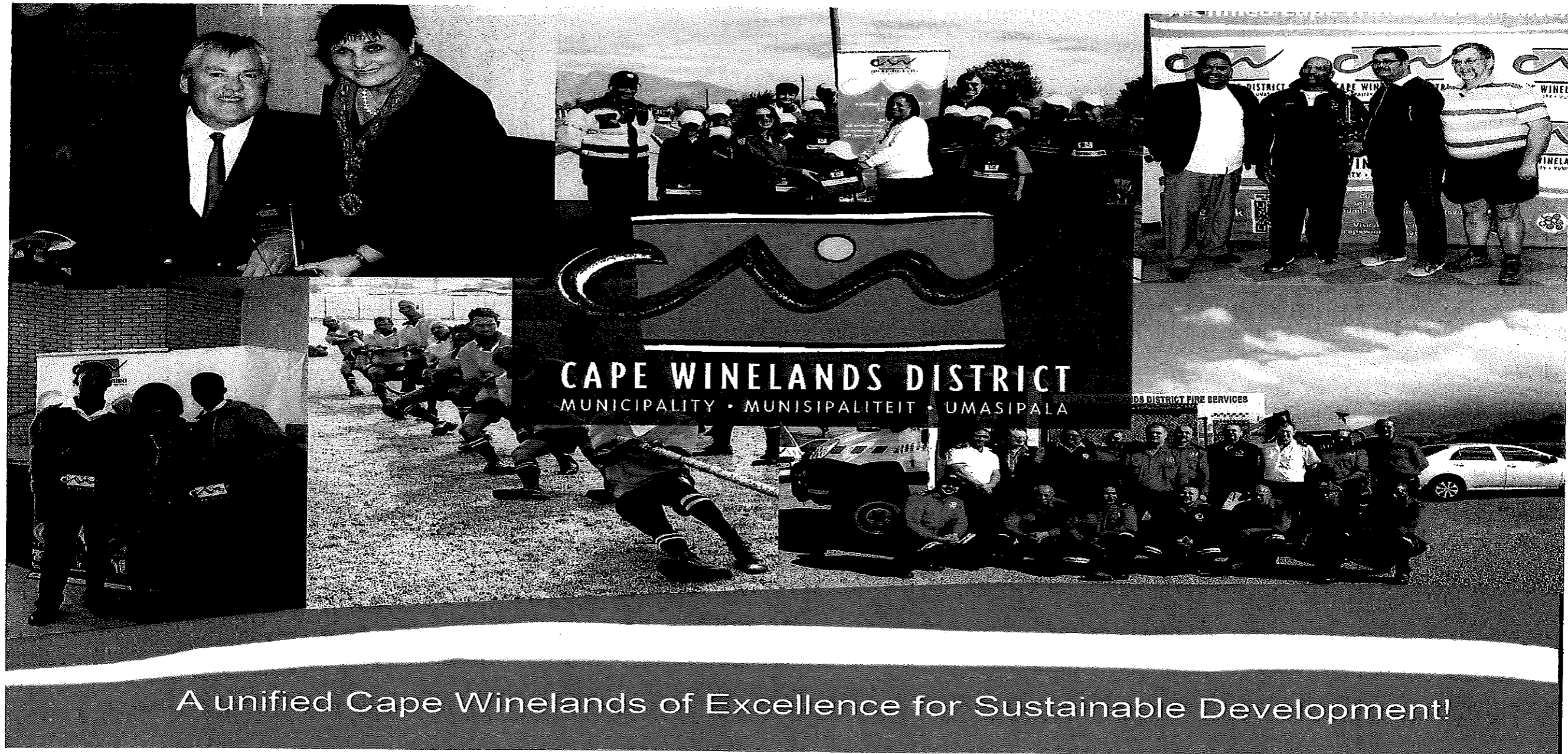


# CWDM SDBIP 2018 / 2019

*Draft Tabled on 26 March 2018*

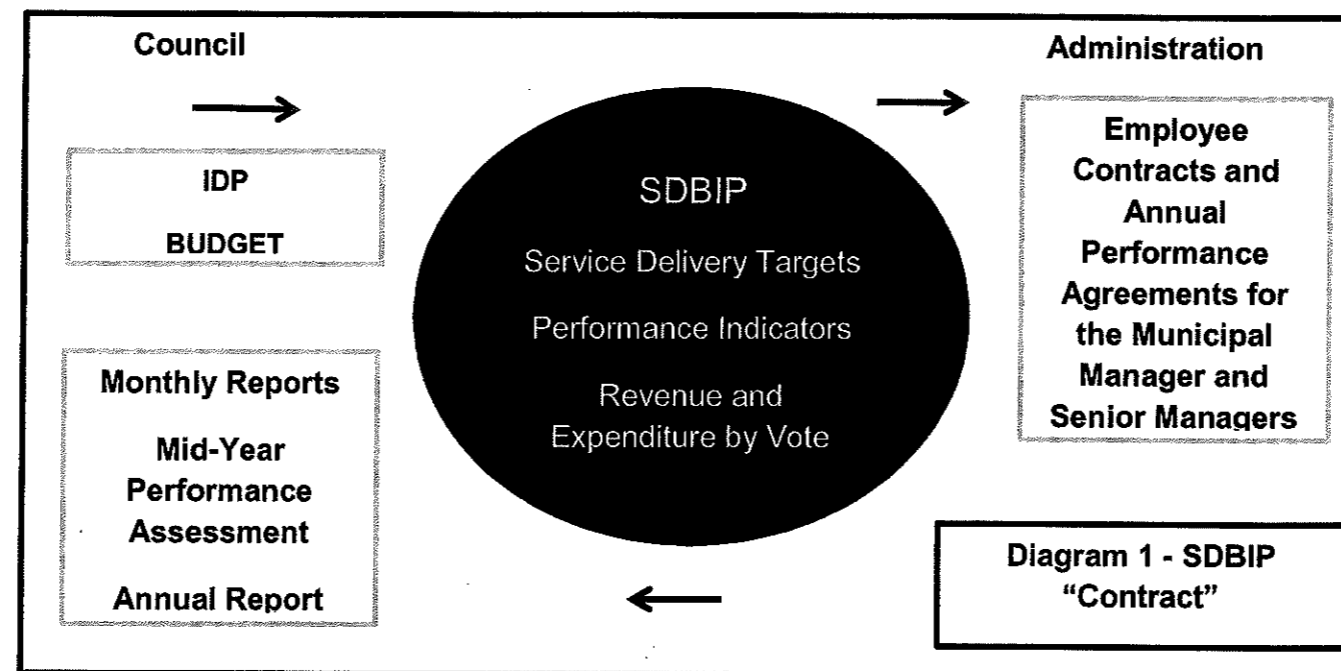


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**1. INTRODUCTION**

The Service Delivery and Budget Implementation Plan (SDBIP) seek 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, set by the council as quantifiable outcomes that can be implemented by the administration over the next financial year as illustrated in Diagram 1.



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) ©(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 Municipal Systems Act (MSA) for the municipal manager and all senior managers. 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 municipal manager and all senior managers 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 case of the CWDM, Votes indicate a budget allocation for Core Administration as per Strategic Objective.

**2. RISK MANAGEMENT**

The Cape Winelands District Municipality is committed to effective risk management in order to achieve our vision, service delivery on our core business and strategic key objectives to ensure appropriate outcomes. In the course of conducting our day-to-day business operations, we are exposed to a variety of risks. These risks include operational and other risks that are material and require comprehensive controls and on-going oversight.

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 Cape Winelands District Municipality will not only look at the risk of things going wrong, but also the impact of not taking opportunities or not capitalizing on municipal strengths. By adopting this positive approach and taking into consideration the Integrated Developmental Plan it will enable the Municipality to fulfil its performance expectations.

The Council recognizes the wide range of risks to which the Cape Winelands District Municipality is exposed. At the Cape Winelands District Municipality, 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 strategic objective to adopt a process of integrated risk management that will assist the Cape Winelands District Municipality in meeting its key goals, most specifically:

- To align the risk-taking behaviour to better achieves the goals and related objectives;
- To protect the reputation and brand name Cape Winelands District Municipality 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 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 programs.

The table below shows the three strategic objectives (what we want to achieve) and related strategic risks (what prevents us from reaching the outcome):

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.	1. Financial Viability of the Municipality 2. Lack of business continuity 3. Human Resource capacity constraints 4. Budget Constraints 5. Climate Change
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 Cape Winelands District Municipality.	

These strategic objectives will form the basis of the municipality’s sustainable long-term strategy in its five-year IDP for 2017/18 – 2021/22. Risk manifest as negative impacts on goals and objectives or as missed opportunities to enhance institutional performance. Stakeholders expect Municipality’s 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.



