	64.749	205.843	19.812	290.404	290.404	136.680	187.162	217.369	143.391	176.680	77.514
Technical Services	2	7.928.000	3.335.500	8.620.000	8.620.000	8.620.000	8.634.500	-	-	204.455	204.455	204.455	531.795	95.486	87.812	715.093	715.093	-	-	370.835	128.045	-	7.216.072
Regional Dev. and Planning	1	8.536.000	7.689.389	8.717.000	8.717.000	8.717.000	7.642.299	-	443.345	698.495	1.141.840	1.141.840	362.345	583.460	84.185	1.029.990	1.029.991	90.000	358.950	1.096.830	2.053.024	1.781.665	90.000
Rural and Social Dev.	1	5.758.450	5.170.212	5.758.450	5.758.450	5.758.450	6.620.783	542.695	475.299	1.238.933	2.256.927	2.256.924	1.147.637	419.713	318.218	1.885.568	1.885.569	557.928	430.223	465.559	684.372	310.972	29.234
		23.743.987	17.266.638	24.616.987	24.616.987	24.616.987	24.142.178	542.695	920.906	2.155.017	3.618.618	3.618.615	2.106.526	1.304.502	510.027	3.921.055	3.921.057	784.608	976.335	2.150.593	3.008.832	2.269.317	7.412.820

7. CAPITAL BUDGET (Three Years)

Description	SO	Budget 2022/2023	Dec Adj Budget 2022/2023	Jan Adj Budget 2022/2023	Feb Adj Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	July	Aug.	Sept.	Target Q1	Actual Q1	Oct.	Nov.	Dec.	Target Q2	Actual Q2	Jan.	Feb.	March	April	May	June
Public Relations	3	200.000	200.000	200.000	233.300	-	-	-	-	-	-	-	-	-	-	-	-	-	-	23.600	6.700	203.000	-
Admin. Support Services	3	1.813.500	1.733.500	1.733.500	913.834	21.500	-	-	-	8.184	8.184	8.184	-	103.360	630.883	734.243	734.245	1.600	25.800	-	-	-	144.007
Human Resources Management	3	2.500.000	2.500.000	2.500.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Management	3	20.000	20.000	20.000	4.400	22.000	24.000	-	-	-	-	-	-	4.400	-	4.400	4.400	-	-	-	-	-	-
Buildings : Maintenance	2	6.278.400	6.278.400	6.278.400	6.009.079	3.516.000	5.405.000	-	-	-	-	-	-	101.454	-	101.454	101.454	-	-	610.565	-	100.000	5.197.060
Finance Dept.: Management and Finance	3	-	80.000	80.000	246.150	-	-	-	-	-	-	-	-	-	-	-	-	26.150	-	200.000	-	-	20.000
Information Technology	2	5.930.000	5.930.000	5.930.000	5.118.458	2.650.000	-	-	-	-	-	-	-	55.260	306.070	361.330	361.331	-	-	50.000	-	1.030.000	3.677.128
Eng. & Infrastructure Serv. : Management	2	71.600	71.600	71.600	62.261	-	-	-	-	-	-	-	62.261	-	-	62.261	62.260	-	-	-	-	-	-
Transport Pool	3	4.440.000	4.440.000	4.440.000	-	700.000	700.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Projects and Housing	2	64.000.000	64.000.000	64.000.000	4.000.000	45.800.000	-	-	-	123.250	123.250	123.250	-	53.340	500.595	553.935	553.935	-	-	-	-	-	3.322.815
Roads-Main/Div. Indirect	2	2.127.900	2.127.900	2.127.900	1.173.366	736.500	-	-	-	596	596	596	1.822	45.557	6.245	53.624	53.623	3.017	3.544	33.757	-	48.828	1.030.000
Municipal Health Services	1	180.000	180.000	180.000	184.525	18.000	18.000	-	-	-	4.625	4.625	4.625	-	-	-	-	-	-	-	179.900	-	-
Rural Development	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management: Comm and Dev Planning Services	1	5.000	5.000	5.000	5.000	-	-	-	-	-	-	-	-	-	-	-	-	-	5.000	-	-	-	-
Disaster Management	1	11.845.000	11.845.000	11.845.000	50.000	4.790.000	2.045.000	-	-	-	-	-	-	-	-	-	-	-	-	50.000	-	-	-
Fire Services	1	24.772.000	24.772.000	24.772.000	13.086.958	8.330.000	9.545.000	-	-	-	-	-	-	1.010.050	-	1.010.050	1.010.050	2.182.865	123.030	-	-	36.000	9.735.013
		124.183.400	124.183.400	124.183.400	31.087.331	66.584.000	17.737.000	-	-	136.655	136.655	136.655	64.083	1.373.421	1.443.793	2.881.297	2.881.297	2.213.632	157.374	967.922	186.600	1.417.828	23.126.023

7.1 BUDGET LINK IDP/STRATEGIC OBJECTIVES/PREDETERMINED OBJECTIVES

Nr	Strategic Objective	Budget Allocation 2022/2023	Nr	Predetermined Objective	Budget Allocation 2022/2023
1.	Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District.	R 159 764 417	1.1	Provide a comprehensive and equitable MHS including AQM throughout the CWDM.	R 43 841 217
			1.2	Ensure coordination of multi-disciplinary and sectoral disaster risk reduction through integrated institutional capacity for Disaster Risk Management, Disaster Risk Assessment and Response and Recovery.	R 9 181 285
			1.3	Effective planning and coordination of specialized fire-fighting services throughout the CWDM.	R 73 205 990
			1.4	To facilitate environmentally sustainable economic development planning through the development and maintenance of strategic partnerships, investment attraction, retention and opportunities, SMME support and development, skills development and information knowledge.	R 19 442 512
			1.5	To facilitate, ensure, and monitor the development and empowerment of the poor by graduating people out of poverty, social inclusion and improving the livelihood of the: poor; vulnerable groups; rural farm dwellers; and rural communities.	R 14 093 413
2.	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	R 173 270 850	2.1	To comply with the administrative and financial conditions of the PGWC roads agency function agreement.	R 129 841 118
			2.2	To implement sustainable infrastructure services.	R 9 317 396
			2.3	To increase levels of mobility in the Cape Winelands District.	R 7 231 851
			2.4	To improve infrastructure services for rural dwellers.	R 10 886 932
			2.5	To implement an effective ICT support system.	R 15 993 553
3.	Providing effective and efficient financial and strategic support services to the CWDM.	R 129 150 236	3.1	To facilitate and enhance sound financial support services.	R 30 863 926
			3.2	To strengthen and promote participative and accountable IGR and governance.	R 36 119 438
			3.3	To facilitate and enhance sound strategic support services.	R 62 166 872
Total		R 462 185 503			R 462 185 503

