

ANNEXURE “L”

**SERVICE DELIVERY AND BUDGET IMPLEMENTATION
PLAN**

CWDM SDBIP 2019 / 2020 (draft)

Draft Tabled on 28 March 2019

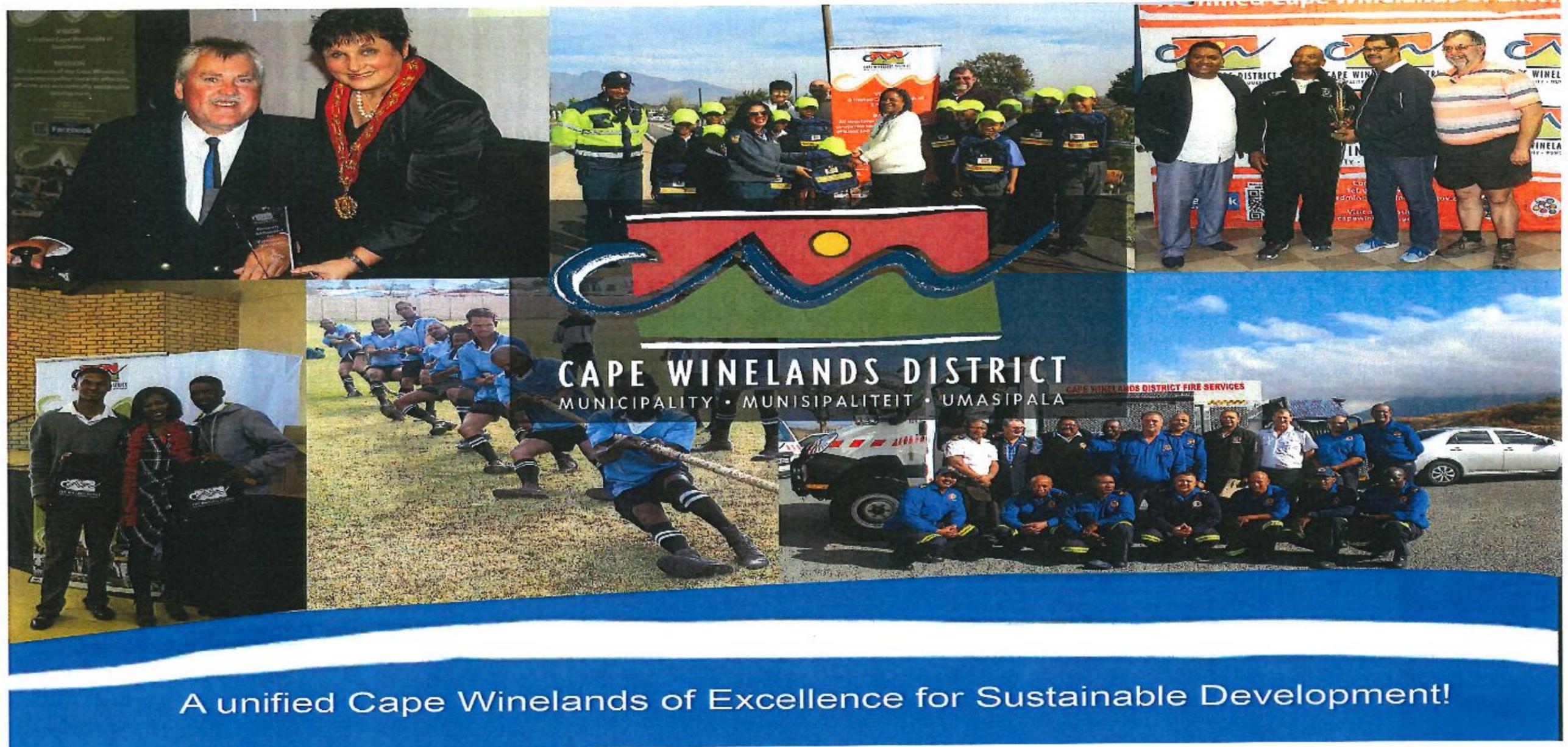
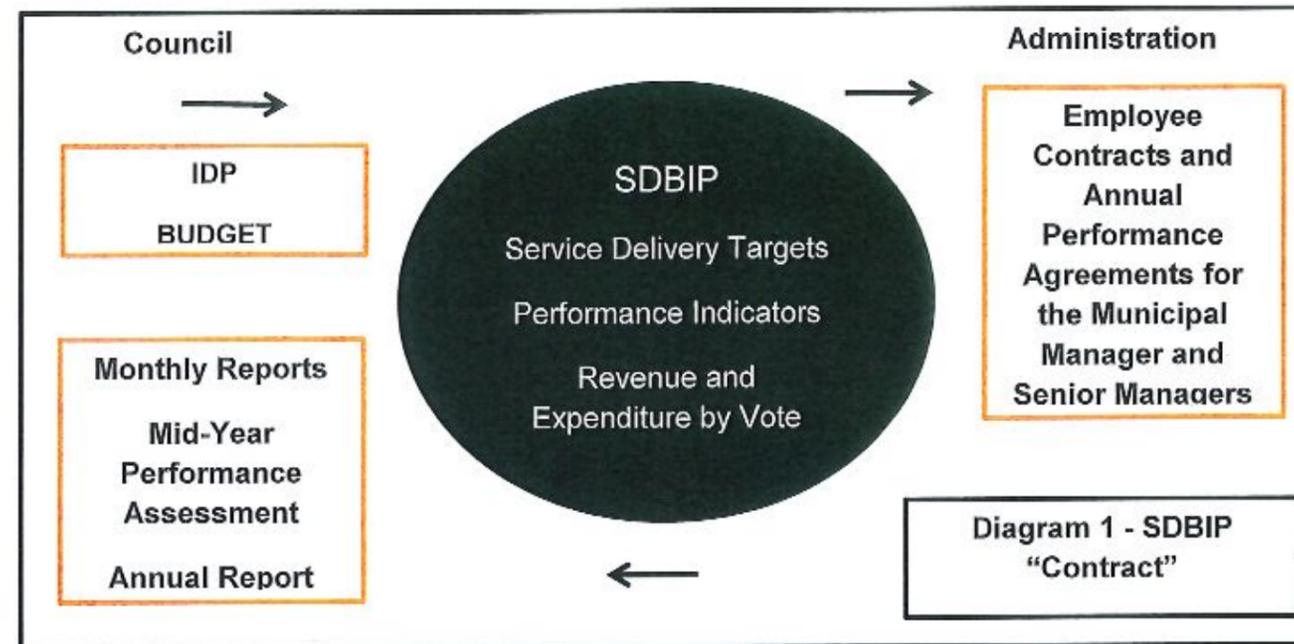