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

Description	SO	Budget 2017/18	Adj Budget 2017/2018	Budget 2018/2019	Budget 2019/2020	July	August	Sept	October	Nov.	Dec.	January	Feb.	March	April	May	June
<b>ADMIN FEES</b>																	
DWAF AGENCY ADMIN	1	-377 000	-377 000	-377 000	-377 000	-	-	-	-	-	-	-	-	-	-	-	-377 000
ROADS AGENCY ADMIN	2	-16 794 443	-16 814 448	-17 169 336	-17 645 518	-	-	-	-	-	-	-	-	-	-	-	-17 169 336
<b>GRANTS AND SUBSIDIES</b>																	
EQUITABLE SHARE	3	-1 886 000	-1 886 000	-2 057 000	-2 285 000	-	-	-	-	-	-	-	-	-	-	-	-
EXPANDED PUBLIC WORKS PROGRAMME	2	-1 000 000	-1 000 000	-1 391 000	-	-	-34 775	-	-	-625 950	-	-	-730 275	-	-	-	-2 057 000
LOC. GOV. FINAN. MANAGEM. GRANT	3	-1 250 000	-1 250 000	-1 000 000	-1 000 000	-1 000 000	-	-	-	-	-	-	-	-	-	-	-
WCPG- FINANCE MANAGEMENT GRANT	3	-240 000	-1 770 000	-840 000	-280 000	-	-	-	-	-	-	-360 000	-480 000	-	-	-	-
NT TRANSFER:RSC REVENUE REPLACEMENT	3	-220 853 000	-220 853 000	-223 157 000	-229 717 000	-	-93 725 940	-	-	-	-75 873 380	-	-	-53 557 680	-	-	-
RURAL ROADS ASSET MAN. SYST(DORA)	2	-2 683 000	-2 683 000	-2 689 000	-2 848 000	-	-	-1 882 300	-	-	-	-806 700	-	-	-	-	-
CWDM INTEGRATED TRANSPORT PLAN (DORA)	2	-900 000	-900 000	-900 000	-900 000	-	-	-	-	-900 000	-	-	-	-	-	-	-
FIRE SERVICE CAPACITY GRANT		-800 000	-800 000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SETA - REFUNDS	3	-271 000	-289 000	-289 000	-289 000	-	-	-96 239	-	-47 979	-	-46 093	-	-	-	-	-
COMMUNITY DEVELOPMENT WORKERS (GRANT)	1	-74 000	-74 000	-74 000	-74 000	-	-	-	-	-	-	-	-74 000	-	-	-	-49 344
LOCAL GOVERNMENT GRADUATE INTERNSHIP GRANT	3	-	-96 000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PERFORMANCE MAN GRANT	3	-	-236 100	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>OTHER INCOME</b>																	
INCOME: EXIBITIONS	1	-50 000	-50 000	-50 000	-50 000	-	-	-	-	-	-	-4 386	-	-	-	-	-
SALES: TRAINING	3	-108 000	-108 000	-108 000	-108 000	-	-	-	-	-	-	-	-	-	-	-	-45 614
SUBS. DOW: HIRING OF TOILETS	2	-700 000	-700 000	-700 000	-700 000	-	-	-119 883	-59 941	-59 941	-	-119 883	-59 941	-59 941	-59 941	-59 941	-108 000
<b>SERVICE CHARGES</b>																	
FIRE FIGHTING	1	-200 000	-200 000	-200 000	-200 000	-	-2 014	-	-	-17 109	-	-17 109	-	-	-	-	-
<b>EXTERNAL INTEREST</b>																	
INTEREST EARNED	3	-51 850 000	-51 850 000	-51 850 000	-51 850 000	-208 305	-1 225 740	-1 857 151	-2 444 955	-2 472 997	-1 425 354	-3 119 769	-1 400 000	-1 500 000	-3 500 000	-1 500 000	-31 195 719
<b>MISCELLANEOUS INCOME</b>																	
SALE: WASTE PAPER	3	-800	-400	-800	-800	-	-112	-	-	-	-	-248	-48	-48	-48	-48	-248
SALE: TENDER DOCUMENTS	3	-150 000	-100 000	-100 000	-100 000	-1 649	-15 307	-5 180	-16 500	-18 847	-3 333	-667	-7 703	-7 703	-7 703	-7 703	-7 705
TRANSACTION HANDLING FEE	3	-	-51 850	-50 000	-50 000	-4 378	-4 326	-4 304	-4 332	-4 407	-4 474	-4 526	-3 850	-3 850	-3 850	-3 850	-3 853
ELECTRICITY INCOME	2	-4 000	-4 000	-4 000	-4 000	-263	-88	-263	-263	-175	-263	-88	-263	-263	-263	-263	-1 545
SALE: SCRAP MATERIAL	2	-100 000	-100 000	-100 000	-100 000	-	-	-	-	-	-	-	-	-	-	-	-100 000
LICENCE PERMITS & HEALTH CERTIFICATES	3	-250 000	-350 000	-250 000	-250 000	-8 974	-12 862	-38 805	-25 000	-57 133	-14 956	-44 270	-33 000	-	-15 000	-	-
INSURANCE REFUND	3	-150 000	-340 000	-340 000	-340 000	-	-	-	-	-50 000	-3 680	-280 000	-	-6 320	-	-	-
BAD DEBTS RECOVERED	3	-	-200	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>AGENCY</b>																	
ROADS AGENCY	2	-96 465 895	-96 465 895	-99 243 164	-91 360 544	-	-9 300 000	-2 314 718	-6 638 459	-9 306 755	-8 500 000	-	-2 500 000	-6 000 000	-10 000 000	-35 000 000	-9 683 232
DWAF AGENCY	1	-4 355 000	-4 355 000	-4 355 000	-4 355 000	-	-	-	-851 526	-	-1 252 480	-	-	-	-	-	-2 250 994
<b>RENTAL FEES</b>																	
RENTAL FEES - GENERAL	3	-131 000	-131 000	-131 000	-131 000	-6 653	-6 104	-17 573	-10 783	-10 117	-10 117	-10 117	-10 916	-10 916	-10 916	-10 916	-15 872
		-401 643 138	-403 834 893	-407 425 300	-404 914 862	-1 230 222	-104 327 268	-6 336 416	-10 051 789	-13 571 410	-87 088 037	-4 813 856	-5 299 996	-63 203 721	-13 597 721	-36 632 065	-61 272 819

