

2023/2024 SDBIP QUARTER 3 PERFORMANCE

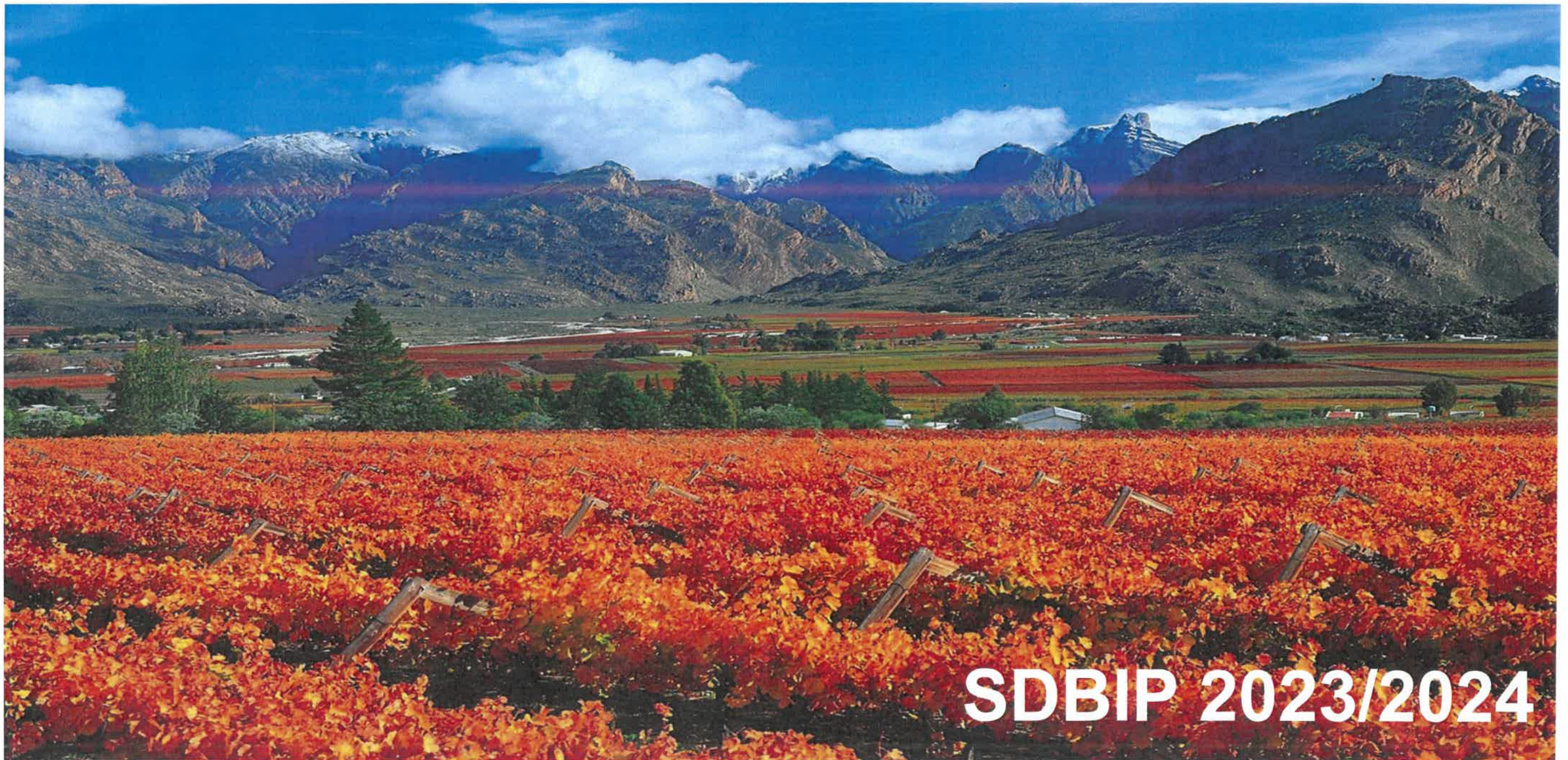


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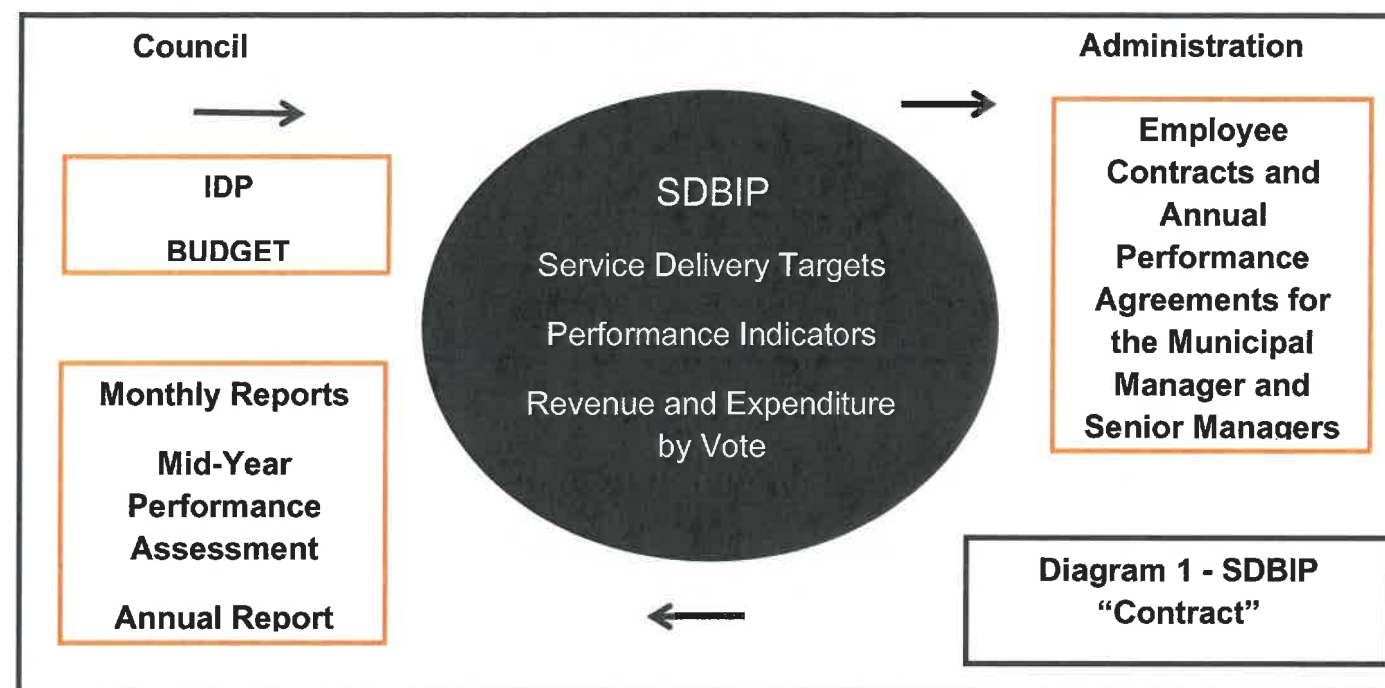
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1. GLOSSARY

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) and related strategic risks (what could prevent us from reaching our desired outcomes):

STRATEGIC OBJECTIVE	TOP STRATEGIC RISKS
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.	<ul style="list-style-type: none"> • Compromised financial sustainability of the municipality; • Insufficient electricity supply (load shedding); • Loss of provincial roads services function; • Deteriorating employee wellness; • Natural disasters; • Social unrest/Increasing social ills; • Commercial crime; • Operational inefficiencies; • Third party risk; • Limitations to attract, retain and further develop skilled staff.
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.	