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1. INTRODUCTION

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 District Municipality 2. Increasing employee costs year on year 3. Lack of succession planning and talent management 4. Inadequate contract management 5. Lack of business continuity in case of an eventuality (ICT) 6. 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	Feb Adj Budget 2018/2019	Budget 2019/2020	Budget 2020/2021	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
ADMIN FEES																
DWAF AGENCY ADMIN	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ROADS AGENCY ADMIN	2	-18 301 588	-17 564 705	-18 038 044	-	-	-	-	-	-	-	-	-	-	-	-17 564 705
GRANTS AND SUBSIDIES																
EQUITABLE SHARE	3	-2 057 000	-2 339 000	-2 507 000	-	-	-	-	-	-	-	-	-2 339 000	-	-	-
EXPANDED PUBLIC WORKS PROGRAMME	2	-1 391 000	-1 581 000	-	-	-395 250	-	-	-711 450	-	-	-474 300	-	-	-	-
LOC.GOV.FINAN.MANAGEM. GRANT	3	-1 000 000	-1 000 000	-1 000 000	-	-1 000 000	-	-	-	-	-	-	-	-	-	-
WCPCG- FINANCE MANAGEMENT GRANT	3	-1 535 040	-680 000	-	-	-	-	-	-380 000	-280 000	-	-	-	-	-	-
NT TRANSFER-RSC REVENUE REPLACEMENT	3	223 157 000	-229 717 000	-235 929 000	-96 481 140	-	-	-	-	-78 103 780	-	-	-55 132 080	-	-	-
RURAL ROADS ASSET MAN. SYST(DORA)	2	-2 689 000	-2 849 000	-3 012 000	-	-	-1 994 300	-	-	-	-	-854 700	-	-	-	-
CWDM INTEGRATED TRANSPORT PLAN (DORA)	2	-1 607 612	-900 000	-900 000	-	-	-	-	-	-	-900 000	-	-	-	-	-
FIRE SERVICE CAPACITY GRANT		-	-1 046 000	-	-	-	-	-	-	-	-	-	-1 046 000	-	-	-
SETA - REFUNDS	3	-289 000	-289 000	-289 000	-	-	-	-153 568	-26 766	-	-	-	-	-	-	-108 666
COMMUNITY DEVELOPMENT WORKERS (GRANT)	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LOCAL GOVERNMENT GRADUATE INTERNSHIP GRANT	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PERFORMANCE MAN GRANT	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LOCAL GOVERNMENT INTERNSHIP GRANT	3	-72 000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MUNICIPAL SERVICE DELIVERY AND CAPACITY BUILDING GRANT	1	-400 000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SAFETY PLAN IMPLEMENTATION - (WOSA)	1	-1 000 000	-1 100 000	-2 000 000	-	-	-	-	-	-	-	-	-1 100 000	-	-	-
OTHER INCOME																
INCOME: EXHIBITIONS	1	-50 000	-50 000	-50 000	-	-	-	-	-	-	-	-	-	-	-	-50 000
SALES: TRAINING	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUBS. DOW: HIRING OF TOILETS	2	-825 000	-700 000	-700 000	-	-64 700	64 700	-64 700	64 700	-64 700	-64 700	64 700	-64 700	-64 700	64 700	-53 000
SERVICE CHARGES																
FIRE FIGHTING	1	-200 000	-200 000	-200 000	-	-5 000	-	-	-5 000	-8 500	-	-	-	-	-	-181 500
EXTERNAL INTEREST																
INTEREST EARNED	3	-54 000 000	-56 000 000	56 000 000	-214 682	-750 000	-1 500 000	-1 600 000	-1 700 000	-1 080 000	-1 155 000	-2 500 000	-3 200 000	-3 500 000	-10 000 000	-28 800 348
MISCELLANEOUS INCOME																
SALE: WASTE PAPER	3	-800	-800	-800	-	-	-	-	-	-	-	-	-	-	-	800
SALE: TENDER DOCUMENTS	3	-100 000	-100 000	-100 000	-22 000	-13 000	-2 000	-18 000	-9 000	-1 000	-	7 000	-8 000	-10 000	-	-10 000
TRANSACTION HANDLING FEE	3	-50 000	50 000	-50 000	-4 166	-4 166	-4 166	-4 166	-4 166	-4 166	-4 166	-4 166	-4 166	-4 166	-4 166	4 174
ELECTRICITY INCOME	2	-4 000	-4 000	-4 000	260	-348	-348	-174	-174	-174	-348	-348	-348	-348	-348	-782
SALE: SCRAP MATERIAL	2	-100 000	-100 000	-100 000	-	-	-	-	-	-	-	-	-	-	-	-100 000
RECYCLING OF WASTE	2	-	-50 000	-50 000	-	-	-	-	-	-	-	-	-	-	-	-50 000
LICENCE PERMITS & HEALTH CERTIFICATES	1	-300 000	-250 000	-250 000	-11 711	48 744	-17 092	-66 786	-61 722	-10 428	-6 014	-6 000	-10 000	-	-	-11 503
INSURANCE REFUND	3	1 400 000	-340 000	-340 000	-3 584	-3 223	-50 000	-10 000	-20 000	-	-45 000	-	-55 000	-85 000	-30 000	-38 193
BAD DEBTS RECOVERED	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MERCHANDISING, JOBBINGS & CONTRACTS	2	-230 190	-230 190	-230 190	-	-	-	-	-	-	-	-	-	-	-	-230 190
MANAGEMENT FEES	3	-13 982 101	-13 982 101	-13 982 101	-700 000	-800 000	-850 000	-650 000	-550 000	-1 000 000	-900 000	-800 000	-900 000	-850 000	-2 500 000	-3 462 100
AGENCY																
ROADS AGENCY	2	-110 088 164	-116 018 750	-121 819 688	-	-9 710 100	-4 093 890	-8 422 572	-7 998 659	-9 102 733	-15 758 825	-15 000 000	-12 000 000	-6 500 000	8 500 000	-18 931 971
DWAF AGENCY	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
RENTAL FEES																
RENTAL FEES GENERAL	3	-220 000	-131 000	-131 000	-10 382	-3 456	-2 926	-27 709	-20 671	-10 916	-10 000	-8 500	-9 000	-9 000	-8 440	-10 000
		-435 029 495	-447 232 546	-457 662 823	-97 447 895	-12 797 987	-8 579 422	-11 017 675	-11 552 308	-89 666 397	-18 844 053	-19 719 714	-75 868 294	-11 023 214	-21 107 654	-69 607 932