4. MONTHLY PROJECTIONS OF OPERATING EXPENDITURE PER STRATEGIC OBJECTIVE

Vote Number	Description	SO	Budget 2018/2019	Budget 2019/2020	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
1000	Expenditure of the Council	3	11 563 000	12 123 788	864 973,00	932 921,00	938 119,00	947 249	938 535	936 567	932 960	939 115	937 315	955 765	937 711	1 301 770
1001	Office of the Municipal Manager	3	2 363 079	2 498 492	30 292,00	99 033,00	165 267,00	30 170	47 596	152 664	170 226	170 788	170 788	170 788	170 788	984 679
1002	Sundry Expenditure of Council	3	23 992 340	23 947 140	1 076 782,00	120 771,00	1 653 003,00	1 621 606	1 047 875	2 575 830	3 556 669	90 737	288 510	312 584	2 167 973	9 500 000
1003	Office of the Mayor	3	2 836 446	2 959 657	131 052,00	135 506,00	181 579,00	164 116	188 269	152 807	156 843	182 495	210 295	189 720	242 480	899 285
1004	Local Economic Development	1	4 569 148	4 716 433	174 264,00	178 494,00	360 452,00	273 858	334 579	689 820	260 458	178 396	940 121	824 329	354 377	-
1005	Office of the Speaker	3	1 552 934	1 644 672	77 581,00	104 147,00	109 147,00	88 884	112 965	77 581	109 546	109 546	109 546	109 546	109 546	434 899
1007	Office of the Deputy Mayor	3	1 200 043	1 271 050	86 849,00	86 849,00	86 849,00	86 849	124 663	87 410	87 595	87 595	87 595	91 920	87 595	198 274
1010	Public Relations	3	3 267 408	3 352 110	108 526,00	108 526,00	111 294,00	122 561	279 818	432 916	501 963	442 141	442 141	442 141	210 549	64 832
1020	Audit	3	2 339 144	2 466 815	160 111,00	163 188,00	160 680,00	174 048	256 984	160 204	163 933	203 933	203 933	203 933	203 933	284 264
1101	Councillor Support	3	1 245 746	1 320 228	87 657,00	87 657,00	87 657,00	87 657	150 657	87 657	87 803	87 803	87 803	87 803	87 803	217 789
1102	Admin. Support Services	3	10 139 844	10 628 445	616 210,00	647 687,00	777 202,00	723 131	1 176 752	708 943	751 138	911 907	841 463	841 463	841 463	1 302 485
1103	Tourism	1	4 678 810	4 855 841	217 072,00	224 136,00	262 344,00	301 125	384 295	233 961	305 137	217 111	367 111	226 234	329 433	1 610 851
1110	Human Resources Management	3	8 762 776	9 018 677	538 776,00	580 537,00	738 105,00	632 233	859 042	628 457	1 018 627	1 505 566	1 074 698	203 823	503 823	479 099
1164	Property Management	3	17 688 293	17 945 257	457 101,00	533 743,00	485 610,00	1 079 031	2 347 923	987 030	1 218 385	2 699 675	1 886 070	1 886 070	1 886 070	2 221 585
1165	Buildings - Maintenance	2	5 722 209	5 828 536	128 622,00	223 122,00	239 132,00	602 416	526 114	364 782	359 744	622 469	525 830	611 330	594 270	925 378
1166	Communication / Telephone	3	5 881 224	5 330 857	104 275,00	124 526,00	421 421,00	450 578	504 698	434 912	554 025	131 760	773 139	773 139	773 139	835 612
1201	Finance Dept. Management and Finance	3	4 504 399	4 520 196	332 624,00	362 429,00	326 512,00	333 577	444 700	359 384	341 087	845 834	359 165	359 165	161 128	288 794
1202	Financial Management Grant	3	1 732 244	1 796 315	3 965,00	3 965,00	107 126,00	3 965	158 310	184 148	367 054	108 702	108 702	108 702	108 702	468 903
1205	Budget & Financial Service	3	6 145 518	5 952 407	382 102,00	382 102,00	382 102,00	422 402	655 664	439 852	653 111	399 794	860 915	852 627	612 145	102 702
1210	Information Technology	2	17 253 080	17 515 303	401 464,00	687 411,00	525 170,00	457 204	1 021 197	476 328	1 057 427	2 469 920	2 472 594	2 470 177	2 455 412	2 758 776
1235	Procurement	3	6 892 662	7 283 656	468 640,00	468 702,00	545 376,00	495 426	807 157	532 938	486 803	500 486	500 486	500 486	500 486	1 085 679