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 2022/2023 – 2026/2027. 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	SD	Budget 2023/2024	Aug Adj Budget 2023/2024	Feb Adj Budget 2023/2024	March Adj Budget 2023/2024	July	August	Sept.	Target Q1	Actual Q1	October	Nov.	Dec.	Target Q2	Actual Q2	January	Feb.	March	Target Q3	Actual Q3	April	May	June		
GRANTS AND SUBSIDIES																									
EQUITABLE SHARE	3	-3.046.000	-3.046.000	-3.046.000	-3.046.000	-	-	-	-	-	-	-	-	-	-	-	-	-3.046.000	-3.046.000	-3.046.000.00	-	-	-	-	
EXPANDED PUBLIC WORKS PROGRAMME	2	-2.405.000	-2.405.000	-2.271.000	-2.271.000	-	-390.792	-124.975	-455.767	-455.767	-139.125	-136.500	-	-275.625	-275.625	-	-131.000	-	-131.000	-1.351.778	-408.608	-500.000	-500.000	-	
LOC.GOV.FINAN.MANAGEM. GRANT	3	-1.000.000	-1.000.000	-1.000.000	-1.000.000	-	-393.498	-53.349	-446.847	-446.847	-53.349	-53.349	-	-106.698	-106.698	-106.698	-53.349	-53.349	-213.396	-226.800	-53.349	-53.349	-126.361	-	
NT TRANSFER.RSC REVENUE REPLACEMENT	3	-255.683.000	-255.683.000	-255.683.000	-255.683.000	-107.804.000	-	-	-107.804.000	-107.804.000	-	-	-86.243.000	-86.243.000	-86.243.000	-	-	-61.636.000	-61.636.000	-61.636.000	-	-	-	-	
RURAL ROADS ASSET MAN. SYST.(DORA)	2	-2.888.000	-2.888.000	-2.888.000	-2.888.000	-	-	-	-	-	-	-60.167	-	-60.167	-60.167	-12.033	-12.033	-	-24.066	-24.067	-	-	-2.803.767	-	
NON MOTORISED TRANSPORT INFRASTRUCTURE	2	-3.500.000	-3.500.000	-3.500.000	-3.500.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-3.500.000	-	-	
FIRE SERVICE CAPACITY BUILDING GRANT		-500.000	-500.000	-500.000	-500.000	-	-	-	-	-	-	-	-	-	-	-	-	-500.000	-500.000	-69.571	-	-	-	-	
SETA - REFUNDS	3	-334.800	-334.800	-334.800	-334.800	-30.631	-	-	-30.631	-30.631	-	-	-189.077	-189.077	-189.077	-	-	-	-	-81.214	-	-	-115.092	-	
COMMUNITY DEVELOPMENT WORKERS (GRANT)	1	-76.000	-76.000	-90.116	-90.116	-	-	-	-	-	-6.840	-2.850	-	-9.690	-9.690	-	-4.426	-	-4.426	-26.906	-30.000	-20.000	-26.000	-	
SAFETY PLAN IMPLEMENTATION - (WOSA)	1	-1.560.000	-1.560.000	-2.315.824	-2.315.824	-	-	-	-	-	-	-	-	-	-	-783.846	-30.000	-85.000	-898.846	-921.604	-660.000	-450.000	-416.978	-	
WC MUNICIPAL INTERVENTIONS GRANT	1	-	-	-198.482	-198.482	-	-	-	-	-	-	-	-	-	-	-	-54.000	-6.000	-60.000	-100.000	-6.000	-6.000	-126.482	-	
EMERGENCY MUNICIPAL LOAD-SHEDDING RELIEF GRANT	2	-	-950.000	-950.000	-950.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-950.000	-	
MUNICIPAL WATER AND RESILIENCE GRANT	3	-	-	-1.200.000	-1.200.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-1.200.000	-	
PUBLIC CONTRIBUTIONS AND DONATIONS	2	-51.888	-51.888	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
OTHER INCOME																									
SUBS DOW-HIRING OF TOILETS	2	-1.120.000	-1.120.000	-1.120.000	-1.120.000	-42.446	42.446	-88.288	-88.288	-88.288	-44.144	-44.144	-44.144	-132.432	-132.432	-	-	-	-	-86.288	-	-	-899.280	-	
SERVICE CHARGES																									
FIRE FIGHTING	1	-120.000	-120.000	-120.000	-120.000	-	1.440	-13.787	-12.347	-12.347	-	-	-24.175	-24.175	-24.175	-	-	-15.800	-15.800	-89.803	-	-35.800	-31.878	-	