8. CWDM STRATEGIC OBJECTIVES

CAPE WINELANDS DISTRICT MUNICIPALITY – STRATEGIC OBJECTIVES:	
Office of the Municipal Manager:	<p>Strategic Support to the organisation to achieve the objectives as set out in the IDP through:</p> <ul style="list-style-type: none"> • A well-defined and operational IDP Unit; • A well-defined and operational Performance Management Unit; • A well-defined and operational Risk Management Unit; • A well-defined and operational Internal Audit Unit; and • A well-defined and operational Communications Unit.

NO.	STRATEGIC OBJECTIVES
SO 1	Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District.
SO 2	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.
SO 3	Providing effective and efficient financial and strategic support services to the CWDM.

CAPE WINELANDS DISTRICT MUNICIPALITY: PREDETERMINED OBJECTIVES	
1.1	Provide a comprehensive and equitable MHS including AQM throughout the area of the CWDM.
1.2	Ensure coordination of multi-disciplinary and sectoral disaster risk reduction through integrated institutional capacity for Disaster Risk management, Disaster Risk Assessment and Response and Recovery.
1.3	Effective planning and coordination of specialized fire-fighting services throughout the area of the CWDM.
1.4	To facilitate environmentally sustainable economic development planning through the development and maintenance of strategic partnerships, investment attraction, retention and opportunities, SMME support and development, skills development and information knowledge.
1.5	To facilitate, ensure, and monitor the development and empowerment of the poor by graduating people out of poverty, social inclusion and improving the livelihood of the: poor; vulnerable groups; rural farm dwellers; and rural communities.
2.1	To comply with the administrative and financial conditions of the PGWC roads agency function agreement.
2.2	To implement sustainable infrastructure services throughout the area of the CWDM.
2.3	To increase levels of mobility throughout the area of the CWDM.
2.4	To improve infrastructure services for rural dwellers throughout the area of the CWDM.
2.5	To implement an effective ICT support system.
3.1	To facilitate and enhance sound financial support services.
3.2	To strengthen and promote participative and accountable governance.
3.3	To facilitate and enhance sound strategic support services.

8.1 NATIONAL KPA's:

1. Basic Service Delivery;
2. Municipal Institutional Development and Transformation;
3. LED;
4. Financial Viability; and
5. Good Governance and Public Participation.

Over Performance	100% +
Target Achieved	100%
Target Almost Achieved	80% to 99%
Under Performance	1% to 79%
No Target for Quarter	0
Zero Performance	0%

9. QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS (ORGANISATIONAL KPI's)

STRATEGIC OBJECTIVE 1 - Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District															
CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
1.1	1.1.1	To administer an effective environmental health management system in order to achieve the environmental health objectives set.	1.1.1.1	Monthly report to PGWC on all MHS matters by the 15 th of the following month (Sinjani report).	12	3	3	3	3	3		3		12	
	1.1.2	To facilitate effective environmental pollution control through identification, evaluation and/or monitoring to prevent air pollution.	1.1.2.1	Submission of the annual Air Quality Officer Report to PGWC.	1	0	0	0	0	0		1		1	
	1.1.3	To improve the livelihoods of citizens in the Cape Winelands District.	1.1.3.1	Number of water and/or sanitation subsidies granted to citizens in the Cape Winelands District.	20	5	3	5	5	5		5		20	
1.2	1.2.1	To coordinate an effective disaster management division in order to achieve the disaster management objectives set.	1.2.1.1	Number of bi-annual Disaster Management Advisory Forums held.	2	0	0	1	1	0		1		2	
1.3	1.3.1	Effective planning and co-ordination of specialized fire-fighting services.	1.3.1.1	Pre-fire season and post-fire season reports submitted to Council for consideration for approval.	2	0	0	1	1	0		1		2	
	1.3.2	Build fire-fighting capacity.	1.3.2.1	Number of officials trained by the CWDM Fire Services Academy.	40	20	77	20	80	0		0		40	Quarter 4 target decreased to 0, thus affecting the annual target reduction from 60 to 40 due to SAESI accreditation not finalized.

STRATEGIC OBJECTIVE 1 - Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District															
CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
1.4	1.4.1	To fulfil a coordinating role in terms of town and regional planning within the Cape Winelands District.	1.4.1.1	Annual review of CWDM's SDF, submitted to Council for consideration for approval.	1	0	0	0	0	0		0		0	Quarter 4 target decreased from 1 to 0. Annual target decreased to 0. SDF was approved in previous financial year and the data remains relevant for the current financial year.
	1.4.2	Implement environmental management activities to achieve environmental sustainability.	1.4.2.1	Number of hectares cleared through the EPWP Invasive Alien Vegetation Management Project.	2 250	0	0	0	0	1 000		1 390		2 390	Quarter 4 target decreased from 1550 to 1390. Annual target decreased to 2390. Fewer project sites are being cleared.
	1.4.3	To fulfil a coordinating role in terms of Economic and Tourism Development within the Cape Winelands District.	1.4.3.1	Number of LTA Forums coordinated by the CWDM.	4	1	1	1	1	1		1		4	
			1.4.3.2	Number of LED Forums coordinated by the CWDM.	4	1	1	1	1	1		1		4	
1.5	1.5.1	To improve the livelihoods of citizens in the Cape Winelands District.	1.5.1.1	Number of ECD centres supported by the CWDM.	40	0	0	0	0	34		1		35	Quarter 4 target increased from 0 to 1. Annual target increased to 35. ECD Summit planned for the Cape Winelands.
			1.5.1.2	Number of youths who complete the skills development project.	11	0	0	0	0	11		0		11	