1238	Expenditure	3	4 258 058	4 513 048	309 696,00	309 696,00	309 696,00	309 696	508 086	309 696	311 061	311 061	311 061	311 061	311 061	646 177
1301	Eng. & Infrastructure Serv. Management	2	2 048 945	2 167 357	142 571,00	147 722,00	155 641,00	144 077	161 971	150 311	145 506	144 697	152 322	147 789	144 138	412 200
1310	Transport Pool	3	3 134 648	3 134 648	87 576,00	14 046,00	140 628,00	129 003	175 536	167 358	195 658	349 577	471 292	471 292	471 292	460 390
1330	Projects and Housing	2	6 500 557	6 631 312	104 855,00	343 787,00	334 359,00	458 056	223 506	604 635	673 975	442 747	693 747	763 347	442 747	1 414 816
1331	Working for Water (DWAF)	1	4 918 580	5 021 627	311 820,00	257 922,00	155 308,00	181 050	209 604	307 415	260 623	347 814	702 280	702 280	702 280	780 184
1361	Roads-Main/Div. Indirect	2	73 947 612	82 665 117	4 010 529,00	4 970 765,00	6 051 525,00	5 568 337	5 817 138	5 198 537	4 028 482	7 136 994	8 304 521	5 242 714	6 499 809	11 120 281
1362	Roads Management	2	9 064 922	9 599 397	657 795,00	675 485,00	660 507,00	658 184	1 059 632	660 385	660 922	665 099	668 283	675 268	658 283	1 365 078
1363	Roads - Workshop	2	8 554 020	9 024 247	572 238,00	579 788,00	575 022,00	632 300	967 420	586 712	622 827	674 510	652 904	644 892	574 684	1 470 723
1364	Roads - Plant	2	10 100 000	10 100 000	331 437,00	714 803,00	585 607,00	848 457	745 131	602 836	511 457	674 854	1 320 342	1 214 854	1 291 854	1 267 466
1441	Municipal Health Services	1	35 788 656	37 783 303	2 440 308,00	2 556 315,00	2 601 040,00	2 634 688	3 940 716	2 485 311	2 769 398	2 835 954	2 833 555	2 743 302	2 785 651	5 362 421
1475	Social Development	1	3 246 358	3 432 343	226 945,00	255 047,00	228 318,00	252 403	381 141	228 281	233 526	228 711	246 782	228 711	248 132	488 382
1477	Rural Development	1	321 020	338 637	21 206,00	21 206,00	21 849,00	41 006	38 106	53 645	21 206	21 206	21 206	21 624	21 206	19 554
1478	Management Rural and Social Development	1	3 002 514	3 179 619	207 329,00	207 726,00	221 555,00	210 776	299 587	209 181	211 559	210 229	214 729	221 113	219 076	569 652
1511	Performance Management	3	2 008 612	2 113 247	150 094,00	150 094,00	150 445,00	42 191	101 578	41 978	153 481	153 481	153 481	153 481	153 481	604 827
1512	IDP	3	747 552	774 213	35 887,00	55 787,00	40 879,00	53 564	80 334	45 224	66 775	66 775	66 775	66 775	66 775	102 002
1521	Land-use and Spatial Planning	1	1 156 030	1 214 256	78 429,00	78 616,00	79 117,00	229 053	78 616	78 554	79 703	79 780	79 780	79 780	79 780	134 782
1522	Environmental Planning	1	884 888	937 981	69 563,00	69 563,00	69 583,00	69 563	69 563	69 563	69 563	69 563	69 563	69 563	69 563	119 695
1610	Disaster Management	1	3 887 129	4 029 528	172 760,00	174 084,00	193 088,00	271 432	309 139	307 865	273 987	267 545	326 575	285 755	535 444	789 445
1615	Public Transport Regulation	2	4 590 346	4 699 045	135 331,00	141 678,00	208 446,00	219 908	244 564	417 846	137 079	387 872	495 079	237 079	567 079	1 378 385
1620	Fire Service	1	57 020 259	56 349 314	2 567 638,00	2 974 468,00	3 179 111,00	3 516 008	4 793 027	3 843 647	7 191 634	6 815 628	7 387 301	4 833 067	4 317 649	5 601 081
			<b>379 511 063</b>	<b>374 684 316</b>	<b>19 082 945</b>	<b>20 964 042</b>	<b>24 625 750</b>	<b>25 565 837</b>	<b>32 572 197</b>	<b>27 073 151</b>	<b>31 759 953</b>	<b>34 589 870</b>	<b>38 399 808</b>	<b>31 335 503</b>	<b>33 508 820</b>	<b>60 043 177</b>