EXTERNAL INTEREST																									
INTEREST EARNED	3	-63.000.000	-63.000.000	-73.103.481	-73.103.481	-155.562	-1.683.899	-1.818.133	-3.657.594	-3.657.594	-2.512.676	-2.519.454	-1.412.538	-6.444.668	-6.444.669	-3.495.920	-11.901.059	-11.901.060	-27.298.039	-11.926.110	-11.901.059	-11.901.060	-11.901.061	-	
MISCELLANEOUS INCOME																									
SALE: WASTE PAPER	3	-800	-800	-800	-800	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-800	-	
SALE: TENDER DOCUMENTS	3	-50.000	-50.000	-50.000	-50.000	-400	-	-	-400	-400	-	-437	-437	-874	-873	-	-	-	-	218	-	-	-48.726	-	
TRANSACTION HANDLING FEE	3	-50.000	-50.000	-50.000	-50.000	-6.156	-6.188	-6.229	-18.573	-18.573	-6.289	-6.576	-	-12.865	-12.865	-6.584	-	-	-6.584	-26.191	-	-	-11.978	-	
ELECTRICITY INCOME	2	-4.000	-4.000	-4.000	-4.000	-	-	-	-	-	-	-	-	-	-	-	-609	-847	-1.456	-	-847	-847	-850	-	
SALE: SCRAP MATERIAL	2	-98.100	-98.100	-98.100	-98.100	-3.120	-9.372	-	-12.492	-12.492	-	-	-	-	-	-	-	-	-	-1.560	-	-	-85.608	-	
RECYCLING OF WASTE	2	-50.000	-50.000	-50.000	-50.000	-	-18.433	-4.821	-23.254	-23.254	-	-	-	-	-	-	-	-	-	-2.410	-	-	-26.746	-	
LICENCE PERMITS & HEALTH CERTIFICATES	1	-600.000	-600.000	-600.000	-600.000	-7.948	-89.661	-113.036	-210.645	-210.645	-61.731	-50.616	-39.428	-151.775	-151.774	-797	-55.000	-45.800	-101.597	-114.301	-67.000	-35.000	-33.983	-	
INSURANCE REFUND	3	-340.000	-340.000	-340.000	-340.000	-5.053	-	-	-5.053	-5.053	-1.357	-	-	-1.357	-1.357	-5.576	-56.020	-15.000	-76.596	-12.214	-56.000	-65.994	-135.000	-	
MANAGEMENT FEES	3	-11.839.053	-11.839.053	-11.839.053	-11.839.053	-861.801	-861.801	-861.801	-2.585.403	-2.585.404	-861.801	-	-1.723.602	-2.585.403	-2.585.404	-1.803.358	-1.588.490	-1.400.000	-4.791.848	-2.585.404	-1.600.000	-	-276.399	-	
MANAGEMENT FEES	2	-	-	-145.000	-145.000	-	-24.067	-12.033	-36.100	-36.100	-12.033	-12.033	-	-24.066	-24.067	-	-	-	-	-24.067	-	-	-84.834	-	
PLAN PRINTING AND DUPLICATES	2	-400	-400	-400	-400	-	-100	-	-100	-100	-	-	-	-	-	-	-	-	-	-	-	-	-300	-	
ATMOSPHERIC EMISSIONS	1	-53.000	-53.000	-53.000	-53.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-53.000	-	
ENCROACHMENT FEES	2	-1.900	-1.900	-1.900	-1.900	-	-	-	-	-	-	-	-1.850	-1.850	-1.850	-	-	-	-	-	-	-	-50	-	
AGENCY																									
ROADS AGENCY	2	-127.072.500	-127.072.500	-127.072.500	-137.972.500	-	-	-	-	-	-6.430.265	-20.339.064	-	-26.769.349	-26.769.350	-10.750.639	-26.196.335	-	-35.946.974	-50.571.028	-35.000.000	-25.000.000	-15.256.177	-	
ROADS CAPITAL	2	-1.840.200	-1.840.200	-1.055.014	-1.055.014	-	-	-	-	-	-	-	-	-	-	-13.648	-	-	-13.648	-13.648	-	-	-1.041.366	-	
RENTAL FEES																									
RENTAL FEES - GENERAL	3	-240.000	-240.000	-240.000	-240.000	-21.142	-22.294	-20.935	-64.371	-64.371	-23.884	-22.294	-22.294	-68.472	-68.473	-	-	-	-	-64.620	-	-	-107.157	-	
		-477.524.641	-478.474.641	-489.920.470	-500.820.470	-108.938.259	-3.396.219	-3.117.387	-115.451.865	-115.451.866	-10.153.494	-23.247.504	-89.700.545	-123.101.543	-123.101.545	-16.979.099	-39.082.321	-78.704.856	-134.766.276	-132.983.365	-49.672.863	-41.568.050	-36.259.873	-	-