STRATEGIC OBJECTIVE 2 - Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
2.1	2.1.1	Roll-out and implementation of the maintenance function and activities for proclaimed roads as an agent on behalf of the Western Cape Department of Transport and Public Works.	2.1.1.1	Conclude the annual MOA or addendum with PGWC.	1	0	0	0	0	1		0		1	
			2.1.1.2	Kilometres of roads re-sealed.	0	0	0	0	0	0	0	0		0	Quarter 3 target adjusted from 10.69 to 0. Had to redirect resources to attend to flood damage repairs resulting from December 2022 floods
			2.1.1.3	Kilometres of roads bladed.	5 000	1 300	604.26	1 300	865.34	1 200		1 200		5 000	
			2.1.1.4	Kilometres of roads re-gravelled.	12	1	0	1	0	1		1.5		4.5	
2.2	2.2.1	Coordinate and improve the planning of infrastructure services in the Cape Winelands District.	2.2.1.1	Annual review, and alignment with review outcome, of the IWMP and submit to Council for consideration for approval.	1	0	0	0	0	0		1		1	
2.3	2.3.1	Improve pedestrian safety throughout the Cape Winelands District.	2.3.1.1	Annual review, and alignment with review outcome, of the DITP and submit to Council for consideration for approval.	1	0	0	0	1	0		1		1	
			2.3.1.2	Number of sidewalks and/or embayments and/or bus shelters completed or upgraded.	0	0	0	0	0	0	0	2		2	Quarter 4 target adjusted from 22 to 2. The bus shelters will not be implemented and therefor the reduction in quantities.
2.4	2.4.1	To improve infrastructure services for citizens in the Cape Winelands District.	2.4.1.1	Percentage of project budget spent on rural projects.	90%	5% (Cumulative)	0.10%	20% (Cumulative)	4.20%	40% (Cumulative)		90% (Cumulative)		90% (Cumulative)	

STRATEGIC OBJECTIVE 2 - Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
			2.4.2.1	Number of schools assisted with ablution facilities and/or improved water supply.	2	0	0	0	0	0		2		2	Quarter 4 target adjusted from 3 to 2. One of the schools were completed by the Department Public Works due to the time it took to award our tender.
			2.4.2.2	Number of solar geysers installed.	200	0	10	70	23	40		40		150	Quarter 3 adjusted from 80 to 40. Quarter 4 target adjusted from 70 to 40. The reducing of units is due to farmers response.
	2.4.2	To improve the livelihoods of citizens in the Cape Winelands District.	2.4.2.3	Number of sport facilities upgraded or completed and/or supplied with equipment.	2	2	0	0	0	0		6		8	Quarter 3 target adjusted from 2 to 0. Quarter 4 target adjusted from 2 to 6. Changes being made due to the late awarding of tenders.

STRATEGIC OBJECTIVE 2 - Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
2.5	2.5.1	To improve ICT governance in the Cape Winelands District.	2.5.1.1	Annual review, and alignment with review outcome, of the ICT Governance Framework and/or the ICT Strategic Plan and submit to Council for consideration for approval.	1	0	0	0	0	0		1		1	

STRATEGIC OBJECTIVE 3 - Providing effective and efficient financial and strategic support services to the Cape Winelands District Municipality (Chief Financial Officer and Municipal Manager)

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
3.1	3.1.1	To compile a budget that is available before the start of the financial year.	3.1.1.1	Compilation of a budget and submitted to Council by 31 May.	1	0	0	0	0	0		1		1	
	3.1.2	Transparent and accountable reporting to all stakeholders.	3.1.2.1	Compilation of a mid-year assessment (section 72 report), submitted to Council by 31 January.	1	0	0	0	0	1		0		1	
	3.1.3	Fair, equitable, transparent, competitive and cost-effective SCM practices.	3.1.3.1	Submit to Council a report on the implementation of SCM (within 30 days after financial year-end).	1	1	1	0	0	0		0		1	
	3.1.4	To promote the financial viability of the CWDM through sound financial management practices	3.1.4.1	Maintaining a sound liquidity ratio as at financial year-end.	10,5:1	0	0	0	0	0		17.67:1		17.67:1	Quarter 4 target adjusted from 10.5:1 to 17.67:1. Annual target therefore adjusted to 17.67.
			3.1.4.2	Maintaining a sound Impairment of Property, Plant and Equipment and Investment Property and Intangible Assets Ratio	0%	0	0	0	0	0		0%		0%	
			3.1.4.3	Maintain a sound Cash / Cost Coverage Ratio as at financial year-end.	1 to 3 months	0	0	0	0	0		1 to 3 months		1 to 3 months	
			3.1.4.4	Maintain a sound Level of Cash Backed Reserves Ratio as at financial year-end.	100%	0	0	0	0	0		100%		100%	
			3.1.4.5	Maintain a sound Net Operating Surplus Margin Ratio as at financial year-end.	Equal to and greater than 0%	0	0	0	0	0		Equal to and greater than 0%		Equal to and greater than 0%	
3.1.4.6	Maintain a sound Creditors Payment Period Ratio as at financial year-end.	30 days	0	0	0	0	0		30 days		30 days				
3.2	3.2.1	To coordinate functional statutory and other committees	3.2.1.1	Number of Council meetings that are supported administratively	7	1	2	1	2	3		2		7	

STRATEGIC OBJECTIVE 3 - Providing effective and efficient financial and strategic support services to the Cape Winelands District Municipality (Chief Financial Officer and Municipal Manager)