4. MONTHLY PROJECTIONS OF OPERATING EXPENDITURE PER STRATEGIC OBJECTIVE

Vote Number	Description	SO	Feb Adj Budget 2018/2019	Budget 2019/20	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
1000	EXPENDITURE OF THE COUNCIL	3	12 579 670	13 403 807	886 625	950 782	890 955	2 977 514	975 146	970 421	893 596	888 777	888 777	888 777	888 560	1 293 897
1001	OFFICE OF THE MM	3	3 459 079	3 650 879	271 109	279 516	271 981	274 821	523 178	277 052	279 801	279 040	292 391	292 391	292 891	316 708
1002	SUPPORT EXPENDITURE OF THE COUNCIL	3	20 850 005	24 828 802	104 934	1 015 155	572 882	811 908	1 369 048	1 005 054	285 109	393 331	1 022 204	460 204	283 779	17 505 184
1003	Office of the Mayor	3	2 770 455	3 378 993	223 738	224 360	239 209	226 122	285 535	276 423	222 094	278 926	299 521	313 131	311 929	468 005
1004	LOCAL ECONOMIC DEVELOPMENT	1	3 841 288	3 814 351	198 198	214 264	201 834	188 049	389 043	207 529	234 971	300 839	250 839	308 839	211 784	1 088 162
1005	OFFICE OF THE SPEAKER	3	1 255 446	1 330 212	105 560	105 560	105 560	117 102	125 880	107 544	106 220	105 938	106 902	113 902	105 902	123 042
1007	OFFICE OF THE DEPUTY MAYOR	3	1 015 487	1 089 026	84 904	84 904	91 346	84 904	107 354	91 346	88 650	85 650	92 092	85 650	85 650	106 578
1010	PUBLIC RELATIONS	3	3 476 408	3 574 174	132 842	171 748	179 938	291 368	494 828	326 892	165 613	295 513	407 863	407 309	233 613	466 547
1020	INTERNAL AUDIT	3	2 579 144	2 404 441	167 861	174 559	208 280	194 445	277 993	210 547	168 694	168 826	207 444	194 329	170 222	261 242
1101	COORDINATOR SUPPORT	3	1 177 748	1 243 399	93 512	93 512	93 512	93 512	160 281	97 870	93 637	93 937	93 637	93 637	93 637	142 615
1102	ADMINISTRATIVE SERVICES	3	9 308 844	9 732 650	622 859	717 312	722 403	736 664	1 217 409	762 017	709 842	699 914	835 680	765 530	790 630	1 192 390
1103	TOURISM	1	5 208 779	4 937 380	486 821	309 622	404 144	372 356	474 712	290 797	273 906	263 329	436 802	413 329	263 329	948 393
1110	HUMAN RESOURCE MANAGEMENT	3	9 399 778	11 097 943	431 851	431 592	578 125	549 399	729 137	965 926	432 533	432 533	676 033	433 533	436 033	5 001 248
1164	PROPERTY MANAGEMENT	3	17 582 416	19 384 240	492 826	685 721	552 616	1 100 521	2 557 460	2 287 076	1 035 133	1 836 462	2 207 351	1 978 290	1 423 705	3 207 079
1165	BUILDINGS MAINTENANCE	2	5 807 309	5 890 401	160 848	175 238	191 893	276 637	261 672	619 770	607 985	1 109 619	471 046	379 888	379 988	1 255 717
1168	COMMUNICATION/TELEPHONE	3	5 622 457	5 766 138	375 047	391 183	382 080	428 054	436 911	377 824	409 197	426 917	440 865	559 365	535 865	1 003 630
1201	MANAGEMENT: FINANCIAL SERVICES	3	6 252 939	5 371 793	334 144	394 144	341 019	334 144	446 776	341 019	340 406	340 406	347 681	340 406	340 406	1 531 242
1202	FINANCIAL MANAGEMENT GRANT	3	1 857 910	1 878 696	91 231	91 231	164 481	91 231	91 231	481 231	178 885	91 231	91 231	91 231	91 231	324 151
1205	BUDGET AND TREASURY OFFICE	3	6 563 517	6 371 335	433 103	518 103	483 103	468 103	717 555	513 803	433 103	488 103	513 103	433 103	433 103	937 050
1210	INFORMATION TECHNOLOGY	2	16 386 247	16 936 580	666 697	2 821 010	499 757	1 099 972	758 824	1 528 924	580 307	2 717 648	1 275 769	1 154 278	1 181 277	2 652 117