6. EXPENDITURE AND DELIVERY (PROJECTS)

Description	SO	Budget 2023/2024	Aug Adj Budget 2023/2024	Feb Adj Budget 2023/2024	March Adj Budget 2023/2024	July	August	Sept.	Target Q1	Actual Q1	October	Nov.	Dec.	Target Q2	Actual Q2	January	Feb.	March	Target Q3	Actual Q3	April	May	June
Com. and Dev. Services	1	1.518.537	1.518.537	1.518.537	1.518.537	-	-	-	-	-	6.786	-	236.279	243.065	243.064	31.894	205.510	336.419	573.823	236.050	267.181	414.700	19.768
Technical Services	2	9.833.000	9.833.000	10.818.000	10.818.000	-	13.500	568.492	581.992	581.991	835.992	277.867	274.558	1.388.417	1.388.418	-	1.500.000	-	1.500.000	1.560.300	1.700.051	500.000	5.147.540
Regional Dev. and Planning	1	8.285.000	8.285.000	9.017.150	9.017.150	23.850	648.100	416.582	1.088.532	1.088.532	615.592	522.279	377.477	1.515.348	1.515.346	394.915	637.297	1.747.461	2.779.673	1.631.074	1.836.635	1.684.509	112.453
Rural and Social Dev.	1	7.807.415	7.807.415	9.007.415	9.007.415	550.000	689.427	1.096.686	2.336.113	2.186.113	1.074.218	6.784	201.268	1.282.270	1.432.267	233.475	2.533.811	851.085	3.618.371	739.626	1.090.122	210.403	470.136
		27.443.952	27.443.952	30.361.102	30.361.102	573.850	1.351.027	2.081.760	4.006.637	3.856.636	2.532.588	806.930	1.089.582	4.429.100	4.579.095	660.284	4.876.618	2.934.965	8.471.867	4.167.050	4.893.989	2.809.612	5.749.897