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
			3.2.1.2	Number of MAYCO meetings that are supported administratively	9	2	2	2	2	2		2		8	<p>Quarter 3 target adjusted from 3 to 2.</p> <p>Annual target decreased from 9 to 8 due to cancelled MAYCO meeting.</p>
3.3	3.3.1	To capacitate a skilled and competent workforce in order to realise organisational SO's	3.3.1.1	Number of WSP submissions to the LGSETA.	1	0	0	0	0	0		1		1	
			3.3.1.2	The percentage of CWDM's training budget actually spent on implementing its WSP.	90%	5% (cumulative)	6%	20% (cumulative)	11%	35% (cumulative)		80% (cumulative)		80%	<p>Estimated: R 335 511.83 amount to be spent in Q3.</p> <p>Implementation of the training confirmed by Roads Departments and OHS Officer at Meeting held on 31 Jan 2023.</p> <p>Estimated: R 614 488-17. amount to be spent in Q4 (All Compliance Training Courses).</p>
	3.3.2	Facilitate an administrative function in so far as it relates to labour relations	3.3.2.1	Number of Employment Equity report submissions to the Department of Labour.	1	0	0	0	0	1		0		1	
3.3	3.3.3	To manage the capital funds spent in relation to the receipt thereof for improved service delivery	3.3.3.1	The percentage of CWDM's capital budget actually spent by the end of the financial year	80%	0	0.11%	0	2%	0		80%		80%	

STRATEGIC OBJECTIVE 3 - Providing effective and efficient financial and strategic support services to the Cape Winelands District Municipality (Chief Financial Officer and Municipal Manager)

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
	3.3.4	To promote a corruption-free CWDM.	3.3.4.1	Establishment of an externally managed corruption hotline	1	0	0	0	0	0		1		1	
	3.3.5	To transform the work force of the CWDM in terms of representation	3.3.5.1	Number of people from employment equity target groups employed in the 3 highest levels of management in compliance with CWDM's approved Employment Equity Plan	90%	0	0	0	0	0		90%		90%	
	3.3.6	To improve the livelihoods of citizens in the CWDM area	3.3.6.1	Number of work opportunities created (in person days) through CWDM's various initiatives	7 500	1 260	1 777	1 260	2 297	3 410		3 410		9 340	
	3.3.7	To improve inter-governmental relations within the district as with other districts.	3.3.7.1	Improve inter-governmental relations within the district by initiating and participating in the DCF and JDMA meetings.	6	2	2	2	1	2		2		8	

QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS (PROJECTS)

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2022/23 Budget	2022/23 February Adjustment Budget	Actual Spending Q2	Unit of Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
1	1.1	1.a	1	Subsidies – Water & Sanitation	R 1 000 000	R 723 059	R 147 434	Number of farms serviced	40	10	9	10	11	10		10		40	Quarter 3 target decreased from 14 to 10. Annual target decreased to 40. Budget decreased from R1 000 000 to R723 059. No competitive bids complying with specifications were received.
1	1.1	1.b	1	Environmental Health Education	R 521 537	R 521 537	R 158 367	Number of theatre performances	70	0	0	0	0	45		25		70	Quarter 3 target increased from 24 to 45 and quarter 4 target increased from 12 to 25. Annual target increase from 36 to 70. Service provider quoted lower than expected therefore more theatre performances could be implemented.
1	1.2	1.d	5	Disaster Risk Assessments	-	-	-	Number of community-based risk assessment workshops	0	0	0	0	0	0		0		0	
1	1.4	1.e	5	River Rehabilitation (EPWP)	R 100 000	R 100 000	-	Hectares cleared	100	0	0	0	0	0		90		90	Quarter 4 target decreased from 100 to 90. Annual target decreased from 100 to 90. Fewer project sites are being cleared.
1	1.4	1.f	3	Entrepreneurial Seed Funding	R 500 000	R 453 000	-	Number of SMME's supported	27	0	0	0	0	0		29		29	Annual target decreased from 32 to 29. 3 Beneficiaries cannot be found. Budget decreased from R500 000 to R453 000.
1	1.4	1.g	3	Business Retention & Expansion	R 700 000	R 660 000	R 440 000	Number of action plans for tourism sector	28	0	0	3	3	5		15		23	Quarter 4 target decreased from 17 to 15. Annual target decreased from 25 to 23. Budget decrease from R700 000 to R660 000. DLTA no longer exist as an organization therefore their funding cannot be transferred for the 2 BR&E projects and the target for the programme had to be adjusted.

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2022/23 Budget	2022/23 February Adjustment Budget	Actual Spending Q2	Unit of Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
1	1.4	1.h	3	Investment Attraction Programme	R 680 000	R 690 000	R 50 000	Number of projects implemented	2	0	0	0	0	0		2		2	Budget increased from R680 000 to R690 000. An additional activity funded under the programme.
1	1.4	1.i	3	Small Farmers Support Programme	R 500 000	R 500 000	-	Number of small farmers supported	11	0	0	0	0	0		7		7	
1	1.4	1.j	3	SMME Training & Mentorship	R 975 000	R 724 000	-	Number of M & E Reports	2	0	0	0	0	1		1		2	Budget decreased from R975 000 to R724 000. Decrease due to lower tender amount awarded.
1	1.4	1.k	3	Tourism Month	R 71 000	R 60 970	R 29 895	Tourism month activities	1	1	1	0	0	0		0		1	
1	1.4	1.l	3	Tourism Business Training	R 950 000	R 1 113 600	R 490 800	Number of training and mentoring sessions	9	0	4	4	0	5		1		10	Quarter 4 target increased from 0 to 1. Annual target increased to 10. High demand from stakeholders for additional tourism training.
1	1.4	1.m	3	Tourism Educationals	R 300 000	R 300 000	R 80 000	Number of educationals	15	4	3	4	2	3		4		15	
1	1.4	1.n	3	LTA Projects	R 450 000	R 390 000	R 90 000	Number of LTA's participating	15	5	1	10	5	0		0		15	Budget decreased from R450 000 to R390 000. DLTA no longer exist as an organization therefore their funding cannot be transferred.
1	1.4	1.o	3	Tourism Events	R 477 000	R 477 000	R 350 400	Number of tourism events	10	10	10	12	11	3		5		30	
1	1.4	1.p	3	Tourism Campaigns	R 528 000	R 481 630	R 322 750	Campaigns implemented	4	1	1	1	1	1		1		4	Budget decreased from R528 000 to R 481 630. Budgeted amount was decreased due to savings incurred.
1	1.4	1.q	3	Township Tourism	R 500 000	R 500 000	R 317 985	Number of SMME's linked with formal economy	3	1	1	1	1	1		0		3	