1235	PROCUREMENT	3	6 871 662	6 526 288	504 126	504 126	504 126	504 126	504 126	507 210	507 210	507 210	507 210	507 210	507 210	862 398
1238	EXPENDITURE	3	4 338 058	4 434 567	338 647	338 647	338 647	338 647	535 640	338 723	339 998	340 012	340 012	340 012	339 952	505 632
1301	MANAG: ENGINEERING	2	2 568 775	2 668 870	197 164	192 525	203 495	197 891	396 132	208 263	199 254	203 204	199 204	199 204	199 204	273 330
1310	TRANSPORT POOL	3	3 134 648	3 236 475	145 211	32 990	152 716	132 927	291 799	260 336	275 611	385 363	263 663	444 705	297 063	614 091
1330	PROJECTS AND HOUSING	2	5 142 147	8 664 995	399 216	399 285	770 629	399 545	578 144	546 968	611 333	400 596	1 072 848	663 598	1 204 385	1 720 548
1331	WORKING FOR WATER (DWAF)	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1361	ROADS-MAIN/ DIV. INDIRECT	2	89 086 581	101 364 395	4 665 474	6 301 201	6 392 464	6 402 444	11 774 038	6 641 004	14 366 952	6 742 419	9 969 220	6 500 212	6 752 700	14 846 267
1362	ROADS DEVELOPMENT	2	9 094 922	9 347 078	718 306	734 108	722 771	736 362	1 165 137	718 782	721 690	725 714	732 951	732 951	732 951	905 355
1363	ROADS: WORKSHOP	2	9 112 105	9 183 441	638 717	637 481	640 380	638 071	1 043 455	712 279	652 684	646 738	661 238	698 738	724 183	1 489 697
1364	ROADS: PLANT	2	10 900 000	10 100 000	841 664	841 664	841 664	841 664	841 664	841 664	841 664	841 664	841 664	841 664	841 664	841 664
1441	MUNICIPAL HEALTH SERVICES	1	36 797 996	36 356 905	2 624 825	2 632 207	2 639 266	2 638 023	4 704 596	2 698 761	2 632 735	2 633 636	2 997 839	2 674 067	2 900 791	6 580 139
1475	SOCIAL DEVELOPMENT	1	2 496 358	2 490 699	175 338	176 638	193 938	175 838	291 368	233 284	177 621	175 421	182 921	184 800	175 338	349 106
1477	RURAL DEVELOPMENT	1	330 020	352 067	25 699	25 699	25 699	25 699	43 409	25 699	25 699	25 699	25 699	25 699	25 699	51 668
1478	MANAG: RURAL AND SOCIAL	1	3 128 514	3 286 875	233 381	233 381	243 446	236 600	471 717	234 815	236 581	250 646	241 755	244 191	241 630	419 733
1511	PERFORMANCE MANAGEMENT	3	2 919 112	2 436 575	174 644	171 609	172 044	188 609	279 309	227 232	172 453	172 953	172 719	172 719	172 719	359 671
1512	IDP	3	778 552	810 038	62 249	65 910	46 850	46 774	76 074	72 286	46 049	57 362	87 286	58 044	58 044	144 128
1621	LAND-USE AND SPATIAL PLANNING	1	1 169 030	1 225 325	82 322	82 652	82 757	82 322	130 467	83 755	83 307	83 820	83 920	83 920	83 307	262 676
1522	ENVIRONMENTAL PLANNING	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1610	DISASTER MANAGEMENT	1	4 940 129	6 182 266	270 830	285 537	415 256	315 831	311 843	635 322	308 649	288 242	1 010 638	414 748	389 288	1 526 072
1615	PUBLIC TRANSPORT REGULATION	2	5 733 658	5 263 228	249 842	249 842	249 842	249 842	354 337	253 476	250 569	250 569	265 569	250 569	259 569	2 379 203
1620	FIRE SERVICES	1	61 517 140	59 082 256	3 190 815	3 182 625	3 518 718	4 399 319	6 620 139	4 965 659	6 582 962	7 614 002	3 802 127	5 113 502	5 601 030	4 471 358
			407 021 329	421 047 673	21 903 079	26 876 523	26 330 846	29 277 360	42 760 469	31 944 592	36 671 681	33 601 408	34 416 696	29 767 864	30 070 262	78 637 803