5. EXPENDITURE AND DELIVERY (PROJECTS)

Description	SO	Budget 2017/18	Adj Budget 2017/2018	Budget 2018/19	Budget 2019/20	July	August	Sept	October	Nov.	Dec.	January	Feb.	March	April	May	June
Com. and Dev. Services	1	2 823 000	2 827 037	1 689 037	1 689 037	-	-	150 000	28 925	79 479	174 604	49 209	62 833	847 833	49 208	137 305	109 641
Technical Services	2	15 540 000	13 725 000	9 475 000	9 475 000	-	-	328 000	480 000	928 000	668 000	740 000	2 652 000	821 000	1 748 000	835 000	275 000
Regional Dev. and Planning	1	7 762 000	7 712 960	7 912 960	7 912 960	60 000	100 000	531 000	100 000	400 000	1 351 000	100 000	200 000	2 039 000	300 000	369 000	2 362 960
Rural and Social Dev.	1	7 173 500	7 652 541	6 519 150	5 970 050	593 050	553 627	256 612	356 805	502 795	291 005	389 588	800 105	299 421	1 024 137	994 255	457 750
		<b>33 298 600</b>	<b>31 917 538</b>	<b>26 596 147</b>	<b>26 047 047</b>	<b>663 050</b>	<b>653 627</b>	<b>1 265 612</b>	<b>965 730</b>	<b>1 910 274</b>	<b>2 484 609</b>	<b>1 278 797</b>	<b>3 714 938</b>	<b>4 007 254</b>	<b>3 121 345</b>	<b>2 335 560</b>	<b>3 205 351</b>