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2022/23 Budget	2022/23 February Adjustment Budget	Actual Spending Q2	Unit of Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
1	1.4	1.r	3	EPWP Invasive Alien Management Programme	R 1 986 000	R 1 192 099	-	Number of hectares cleared	2 150	0	0	0	0	1 000		1 300		2 300	Quarter 4 target decrease from 1450 to 1300. Annual target decrease from 2450 to 2300. Fewer project sites are being cleared. Budget adjusted to R 1 192 099
1	1.5	1.s	1	HIV/AIDS Programme	R 122 500	R 122 500	R 37 478	Number of HIV/AIDS Programmes Implemented	5	1	1	3	3	1		0		5	
1	1.5	1.t	1	Artisan Skills Development	R 150 000	R 150 000	-	Number of skills development initiatives implemented	1	0	0	0	0	1		0		1	
1	1.5	1.u	1	Elderly	R 342 240	R 341 600	R 184 671	Number of Active Age programmes implemented	6	1	1	1	1	1		1		4	
1	1.5	1.v	1	Disabled	R 396 000	R 396 000	R 256 427	Number of interventions implemented which focus on the rights of people with disabilities.	5	0	0	3	3	2		0		5	
1	1.5	1.w	1	Community Support Programme	R 400 000	R 386 657	R 346 658	Number of Service Level Agreements signed with community-based organisations	31	0	0	0	0	30		0		30	Budget decreased from R 400 000 to R 386 657
1	1.5	1.x	1	Families and Children	R 601 500	R 701 500	R 426 746	Programmes and support for vulnerable children	6	2	2	2	2	1		1		6	
								Provision of sanitary towels	1	0	0	0	0	1		0		1	
1	1.5	1.y	1	Sport, Recreation and Culture Programmes	R 2 992 420	R 3 618 736	R 2 554 396	Number of programmes	21	5	5	5	5	5		7		22	Budget increased from R2 992 420 to R 3 618 736. Quarter 4 target increase from 3 to 7. Annual target increased from 18 to 22. Received additional funding in the adjustment budget therefor more sports programmes could be accommodated.
1	1.5	1.y.1	1	Youth	R 451 900	R 451 900	R 93 340	Number of youth development programmes	4	0	0	1	1	2		1		4	
1	1.5	1.y.2	1	Women	R 101 890	R 101 890	R 48 670	Number of awareness programmes	4	2	2	1	1	0		1		4	
1	1.5	1.y.3	1	Early Childhood Development	R 200 000	R 350 000	R 194 106	Number of ECDs supported	40	0	0	0	0	34		1		35	Quarter 4 target increased from 0 to 1. Annual target increased from 34 to 35. ECD Summit planned for the Cape Winelands

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2022/23 Budget	2022/23 February Adjustment Budget	Actual Spending Q2	Unit of Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
2	2.1	1.z	3	Clearing Road Reserves	R 1 300 000	R 1 333 000	R 162 093	Kilometres of road reserve cleared	338	0	0	0	67.30	320		320		640	Budget increased from R1 300 000 to R1 333 000 because of known tender prices.
2	2.1	1.bb	3	Road Safety Education	R 928 000	R 928 000	R 689 955	Number of Road Safety Education Programmes completed	1	0	0	1	1	0		0		1	
2	2.2	1.dd	3	Provision of Water and/or Sanitation services to Schools	R 500 000	R 401 000	-	Number of Schools assisted	2	0	0	0	0	0		2		2	Budget decreased from R500 000 to R401 000. Quarter 4 target decrease from 3 to 2. The adjustments were made due to known tender prices.
2	2.4	1.ee	3	Renewable Infrastructure – Rural Areas	R 1 000 000	R 733 500	R 67 500	Number of solar geysers installed	200	0	10	70	23	40		40		150	Budget decreased from R1 000 000 to R733 500. Quarter 3 adjusted from 80 to 40. Quarter 4 target adjusted from 70 to 40. Annual target adjusted to 150. The adjustments were made due to landowners' response.
2	2.4	1.ff	3	Upgrading of Sport Facilities	R 2 692 000	R 2 889 000	-	Number of Sport Facilities upgraded/completed/supplied with equipment	2	2	0	0	0	0		6		8	Budget increased from R2 692 000 to R 2 889 000. Quarter 3 target adjusted from 2 to 0. Quarter 4 adjusted from 2 to 6. The adjustments were made due to known tender prices.
2	2.3	1.hh	3	Sidewalks and Embayment's	R 2 200 000	R 2 350 000	-	Number of sidewalks and / or embayments and / or bus shelters completed or upgraded	0	0	0	0	0	0		2		2	Budget increased from R2 200 000 to R2 350 000. Quarter 4 target adjusted from 22 to 2. The adjustments were made due to known tender prices.

10. CONCLUSION

The SDBIP provides an excellent basis for the Councillors of the CWDM to monitor the implementation of service delivery programmes and initiatives across the Cape Winelands District. The scorecard in the SDBIP presents a clear mandate to the Councillors in terms of playing their oversight function. Regular reports are presented to the Section 79 Committees in terms of the commitments made in departmental service delivery and budget implementation plans.

Administratively, the SDBIP facilitates proper monitoring of performance by SM's and the MM against set targets. The MM's commitments in his scorecard will be used by the Executive Mayor and her MAYCO to monitor the progress of the CWDM in terms of implementing programmes and initiatives in the Cape Winelands District. Similarly, the MM is being provided with a tool to ensure that his direct reports are held accountable for all the KPI's as presented in the SDBIP.

Confirmed by:

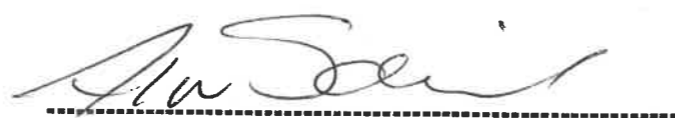
Municipal Manager:



Date: 23/02/2023

Approved by:

Executive Mayor:



Date: 23/02/2023

11. ANNEXURE A: TECHNICAL DEFINITIONS

This annexure aims to provide further clarity/understanding in relation to certain terms used within an outcome indicator and/or a KPI. The reason for such is twofold:

- Firstly, it aims to eliminate or reduce the risk of ambiguity in interpretation; and
- Secondly, to enable the user to fully comprehend the interpretation adopted by the CWDM when defining the respective outcome indicator and/or KPI. This provides clarity on the true contextual meaning of the word and for the correct application thereof.