7. CAPITAL BUDGET (Three Years)

Description	SO	Budget 2023/2024	Aug Adj Budget 2023/2024	Feb Adj Budget 2023/2024	March Adj Budget 2023/2024	Budget 2024/2025	Budget 2024/2025	July	Aug	Sept	Target Q1	Actual Q1	Oct	Nov	Dec	Target Q2	Actual Q2	Jan	Feb	March	Target Q3	Actual Q3	April	May	June	
Office of the Municipal Manager	3	20.000	20.000	13.499	14.803	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14.803	14.803	-	-	-	-	
Public Relations	3	325.000	325.000	358.986	356.632	-	-	-	-	-	-	-	-	-	-	-	-	-	-	80.412	80.412	-	276.220	-	-	
Internal Audit	3	210.000	210.000	171.050	172.355	-	-	-	-	-	-	-	-	-	-	-	-	-	-	66.936	66.936	-	105.419	-	-	
Admin Support Services	3	142.800	142.800	267.443	267.187	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2.493	2.493	-	67.472	177.222	-	
Human Resources Management	3	350.000	350.000	126.148	126.148	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	17.830	108.318	-	
Property Management	3	-	-	-	-	24.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Buildings - Maintenance	2	9.426.500	9.766.500	2.444.175	2.444.175	8.852.000	10.454.000	-	-	-	-	-	117.752	-	-	-	117.752	117.752	14.400	-	-	14.400	14.400	31.500	1.110.000	1.170.523
Finance Dept Management and Finance	3	1.348.900	1.348.900	728.456	728.456	-	2.000.000	-	-	-	-	-	-	-	-	-	-	420	-	10.698	11.118	483	365.638	291.700	60.000	
Information Technology	2	8.600.000	8.600.000	8.512.000	8.512.000	2.100.000	2.100.000	-	1.562.103	-	1.562.103	1.562.103	-	-	-	-	-	-	-	3.022.713	3.022.713	3.170.492	-	200.000	3.727.184	
Transport Pool	3	8.400	8.400	8.831	8.832	700.000	-	-	-	-	-	-	-	-	-	-	-	-	-	8.832	8.832	-	-	-	-	
Projects	2	50.000.000	50.000.000	25.000.000	25.000.000	56.000.000	-	-	-	-	-	-	-	-	-	-	-	500	-	481.079	481.573	500	7.636.501	8.597.982	8.283.938	
Roads-Main/Div. Indirect	2	1.840.200	1.840.200	1.055.014	1.055.014	2.013.000	383.000	-	-	11.247	11.247	11.247	-	2.401	-	2.401	2.401	-	-	177.247	177.247	-	161.517	702.250	352	
Municipal Health Services	1	94.600	94.600	58.985	60.827	18.000	-	-	-	-	-	-	-	-	-	-	-	-	-	39.295	39.295	-	21.532	-	-	
Disaster Management	1	6.205.000	5.688.000	2.946.106	2.946.106	2.340.000	-	-	-	-	-	-	46.080	23.040	237.916	307.036	307.036	-	-	47.420	47.420	45.720	270.419	474.368	1.846.863	
Public Transport Regulation	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Fire Services	1	29.097.517	30.224.517	28.529.109	28.527.267	18.195.000	12.510.000	-	254.878	4.415.625	4.670.503	4.670.503	-	10.701.225	1.445.787	12.147.012	12.147.009	-	1.966.983	1.230.405	3.197.388	1.202.483	3.771.000	-	4.741.364	
		107.668.917	108.618.917	70.219.802	70.219.802	90.242.000	27.447.000	-	1.816.981	4.426.872	6.243.853	6.243.853	163.832	10.726.666	1.683.703	12.574.201	12.574.198	15.320	1.966.983	5.182.333	7.164.636	4.434.078	12.745.048	11.661.840	19.830.224	

7.1 BUDGET LINK IDP/STRATEGIC OBJECTIVES/PREDETERMINED OBJECTIVES

Nr	Strategic Objective	Budget Allocation 2023/2024	Nr	Predetermined Objective	Budget Allocation 2023/2024
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 175 789 917	1.1	Provide a comprehensive and equitable MHS including AQM throughout the CWDM.	R 45 075 209
			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 10 532 809
			1.3	Effective planning and coordination of specialized fire-fighting services throughout the CWDM.	R 79 693 649
			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 23 556 900
			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 16 931 350
2.	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	R 188 179 312	2.1	To comply with the administrative and financial conditions of the PGWC roads agency function agreement.	R 137 912 820
			2.2	To implement sustainable infrastructure services.	R 15 963 245
			2.3	To increase levels of mobility in the Cape Winelands District.	R 7 680 884
			2.4	To improve infrastructure services for rural dwellers.	R 10 885 050
			2.5	To implement an effective ICT support system.	R 15 737 313
3.	Providing effective and efficient financial and strategic support services to the CWDM.	R 134 346 227	3.1	To facilitate and enhance sound financial support services.	R 29 205 551
			3.2	To strengthen and promote participative and accountable IGR and governance.	R 37 839 057
			3.3	To facilitate and enhance sound strategic support services.	R 67 301 619
Total		R 498 315 456			R 498 315 456