6. CAPITAL BUDGET (Three Years)

Description	SO	Adj Budget 2017/2018	Budget 2018/2019	Budget 2019/2020	Budget 2020/2021	July	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
Office of the Mayor	3	693 211	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of the Deputy Mayor	3	6 469	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Relations	3	91 966	250 000	200 000	-	-	-	-	-	-	250 000	-	-	-	-	-	-
Internal Audit	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Councillor Support	3	33 000	6 000	-	-	-	-	-	-	-	-	6 000	-	-	-	-	-
Admin. Support Services	3	383 930	720 600	406 000	775 400	-	-	2 500	-	2 500	-	82 800	42 800	590 000	-	-	-
Tourism	1	274 000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Management	3	907 394	91 900	469 800	21 500	-	-	-	20 000	-	-	-	-	-	71 900	-	-
Buildings : Maintenance	2	2 234 029	4 615 000	7 741 000	5 360 000	-	-	-	-	45 000	50 000	-	-	910 000	1 190 000	640 000	1 780 000
Communication / Telephone	3	10 000	11 000	12 000	13 000	-	-	-	-	-	-	-	11 000	-	-	-	-
Budget & Financial Services	3	202 002	-	-	14 000	-	-	-	-	-	-	-	-	-	-	-	-
Information Technology	2	4 306 047	10 153 900	2 439 400	2 221 500	-	21 400	-	-	-	12 000	18 500	2 122 000	-	30 000	3 200 000	4 750 000
Procurement	3	-	12 000	-	-	-	-	-	-	12 000	-	-	-	-	-	-	-
Expenditure	3	1 120	13 800	21 000	-	-	-	-	-	-	-	13 800	-	-	-	-	-
Transport Pool	3	1 025 798	1 470 000	810 000	1 610 000	-	-	-	-	-	-	-	-	-	1 470 000	-	-
Projects and Housing	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Working for Water (DWAF)	1	-	40 000	-	-	-	-	-	-	-	-	40 000	-	-	-	-	-
Roads-Main/Div. Indirect	2	1 186 561	2 318 100	5 183 500	1 670 000	-	20 000	-	44 000	3 000	-	96 100	155 000	200 000	1 600 000	200 000	-
Municipal Health Services	1	28 579	29 570	238 695	16 200	-	-	-	-	-	-	29 570	-	-	-	-	-
Rural Development	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management: Comm and Dev Planning Services	1	4 820	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Performance Management	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Disaster Management	1	571 745	419 000	2 828 200	1 243 500	-	-	21 000	3 000	20 000	65 000	-	130 000	-	-	50 000	130 000
Fire Services	1	8 359 499	11 280 000	7 465 000	5 130 000	-	80 000	-	150 000	-	-	430 000	1 250 000	-	9 370 000	-	-
		<b>20 320 170</b>	<b>31 430 870</b>	<b>27 814 595</b>	<b>18 075 100</b>	<b>-</b>	<b>121 400</b>	<b>23 500</b>	<b>217 000</b>	<b>82 500</b>	<b>377 000</b>	<b>716 770</b>	<b>3 710 800</b>	<b>1 700 000</b>	<b>13 731 900</b>	<b>4 090 000</b>	<b>6 660 000</b>

## 6.1 BUDGET LINK IDP / STRATEGIC OBJECTIVES / PREDETERMINED OBJECTIVES

Nr	Strategic Objective	Budget Allocation 2018/2019	Nr	Predetermined Objective	Budget Allocation 2018/2019
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 135 594 539.00	1.1	Provide a comprehensive and equitable Municipal Health Service including Air Quality Management throughout the CWDM.	R 37 234 193
			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 4 130 629
			1.3	Effective planning and coordination of specialized fire-fighting services throughout the CWDM.	R 57 020 259
			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 24 120 416
			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 13 089 042
2.	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	R 147 256 691.00	2.1	To comply with the administrative and financial conditions of the Western Cape Government roads agency function agreement.	R 101 666 554
			2.2	To implement sustainable infrastructure services.	R 7 771 154
			2.3	To increase levels of mobility in the whole of the CWDM area.	R 9 718 346
			2.4	To improve infrastructure services for rural dwellers.	R 10 847 557
			2.5	To implement an effective ICT support system.	R 17 253 080
3.	Providing effective and efficient financial and strategic support services to the Cape Winelands District Municipality.	R 122 255 970.00	3.1	To facilitate and enhance sound financial support services.	R 23 532 881
			3.2	To strengthen and promote participative and accountable IGR and governance.	R 41 144 763
			3.3	To facilitate and enhance sound strategic support services.	R 57 578 326
<b>Total</b>		<b>R 405 107 200.00</b>			<b>R 405 107 200.00</b>



7. 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 Integrated Development Plan through:</p> <ul style="list-style-type: none"> <li>• A well-defined and operational IDP Unit</li> <li>• A well-defined and operational Performance Management Unit</li> <li>• A well-defined and operational Risk Management Unit</li> <li>• A well-defined and operational Internal Audit Unit</li> <li>• A well-defined and operational Communication Unit</li> </ul>

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 Cape Winelands District Municipality.

CAPE WINELANDS DISTRICT MUNICIPALITY: PREDETERMINED OBJECTIVES	
1.1	Provide a comprehensive and equitable Municipal Health Service including Air Quality Management throughout the area of the Cape Winelands District Municipality.
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 Cape Winelands District Municipality.
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 Western Cape Government roads agency function agreement.
2.2	To implement sustainable infrastructure services throughout the area of the Cape Winelands District Municipality.
2.3	To increase levels of mobility throughout the area of the Cape Winelands District Municipality.
2.4	To improve infrastructure services for rural dwellers throughout the area of the Cape Winelands District Municipality.
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.