The parameters within which CWDM defined these terms, for clarification regarding this level of performance management and reporting, includes the following:

1. CWDM's mandate;
2. All relevant and applicable laws and regulations;
3. CWDM's suite of institutionalised practices (i.e., policies, processes and procedures);
4. Best practices;
5. CWDM's specific local content considerations (i.e., the community it services, and the coordination and support of local municipalities within its demarcation); and
6. The true meaning of the word (i.e., the dictionary definition assigned thereto).

Strategic Objective 1: Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District

KPI number	Outcome indicator	KPI	Indicator definition	Technical term	Definition
1.1.1.1	To administer an effective environmental health management system in order to achieve the environmental health objective sets.	Monthly report to PGWC on all MHS matters by the 15 th of the following month (Sinjani report).	Monthly reporting (Sinjani report) by the MHS Divisions via the internet on the PGWC's Health Information System on a variety of predetermined environmental health elements.	"Administer"	To "administer" an effective environmental health management system is interpreted as CWDM's support of the management and administration around this system, which includes <i>inter alia</i> reporting. Such administration aims to promote transparency and accountability for the community CWDM services.
1.1.2.1	To facilitate effective environmental pollution control through identification, evaluation and/or monitoring to prevent air pollution.	Submission of the annual Air Quality Officer Report to PGWC.	Submission of a report accounting for the CWDM progress with regard to the implementation of its legislative functions, in terms of the National Environmental Management: Air Quality Act 39 of 2004, to the PGWC.	"Facilitate"	To "facilitate" effective environmental pollution control is interpreted as the reasonable measures that CWDM implements in order to protect the environment that it services. These reasonable measures include <i>inter alia</i> identification, evaluation, and monitoring exercises to prevent air pollution.
1.1.3.1	To improve the livelihoods of citizens in the Cape Winelands District.	Number of water and/or sanitation subsidies granted to citizens in the Cape Winelands District.	This can be defined as subsidy claims submitted, processed, approved and paid to landowners in respect of water and sanitation upgrades on farms.	"Improve"	To "improve" an individual's livelihood is subjective, however "improvement" is deemed successful when an individual's livelihood is in a better position from what it once was. Such improvements include <i>inter alia</i> measures to better the current state of water and sanitation for citizens in the Cape Winelands District.
				"Livelihoods"	For the purposes of CWDM's interpretation, the "livelihood(s)" constitutes the everyday activities that are essential to the basic necessities of life. This would include <i>inter alia</i> water and sanitation.
				"Granted"	For the purposes of CWDM's interpretation "granted" is when funds are disbursed to landowners following the successful application for and assessment of the landowners need for such a subsidy.
1.2.1.1	Number of bi-annual Disaster Management Advisory Forums held.	To coordinate an effective disaster management division in order to achieve the disaster management objectives set.	In terms of the Disaster Management Act No. 57 of 2002, a disaster management function is designated to municipalities and municipal entities. Falling within the ambit of these duties is the establishment of a Disaster Management Advisory Forum, as per section 51 of the Act. Through this function, disaster management objectives are set, and plans are formulated for implementation.	"Disaster management objectives"	<p>A "disaster" is defined in the Disaster Management Act No. 57 of 2002 as a –</p> <p>"(1) <i>progressive or sudden, widespread or localised, natural or human-caused occurrence which –</i></p> <p>(i) <i>Death, injury or disease;</i></p> <p>(ii) <i>Damage to property, infrastructure or the environment; or</i></p> <p>(iii) <i>Disruption of the life of a community; and</i></p> <p>(2) <i>is of such a magnitude that it exceeds the ability of those affected by the disaster using only their own resources</i>".</p> <p>For the purposes of CWDM's interpretation, such a disaster constitutes an emergency that occurs within the area service by the CWDM when Local Municipality requests assistance. "Disaster management" refers to the measures that the municipality have in place to minimise the impact of a disaster should it occur, this includes either mitigation, prevention or response. This includes <i>inter alia</i> the establishment of a DMC, facilitation of training, administrative support, and assistance to the citizens of the Cape Winelands District.</p>

Strategic Objective 1: Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District