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	3	3	12	Target achieved
	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	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	0	5	5	10	0	5		25	Target underachieved. Landowners are not completing building work due to financial constraints and subsequently no subsidy claims have been filed. Subsidy claims will be processed in Q4, as received.
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	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	0	0	0	1		2	

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		
	1.3.2	Build fire-fighting capacity.	1.3.2.1	Number of the officials trained by the CWDM Fire Services Academy.	20	20	67	20	110	0	0	20		60	
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		0	
	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.	2 550.63	0	0	0	0	1 000	1299.88	1 300		2 300	Target overachieved. The quarterly target was overachieved because the bulk of sites cleared were follow-up sites which are greater in hectares. Follow-up sites are less dense, more hectares are there for targeted and 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	1		4	Target achieved
			1.4.3.2	Number of LED Forums coordinated by the CWDM.	4	1	1	1	1	1	1	1		4	Target achieved
	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	33	0	0		33

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		
															Shortfall will be addressed in Q4.
			1.5.1.2	Number of youths who complete the skills development project.	11	0	0	0	0	23	0	0		23	Target underachieved. Target could not be reached as the WPQ has not been awarded yet. Shortfall will be addressed in Q4.

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

CWD 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	0	0	1		1		
			2.1.1.2	Kilometres of roads re-sealed.	0	0	0	0	0	0	0	0	0		0	
			2.1.1.3	Kilometres of roads bladed.	5 466.70	1 300	444.24	1 300	1 838.22	1 200	2 250.62	1 200	5 000	Target overachieved. Q2 information Nov-Dec 2023 reflects in Q3 = 992.66 km. Actual Q3 Jan-March 2024 = 1257.96 km. Harvesting in the agricultural sector required more blading Total Q2 + Q3 = 2250.62.		
			2.1.1.4	Kilometres of roads re-gravelled.	2.18	0	0	0	1.68	3	1.83	0	3	Target underachieved. Q2 information Nov-Dec 2023 reflects in Q3. December 2023 = 1.83 km. Actual Q3 info for Jan-March 2024 = 0 km. Over performed in Q2.		
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	0	0	1		1			

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		
			2.3.1.2	Number of sidewalks and/or embayments and/or bus shelters completed or upgraded.	0	0	0	0	0	0	0	2		2	
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.	29.40%	5% (Cumulative)	3.20%	20% (Cumulative)	20%	40% (Cumulative)	44.40%	90% (Cumulative)		90%	Target overachieved. Some contractors performed better than anticipated.
		To improve the livelihoods of citizens in the Cape Winelands District.	2.4.2.1	Number of schools assisted with ablution facilities and/or improved water supply.	0	0	0	0	0	0	0	2		2	
	2.4.2		2.4.2.2	Number of solar geysers installed.	152	0	3	20	12	30	9	30		80	Target underachieved. Some farmers indicated that they won't take part in subsidy scheme after initial application and commitment. Will liaise with existing landowners to address shortfall.

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		
			2.4.2.3	Number of sport facilities upgraded or completed and/or supplied with equipment.	0	0	1	0	0	3	0	8		11	Target underachieved. Awaiting tender approval for some projects. Tenders already served at Bid Evaluation Committee. Will execute as soon as tenders are finalised.
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	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	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	1	0		1	Target achieved.		
	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	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.	17.7:1	0	0	0	0	0	0	0	8.55:1		8.55:1		
			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	0	0%		0%	
			3.1.4.3	Maintain a sound Cash / Cost Coverage Ratio as at financial year-end.	26 months	0	0	0	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.	955%	0	0	0	0	0	0	0	0	100%		100%	
			3.1.4.5	Maintain a sound Net Operating Surplus Margin Ratio as at financial year-end.	10%	0	0	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.	15 days	0	0	0	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	11	1	4	1	2	3	3	2		7	Target achieved.	
3.2.1.2				Number of MAYCO meetings that are supported administratively	9	2	3	2	2	3	2	2		9	Target underachieved due to cancellation of January 2024		