**7.1 NATIONAL KPA's:**

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

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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%

8. 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		Outcome Indicator		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 all environmental health objectives set.	1.1.1.1	Monthly Report (Sinjani report) to PGWC on all MHS matters by the 15th of every following month	12	3		3		3		3		12	
	1.1.2	To ensure effective ENVIRONMENTAL POLLUTION CONTROL via the identification, evaluation, monitoring and prevention of the pollution of soil, water and air, in as far as it relates to health; and to institute remedial action accordance with Regulation 37 of the CWDM Municipal Health By-Law.	1.1.2.1	Submission of an annual report on air quality by the CWDM Air Quality Officer as described in section 17 of the National Environmental Management: Air Quality Act, 2004 (Act 39 of 2004)	1	0		1		0		0		1	
1.2	1.2.1	Build Institutional Capacity.	1.2.1.1	Review Corporate Disaster Management Plan, submitted to Council for approval	1	0		0		0		1		1	
1.3	1.3.1	Effective planning and co-ordination of specialized firefighting services in CWDM.	1.3.1.1	Fire Season Preparedness plan approved by Council ending December 2018	1	0		1		0		0		1	
1.4	1.4.1	To fulfil a coordination role in terms of Town and Regional Planning within the Cape Winelands District.	1.4.1.1	The CWDM Spatial Development Framework (SDF) approved by Council ending 30 June 2019	1	0		0		0		1		1	
	1.4.2	To fulfil a coordination role in terms of Economic and Tourism Development within the Cape Winelands District.	1.4.2.2	The CWDM Regional Socio & Economic Development Strategy be approved by Council ending 30 June 2019	1	0		0		0		1		1	



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

CWDM PDO	Outcome Indicator	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 Support the maintenance of proclaimed roads in the district on an agency basis for the provincial roads authority.	2.1.1.1 Conclude the annual Memorandum of Agreement with Provincial Government Western Cape.	1	0		0		0		1		1	
2.2	2.2.1 Enhance the planning of infrastructure services in the district.	2.2.1.2 Initiate the compilation of the 4 <sup>th</sup> generation Integrated Waste Management Plan and report back to the Executive Mayor.	1	0		0		0		1		1	
2.3	2.3.1 Improved pedestrian safety throughout the District	2.3.1.1 Review District Integrated Transport Plan and submit to Council for approval.	1	0		0		0		1		1	
2.4	2.4.1 To improve infrastructure services for rural dwellers throughout the area of the Cape Winelands District Municipality.	2.4.1.1 % of project budget spent on rural projects. (Clearing road reserves, provision of water & sanitation to schools, renewable infrastructure and upgrade rural sport facilities).	95% (cumulative)	5%		15%		40%		95%		95%	
2.5	2.5.1 Improving ITC support	2.5.1.1 Review of the ICT Governance Framework and submitted to Council for approval.	1	0		0		0		1		1	

**STRATEGIC OBJECTIVE 3 - Providing effective and efficient financial and strategic support services to the Cape Winelands District Municipality**

CWDM PDO	Outcome Indicator	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	Credible Budget	3.1.1.1	Compilation of a credible budget and submitted to Council by 31 May 2019	End May	0		0		0		1		1	
	3.1.2	Transparent and accountable reporting to all stakeholders	3.1.2.1	Compilation of Mid-year assessment (section 72) report and submitted to Council	1	0		0		1		0		1	
	3.1.3	Fair, Equitable, Transparent, Competitive and cost-effective SCM Policy and Regulatory Framework.	3.1.3.1	Submit to Council a report on the implementation of Supply Chain Management (within 30 days after year-end)	1	1		0		0		0		1	
3.2	3.2.1	To ensure well functional statutory and other committees	3.2.1.1	Number of council meetings where section 52 reports are presented, supported administratively	4	1		1		1		1		4	
			3.2.1.2	Number of mayoral committee meetings, supported administratively	10	3		2		3		2		10	
3.3	3.3.1	To ensure skilled and competent workforce in order to realise organisational strategic objectives	3.3.1.1	Number of Workplace Skills Plan Submissions to the LGSETA.	1	0		0		0		1		1	
	3.3.2	Improved Labour Relations and informed Workforce.	3.3.2.1	Number of Employment Equity Report submissions to the Department of Labour	1	0		0		1		0		1	