1.3.1.1	Effective planning and coordination of specialized firefighting services.	Pre-fire season and post-fire season reports submitted to Council for consideration for approval.	Submission of a veld fire season preparedness plan/report (pre-fire season) in the second quarter to council for approval before the start of the fire season and submission of a veld fire season assessment report (post fire season report) in the fourth quarter to Council for approval at the end of the fire season.	“Pre-fire season and post-fire season”	Fire season in the Western Cape is from the month of December up to and including the month of April. Therefore, the CWDM will submit reports before the month of December (the second quarter) and again post April (in the fourth quarter).
				“Specialized firefighting services”	In terms of section 84(1)(j)(i)-(iii) of the MSA, CWDM as a district municipality is tasked with the coordination and facilitation of fire-fighting services within the area that CWDM services. In terms of section 84(1)(j)(ii), specialised firefighting services refer to <i>inter alia</i> mountain, veld and chemical fire services.
1.3.2.1	Build fire-fighting capacity.	Number of the officials trained by the CWDM Fire Services Academy.	Fire officials from CWDM, other local municipalities within the PGWC and other institutions are trained/attended training at the accredited Cape Winelands Fire and Rescue Training Academy.	“The officials and trained”	For the purposes of CWDM's interpretation, officials in this regard refer to officials from the CWDM, as well as those from other local municipalities and other institutions and the term ‘trained’ refers to the enlisted learners at the beginning of the course.
				“Fire-fighting capacity”	In building “fire-fighting capacity” the CWDM aims to increase the number of firefighters that are trained at the Cape Winelands Fire and Rescue Training Academy.
1.4.1.1	To fulfil a coordinating role in terms of town and regional planning within the Cape Winelands District.	Annual review of CWDM's SDF, submitted to Council for consideration for approval.	The SDF for the CWDM is reviewed and updated in line with amendments to legislation and circumstantial changes respectively. The SDF is then submitted to Council for approval.	“Cape Winelands District”	The Cape Winelands district is situated next to the Cape Metropolitan area and encloses 22 309 km ² . It is a landlocked area bordering all other districts in the Western Cape, as well as the City of Cape Town and the Northern Cape. The district includes five local municipalities: namely Drakenstein, Stellenbosch, Witzenberg, Breede Valley and Langeberg.
1.4.2.1	Implement environmental management activities to achieve environmental sustainability.	Number of hectares cleared through the EPWP Invasive Alien Vegetation Management.	Clearing of invasive alien plant species throughout the district serviced by CWDM through the two programmes that are in place.	“Implement”	To “implement” effective environmental management activities is interpreted as the planning measures that CWDM puts into effect in order to protect the environment that it services.
1.5.1.1	To improve the livelihoods of citizens in the Cape Winelands District.	Number of ECD centres supported by the CWDM.	CWDM provides various types of assistance (monetary and non-monetary) to ECD centres in the Cape Winelands District.	“Supported”	CWDM provides “support” in the form of both monetary and/or non-monetary assistance to ECD centres in the Cape Winelands District.
1.5.1.2		Number of youths who complete the skills development project.	Implementation of skills development programmes to enhance the employability of the youth and the SMME development amongst youth.	“Youth(s)”	For the CWDM purposes, a “youth” would be an individual between 18 and 35 years of age.

Strategic Objective 2: Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities					
KPI number	Outcome indicator	KPI	Indicator definition	Technical term	Definition
2.1.1.1	Roll-out and implementation of the maintenance function and activities for proclaimed roads as an agent on behalf of the Western Cape Department of Transport and Public Works.	Conclude the annual MOA or addendum with PGWC.	Each year CWDM signs an agreement with PGWC in terms of the road agency fund. Signed agreements with the objective to support maintenance of proclaimed roads in the district on an agency basis for the provincial road authority. A grant is allocated according to the provincial financial year.	“Proclaimed roads”	Municipalities are responsible for residential roads and roads in built-up areas within its demarcation. For the purposes of CWDM’s interpretation, “proclaimed roads” are those roads under the legal ownership of government and are the responsibility of the CWDM to maintain as they are municipal roads within the Cape Winelands District.
2.1.1.2		Kilometres of roads resealed .	<p>This is an activity forming part of the capital funding allocation for PGWC.</p> <p>The resealing of rural provincial roads forms part of the PGWC provincial agency function performed by CWDM on their road network in the Cape Winelands District.</p> <p>Plant and equipment are allocated by PGWC to CWDM, with plant and equipment being the “yellow fleet” which includes <i>inter alia</i> graders and water trucks. This is as per the MOA signed between PGWC and CWDM. CWDM uses their own municipal officials for the work performed in this regard, but all funding forms part of the annual funding based on the financial year of the provincial government.</p> <p>Reseal material consists of stone and bitumen is procured from suppliers.</p>	“Resealed”	For the purposes of CWDM’s interpretation, “resealing” is the process of spraying bitumen onto a road pavement and then rolling in a layer of uniformly sized stones to create a new surface. The purpose of this activity is to maintain the surface of the road(s) and benefits thereof include <i>inter alia</i> waterproofing of the surface; protecting the underlying pavement from deterioration; sealing small cracks and imperfections and extending the useful life of the road in the most economic manner.
2.1.1.3		Kilometres of roads bladed .	<p>This is a general maintenance activity forming part of the “current” funding allocation for PGWC.</p> <p>The blading of rural provincial gravel roads with a grader forms part of the provincial agency function performed by CWDM on the PGWC road network within the Cape Winelands District.</p> <p>Plant and equipment are allocated by PGWC to CWDM, with plant and equipment being the “yellow fleet” which includes <i>inter alia</i> graders and water trucks. This is as per the MOA signed between PGWC and CWDM.</p> <p>CWDM use their own officials to complete the blading of the gravel roads. All funding forms part of the</p>	“Bladed”	For the purposes of CWDM’s interpretation, “blading” (or “bladed”) is a road maintenance activity. The activity is performed by using a motor grader (or “grader”) and undertakes to smooth a road’s surface.

			annual funding based on the financial year of the PGWC.		
2.1.1.4	Roll-out and implementation of the maintenance function and activities for proclaimed roads as an agent on behalf of the Western Cape Department of Transport and Public Works.	Kilometres of roads re-gravelled .	<p>This is an activity forming part of the “capital” funding allocation from PGWC.</p> <p>The re-gravelling of rural provincial roads forms part of the PGWC provincial agency function performed by CWDM. CWDM use their own officials to complete the re-gravelling of the provincial roads in the Cape Winelands District. All funding forms part of the annual funding based on the financial year of the PGWC.</p> <p>Gravel material is procured from the commercial suppliers or from CWDM’s own resources. Internal plant can be supplemented by renting plant from suppliers.</p>	“Re-gravelled”	For the purposes of CWDM’s interpretation, re-gravelling is a road maintenance activity. Gravel roads require greater maintenance than that of paved roads and the act of “re-gravelling” concerns distributing the segments of gravel to create an even surface should the gravel deteriorate and/or shift in any way.
2.2.1.1	Coordinate and improve the planning of infrastructure services in the Cape Winelands District.	Annual review, and alignment with review outcome, of the IWMP and submit to Council for consideration for approval.	<p>In terms of section 84(1)(e) of the Municipal Structures Act, No. 117 of 1998, a district municipality has the power to determine a waste disposal strategy; regulate the disposal of waste; and establish, operate and control waste disposal sites, bulk waste transfer facilities, and waste disposal facilities for more than one local municipality in the district.</p> <p>CWDM is currently working towards facilitating these functions and the development and annual review of an IWMP.</p>	“Infrastructure services”	For the purposes of CWDM’s interpretation, infrastructure services in relation to the IWMP constitutes the cell that is constructed for the purposes of dumping waste, as well as material recovery facility, which is where recycling will take place, and can include inter alia a composting plant and a bio-gas plant.
2.3.1.2	Improve pedestrian safety throughout the Cape Winelands District.	Number of sidewalks and/or embayments and/or bus shelters completed or upgraded .	<p>Number of sites where sidewalks and/or embayments and/or bus shelters have been completed or upgraded.</p> <p>This means that CWDM could either construct a new sidewalk or upgrade existing structures. These structures would constitute a sidewalk, embayment or bus shelter.</p>	“Completed or upgraded”	For the purposes of CWDM interpretation, the act of “completing” (or “completed”) a sidewalk and/or an embayment and/or a bus shelter concerns the initial construction thereof. “Upgraded” concerns the act of modifying an existing structure to improve the quality and useful life thereof.