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		
															meeting. Overperformance in previous quarters.
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	0	1	1		
			3.3.1.2	The percentage of CWDM's training budget actually spent on implementing its WSP.	70%	5% (cumulative)	7%	20% (cumulative)	35%	40% (cumulative)	31%	90% (cumulative)	90%	Target underachieved.	
	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	1	0	1	Target achieved.	
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	20.21%	0	6%	0	17%	0	33%	80%	80%	Target overachieved.	
	3.3.4	To promote good governance in the CWDM.	3.3.4.1	Number of Audit & Performance Audit Committee meetings that are supported administratively	NEW KPI	1	2	1	1	1	1	1	4	Target achieved.	
	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	80% of appointments	0	0	0	0	0	0	90% of appointments	90% of appointments		
	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	12 348	1 240	1 676	2 140	0	3 540	2 428	2 640	9 560	Target underachieved due to the process of capturing the information on the EPWP reporting system requires data from contractors. Only quarter 2	

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		
															information is available at this time. Quarter 3 will be calculated with quarter 4 data.
	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.	10	2	2	2	2	2	1	2		8	Target underachieved due to rescheduled DCF meeting that will take place in June 2024.

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

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	20223/2024 Budget	Feb Adjustment Budget	Q3 Actual Spending	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 1 000 000	R 154 397	Number of farms serviced	44	10	0	10	18	15	0	10		45	Target underachieved. Landowners are not completing building work due to financial constraints and subsequently no subsidy claims have been filled. Due to ill health the project manager withdrew from the project and this resulted in education sessions not being implemented. Subsidy claims will be processed in in Q4 and all outstanding health and hygiene training will be implemented in Q4.
1	1.1	1.b	1	Environmental Health Education	R 518 537	R 518 537	R 324 717	Number of theatre performances	0	0	0	0	0	35	51	35		70	Target overachieved. The Division was able to start implementation earlier than expected and subsequently more shows were implemented in Q3 than originally anticipated.
1	1.2	1.d	5	Disaster Risk Assessments	R -	-	-	Number of community-based risk assessment workshops	0	0	0	0	0	0	0	0		0	
1	1.4	1.e	5	River Rehabilitation (EPWP)	R 100 000	R 100 000	R 29 708	Hectares cleared	187.82	0	0	0	0	0	41.40	100		100	Target overachieved. The project was started earlier because the Tender linked to the budget was approved during Quarter 3.
1	1.4	1.f	3	Entrepreneurial Seed Funding	R 500 000	R 500 000	R 151 465	Number of SMME's supported	27	0	0	0	0	0	0	21		21	
1	1.4	1.g	3	Business Retention & Expansion	R 610 000	R 610 000	R 560 000	Number of action plans for tourism sector	24	0	0	2	2	3	3	14		19	Target achieved.

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2023/2024 Budget	Feb Adjustment Budget	Q3 Actual Spending	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 500 000	R 500 000	R 40 000	Number of projects implemented	2	0	0	0	0	0	0	2		2	
1	1.4	1.i	3	Small Farmers Support Programme	R 500 000	R 500 000	R 448 203	Number of small farmers supported	10	0	0	0	0	0	0	7		7	
1	1.4	1.j	3	SMME Training & Mentorship	R 532 000	R 718 000	R 200 417	Number of M & E Reports	2	0	0	0	0	1	1	1		2	Target achieved.
1	1.4	1.k	3	Tourism Month	R 71 000	R 71 000	R 25 200	Tourism month activities	1	1	1	0	0	0	0	0		1	
1	1.4	1.l	3	Tourism Business Training	R 950 000	R 950 000	R 32 470	Number of training and mentoring sessions	9	0	0	4	0	5	0	0		9	Target underachieved due to tender was delayed and service provider has not been appointed yet. The training will be done in the last quarter should the tender be awarded in time.
1	1.4	1.m	3	Tourism Educationals	R 260 000	R 360 000	R 240 000	Number of educationals	8	3	1	3	0	3	3	5		14	Target achieved
1	1.4	1.n	3	LTA Projects	R 390 000	R 360 000	R 360 000	Number of LTA's participating	14	5	5	0	0	7	7	0		12	Target achieved
1	1.4	1.o	3	Tourism Events	R 477 000	R 453 150	R 310 050	Number of tourism events	2	7	6	7	3	3	2	5		22	Target underachieved due to only 2 events that took place in the 3rd quarter. Shortfall will be addressed in Q4.
1	1.4	1.p	3	Tourism Campaigns	R 528 000	R 1 028 000	R 372 490	Campaigns implemented	3	0	1	0	0	0	0	1		1	
1	1.4	1.q	3	Township Tourism	R 500 000	R 500 000	R 348 731	Number of SMME's linked with formal economy	3	1	1	1	1	1	1	0		3	Target achieved
1	1.4	1.r	3	EPWP Invasive Alien Management Programme	R 2 367 000	R 2 367 000	R 1 116 218	Number of hectares cleared	2 362.81	0	0	0	0	1 000	1258.47	1 200		2 200	Target overachieved. The quarterly target was overachieved because the bulk of sites cleared were follow-up sites which are greater in hectares. Follow-up sites are less dense, more hectares are there for targeted and cleared.
1	1.5	1.s	1	HIV/AIDS Programme	R 122 500	R 122 500	R 55 933	Number of HIV/AIDS Programmes Implemented	5	1	0	3	3	1	1	0		5	Target achieved.