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

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CWDM SO	CWDM PDO	Project No	National KPI	Project Name	Adjustment Budget 2017/2018	Budget 2018/2019	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
<b>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</b>																			
1	1.1	1.a	1	Subsidies – Water & Sanitation	R1 880 000	R 1 000 000		Number of farms serviced - Educational	66	5		5		20		25		55	
1	1.1	1.b	1	Environmental Health Education	R 445 537	R 445 537		Number of theatre performances	60	0		0		32		28		60	
1	1.1	1.c	1	Greening Project	R 258 000	0		Number of trees planted	1200	0		0		0		0		0	
1	1.2	1.d	5	Disaster Risk Assessments	R 243 500	R 243 500		Number of community-based risk assessment workshops	10	0		0		0		10		10	
1	1.4	1.e	5	River Rehabilitation (EPWP)	R 360 000	R 360 000		Hectares cleared	100	0		0		0		100		100	
1	1.4	1.f	3	Entrepreneurial Seed Funding	R 500 000	R 500 000		Number of SMME's supported	20	0		0		18		0		18	
1	1.4	1.g	3	Business Retention & Expansion	R 700 000	R 700 000		Number of action plans for tourism sector	14	0		1		4		5		10	
1	1.4	1.h	3	Investment Attraction Programme	R 350 000	R 550 000		Number of projects implemented	2	0		0		1		1		2	
1	1.4	1.i	3	Small Farmers Support Programme	R 500 960	R 500 960		Number of small farmers supported	10	0		0		9		0		9	
1	1.4	1.j	3	SMME Training & Mentorship	R 611 000	R 611 000		Number of M & E Reports	4	1		1		1		1		4	
1	1.4	1.k	3	Tourism Month	R 152 000	R 152 000		Tourism month activities	2	2		1		0		0		3	
1	1.4	1.q	3	Township Tourism	R 400 000	R 400 000		Number of SMME's linked with formal economy	4	1		1		1		1		4	
1	1.4	1.l	3	Tourism Business Training	R 850 000	R 850 000		Number of training and mentoring sessions	9	0		4		3		2		9	
1	1.4	1.m	3	Tourism Educational	R 150 000	R 150 000		Number of educationals	8	2		2		2		3		9	
1	1.4	1.n	3	LTA Projects	R 300 000	R 300 000		Number of LTA's participating	15	2		6		7		0		15	
1	1.4	1.o	3	Tourism Events	R 700 000	R 700 000		Number of tourism events	26	2		5		8		9		24	
1	1.4	1.p	3	Tourism Campaigns	R 109 000	R 109 000		Campaigns implemented	1	0		0		2		0		2	
1	1.4	1.r	3	EPWP Invasive Alien Management Programme	R 2 030 000	R 2 030 000		Number of hectares cleared	1500	150		200		400		750		1500	
1	1.5	1.s	1	HIV/AIDS Programme	R 137 500	R 147 500		Number of HIV/AIDS Programmes Implemented	8	1		2		1		1		5	
1	1.5	1.t	1	Artisan Skills Development (Youth and Women) EPWP	R 200 000	R 200 000		Number of skills development initiatives implemented	3	0		0		0		1		1	
1	1.5	1.u	1	Elderly	R 318 600	R 419 800		Number of Active Age programmes Implemented	8	2		5		3		0		10	



CWDM SO	CWDM PDO	Project No	National KPI	Project Name	Adjustment Budget 2017/2018	Budget 2018/2019	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
<b>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</b>																			
1	1.5	1.v	1	Disabled	R 794 000	R 653 070		Number of on interventions implemented which focus on the rights of people with disabilities.	6	1		9		1		0		11	
1	1.5	1.w	1	Community Support Programme	R 800 000	R 400 000		Number of Service Level Agreements signed with community based organisations	56	0		0		27		0		27	
1	1.5	1.x	1	Families and Children (Substance Abuse)	R 797 000	R 1 012 300		Programmes and support for vulnerable children	20	5		5		5		5		20	
								Provision of sanitary towels	1	0		0		1		0		1	
								Support for ECDs	1	0		0		1		0		1	
1	1.5	1.y	1	Sport, Recreation and Culture Programmes	R 3 919 111	R 2 960 950		Number of programmes	20	1		5		1		2		9	
1	1.5	1.y.1	1	Youth	R 564 440	R 603 640		Number of youth development programmes	10	2		2		2		2		8	
1	1.5	1.y.2	1	Women	R 121 890	R 121 890		Number awareness programmes	5	0		0		0		0		5	
<b>STRATEGIC OBJECTIVE – 2: Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.</b>																			
2	2.1	1.z	3	Clearing Road Reserves	R 1 075 000	R 1 075 000		Kilometres of road reserve cleared	550	0		200		250		100		550	
2	2.1	1.bb	3	Road Safety Education	R 1 148 000	R 1 148 000		Number of Road Safety Education Programmes completed	2	0		1		0		1		2	
2	2.2	1.dd	3	Provision of Water services to Schools	R 500 000	R 500 000		Number of Schools assisted	3	0		1		3		3		7	
2	2.3	1.hh	3	Sidewalks and Embayment's	R 6 480 000	R 3 980 000		Number of sidewalks and Embayment's completed	4	1		1		2		0		4	
2	2.4	1.ee	3	Renewable Infrastructure – Rural Areas	R 1 250 000	R 1 000 000		Number of solar systems installed	300	0		30		50		100		180	
2	2.4	1.ff	3	Upgrading of Sport Facilities	R 3 272 000	R 1 772 000		Number of Sport Facilities completed	7	0		0		2		4		6	

**CONCLUSION**

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The SDBIP provides an excellent basis for the Councillors of the CWDM to monitor the implementation of service delivery programmes and initiatives across the 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 and Municipal Manager against set targets. The Municipal Manager's commitments in his scorecard will be used by the Executive Mayor and his Mayoral Committee to monitor the progress of the CWDM in terms of implementing programmes and initiatives in the District. Similarly, the Municipal Manager is being provided with a tool to ensure that his direct reports are held accountable for all the key performance indicators as presented in the SDBIP.

**Confirmed by:**

**Municipal Manager - H Prins:**

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**Date:** -----

**Approved by**

**Executive Mayor - Ald (Dr) H von Schlicht:**

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**Date:** -----