2.4.1.1	To improve infrastructure services for citizens in the Cape Winelands District.	Percentage of project budget spent on rural projects.	Monitoring the percentage of actual spending of the project budget spent on: clearing road reserves; provision of water and sanitation to schools; renewable infrastructure; and upgrade rural sport facilities against the approved budget on each project. This is calculated as the actual spending recorded on SAMRAS per the expenditure reports for the related projects as listed in the KPI divided by the approved budget (if adjusted during the year, the adjustment budget will be used).	"Infrastructure services"	For the purposes of CWDM's interpretation, "infrastructure services" concern a number of activities coordinated by CWDM in order to better the livelihoods of citizens in the Cape Winelands District. Through the coordination and facilitation of activities which include <i>inter alia</i> the provision of water and sanitation to schools, clearing road reserves, the provision of renewable infrastructure, and upgrading of sport facilities (this rural project may include initial construction of a sports facility or the modification to an existing structure and/or the supply of equipment).
				"Rural projects"	For the purposes of CWDM's interpretation, rural projects refer to clearing road reserves, provision of water and/or sanitation services to schools, renewable infrastructure – rural areas, and upgrading of sport facilities (this rural project may include initial construction of a sports facility or the modification to an existing structure and/or the supply of equipment)..
2.4.2.1		Number of schools assisted with ablution facilities and/or improved water supply.	Construction or upgrades to ablution facilities (toilets/water and sanitation) and/or water supply at a number of school sites. CWDM would measure the number of ablution facilities, and/or the water supply at a particular school site.	"Improve"	To "improve" an individual's livelihood is subjective, however "improvement" is deemed successful when an individual's livelihood is placed in a better position from what it once was. Such improvements include <i>inter alia</i> measures to better the current state of water and sanitation.
				"Assisted"	For the purposes of CWDM's interpretation, schools will be "assisted" with either the initial construction of ablution facilities or will have existing facilities modified to improve the quality and useful life thereof.
2.4.2.2	To improve the livelihoods of citizens in the Cape Winelands District.	Number of solar geysers installed.	The number of subsidies provided to applicants for the installation of solar geysers. Previously CWDM officials installed the solar geysers, however from an administrative perspective it was more efficient to grant a subsidy for the installation of the solar geysers .	"Livelihoods"	For the purposes of CWDM's interpretation, the "livelihood(s)" constitutes the everyday activities that are essential to the basic necessities of life. This would include <i>inter alia</i> securing water, sanitation, and/or solar geysers.
2.4.2.3		Number of sport facilities upgraded or completed and/or supplied with equipment.	The number of sport facilities sites being upgraded, or new facilities being constructed and/or being supplied with equipment.	"Upgraded or completed and/or supplied"	For the purposes of CWDM interpretation, the act of "completing" (or "completed") a structure concerns the initial construction thereof. "Upgraded" concerns the act of modifying an existing structure to improve the quality and useful life thereof. "Supplied" concerns the provision of equipment to be used at either a completed or upgrade sport facility site.
				"Equipment"	For the purposes of CWDM's interpretation, "equipment" constitutes certain structural items that are purchased already constructed and ready for installation in their current state .
2.5.1.1	Annual review, and alignment with review outcome, of the ICT Governance Framework and/or the ICT Strategic Plan and submit to Council for consideration for approval.	To improve ICT governance in the Cape Winelands District.	ICT governance concerns the effective and efficient management of ICT resources in order to facilitate the achievement of organisational goals and objectives.	"Improve"	For the purposes of CWDM's interpretation, to "improve" governance in the Cape Winelands District refers to the measures put in place to elevate the current state of governance within CWDM's ambit of responsibility. Such measures include the regular review of the ICT Governance Framework and ICT Strategic Plan, as well as updates thereto when necessary.

12. ANNEXURE B: CIRCULAR 88

The Municipal Finance Management Act (MFMA) Circular No. 88 of 30 November 2017 provided guidance to metropolitan municipalities on a common set of performance indicators applied from the 2018/19 planning and reporting cycle onwards. The 1st addendum to MFMA Circular No. 88 of 4 December 2019 provided further guidance and clarity to metropolitan municipalities on the preparation of statutory planning and reporting documents required for the 2020/21 Medium Term Revenue and Expenditure Framework (MTREF). The 2nd addendum to MFMA Circular No. 88 of 17 December 2020 expanded the reform in four respects: 1) it more closely integrated and guided planning, budgeting and reporting reforms; 2) it significantly expanded and revised the set of MFMA Circular No. 88 indicators applicable to metropolitan municipalities; 3) it expanded the application of these reforms and the indicators to all municipalities differentially applied per category of municipality in a piloting phase; and 4) it introduced evaluations in the context of these reforms. This Addendum includes additional guidance, indicator revisions and expansions, as well as further clarification. It is reflective of the work to date on planning, budgeting, and reporting reforms that should be factored into municipal planning, budgeting, and reporting for the 2022/23 MTREF. The reforms will continue being incrementally implemented in the 2023/24 – 2026/27 MTREF and apply on a differentiated basis per municipal category.

Municipalities are required to report on a quarterly basis, reporting timelines will be communicated in due course.

For further information, refer to attached circular 88 and reporting template.