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2023/2024 Budget	Feb Adjustment Budget	Q3 Actual Spending	Unit of Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
1	1.5	1.t	1	Artisan Skills Development	R 300 000	R 300 000	-	Number of skills development initiatives implemented	1	0	0	0	0	1	0	1		2	Target underachieved. Target could not be reached as the WPQ has not been awarded yet. The project will be implemented in Q4.
1	1.5	1.u	1	Elderly	R 342 240	R 542 240	R 56 318	Number of Active Age programmes implemented	6	1	1	1	1	2	2	2		6	Target achieved.
1	1.5	1.v	1	Disabled	R 395 998	R 395 998	R 348 567	Number of interventions implemented which focus on the rights of people with disabilities.	6	0	0	3	3	2	2	0		5	Target achieved.
1	1.5	1.w	1	Community Support Programme	R 439 967	R 439 967	R 345 400	Number of Service Level Agreements signed with community-based organisations	28	0	0	0	0	47	10	0		47	Target underachieved. Some challenges have been experienced however the shortfall will be addressed in Q4.
1	1.5	1.x	1	Families and Children	R 601 500	R 801 500	R 393 493	Programmes and support for vulnerable children	6	2	2	2	2	1	3	2		7	Target overachieved.
								Provision of sanitary towels	1	0	0	0	0	1	0	0	1	0	1
1	1.5	1.y	1	Sport, Recreation and Culture Programmes	R 3 005 420	R 3 605 420	R 2 531 760	Number of programmes	21	5	5	5	5	6	6	5		21	Target achieved.
1	1.5	1.y.1	1	Youth	R 2 051 900	R 2 251 900	R 262 701	Number of youth development programmes	4	0	0	2	2	1	1	2		5	Target achieved.
1	1.5	1.y.2	1	Women	R 349 890	R 349 890	R 176 634	Number of awareness programmes	4	3	3	1	1	0	0	1		5	
1	1.5	1.y.3	1	Early Childhood Development	R 198 000	R 198 000	R 187 200	Number of ECDs supported	40	0	0	0	0	33	0	0		33	Target underachieved. Some of the organizations' names had to be changed in the adjustment budget. Shortfall will be addressed in Q4.

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2023/2024 Budget	Feb Adjustment Budget	Q3 Actual Spending	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 1 775 000	R 1 360 000	R 1 282 002	Kilometres of road reserve cleared	0	0	0	0	163.15	320	552.69	320		640	Target overachieved. Contractors performed better than anticipated. Second cut were done faster than programmed.
2	2.1	1.bb	3	Road Safety Education	R928 000	R1 128 000	R 927 899	Number of Road Safety Education Programmes completed	1	0	0	1	1	0	0	0		1	
2	2.2	1.dd	3	Provision of Water and/or Sanitation services to Schools	R 650 000	R 550 000	-	Number of Schools assisted	0	0	0	0	0	0	0	2		2	
2	2.4	1.ee	3	Renewable Infrastructure – Rural Areas	R 1 000 000	R 500 000	R 108 000	Number of solar geysers installed	152	0	3	20	12	30	9	30		80	Target underachieved due to some landowners indicated that they won't take part in subsidy scheme after they initially indicated they will take part.
2	2.4	1.ff	3	Upgrading of Sport Facilities	R 1 780 000	R 3 540 000	R 1 212 808	Number of Sport Facilities upgraded/completed/supplied with equipment	0	0	1	0	0	3	0	8		11	Target underachieved. Tenders served at Evaluation but awaiting adjudication of tenders.
2	2.3	1.hh	3	Sidewalks and Embayment's	R 3 700 000	R 3 740 000	-	Number of sidewalks and / or embayments and / or bus shelters completed or upgraded	0	0	0	0	0	0	0	2		2	

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 Senior Managers (SMs) and the Municipal Manager (MM) against set targets. The MM's commitments in his scorecard will be used by the Executive Mayor and her Mayoral Committee (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 KPIs as presented in the SDBIP.

Confirmed by:

Municipal Manager:



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Date:25 April 2024.....

Approved by:

Executive Mayor:



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Date:25 April 2024.....

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	To coordinate an effective disaster management division in order to achieve the disaster management objectives set.	Number of bi-annual Disaster Management Advisory Forums held.	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>

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.
	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	"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

2.4.1.1			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).		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	To improve ICT governance in the Cape Winelands District.	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.	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. Addendums 3 & 4 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 the Circular 88 information to CoGTA and/or WCG DLG on a quarterly basis. More information on the quarterly Circular 88 information is available on request.