5. EXPENDITURE AND DELIVERY (PROJECTS)

Description	SO	Budget 2018/19	Feb Adj Budget 2018/2019	Budget 2019/20	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
Com. and Dev. Services	1	1 689 037	1 689 037	1 689 037	1 000	12 614	89 884	258 440	204 430	241 245	14 987	1 000	9 000	108 000	228 604	519 833
Technical Services	2	9 475 000	8 632 388	8 370 000	441 666	322 166	814 349	573 982	390 166	676 970	416 262	690 826	616 666	1 039 268	1 079 166	1 308 513
Regional Dev. and Planning	1	7 912 960	7 953 710	7 425 000	8 300	509 658	783 731	925 039	252 291	658 645	315 647	-	897 406	700 000	149 500	2 224 783
Rural and Social Dev.	1	6 519 150	7 787 750	5 273 450	296 650	506 990	1 822 913	313 116	193 557	386 789	395 850	93 225	149 520	194 170	58 124	862 546
		25 596 147	26 062 885	22 757 487	747 616	1 351 428	3 510 877	2 070 577	1 040 444	1 963 649	1 142 746	785 051	1 672 592	2 041 438	1 515 394	4 915 675

6. CAPITAL BUDGET (Three Years)

Description	SO	Budget 2019/2020	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
Expenditure of the Council	3	-												
Office of the Municipal Manager	3	-												
Office of the Mayor	3	-	-	-	-	-	-	-	-	-	-	-	-	-
Local Economic Development	1	-												
Office of the Speaker	3	-												
Office of the Deputy Mayor	3	-												
Public Relations	3	240 000	-	-	-	-	-	-	-	40 000	200 000	-	-	-
Internal Audit	3	-												
Councillor Support	3	-												
Admin. Support Services	3	569 500	-	-	-	-	-	-	230 900	5 800	330 000	-	-	2 800
Tourism	1	-												
Human Resources Management	3	-												
Property Management	3	480 900	-	-	-	-	-	-	19 800	11 100	-	450 000	-	-
Buildings : Maintenance	2	8 211 000	-	-	-	50 000	11 000	250 000	150 000	-	850 000	900 000	350 000	5 650 000
Communication / Telephone	3	12 000	-	-	-	-	-	-	-	-	-	-	12 000	-
Finance Dept: Management and Finance	3	28 300	-	-	-	-	-	-	28 300	-	-	-	-	-
Budget & Financial Services	3	-												
Information Technology	2	10 449 400	-	52 900	-	50 000	-	25 000	-	-	2 121 500	1 200 000	-	7 000 000
Procurement	3	-												
Expenditure	3	-												
Eng. & Infrastructure Serv. : Management	2	-												
Transport Pool	3	810 000	-	-	-	-	810 000	-	-	-	-	-	-	-
Projects and Housing	2	-												
Working for Water (DWWAF)	1	-												
Roads-Main/Div. Indirect	2	5 381 500	40 000	-	-	-	-	-	48 500	283 000	850 000	960 000	-	3 200 000
Municipal Health Services	1	253 395	-	-	-	-	-	9 700	21 795	21 900	200 000	-	-	-
Rural Development	1	-												
Management: Comm and Dev Planning Services	1	-												
Performance Management	3	20 000	-	-	-	-	-	5 000	15 000	-	-	-	-	-
Environmental Planning	1	-												
Disaster Management	1	3 539 700	-	-	-	-	43 500	185 000	58 000	3 200	450 000	-	-	2 800 000
Public Transport Regulation	2	-												
Fire Services	1	12 104 500	-	-	-	-	-	4 219 000	695 500	100 000	700 000	6 390 000	-	-
		42 100 195	40 000	52 900	-	100 000	864 500	4 693 700	1 267 795	465 000	5 701 500	9 900 000	362 000	18 652 800

6.1 BUDGET LINK IDP / STRATEGIC OBJECTIVES / PREDETERMINED OBJECTIVES

Nr	Strategic Objective	Budget Allocation 2019/2020	Nr	Predetermined Objective	Budget Allocation 2019/2020
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 134 095 592	1.1	Provide a comprehensive and equitable Municipal Health Service including Air Quality Management throughout the CWDM.	R 39 802 442
			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 6 425 754
			1.3	Effective planning and coordination of specialized fire-fighting services throughout the CWDM.	R 59 062 255
			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 17 402 053
			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 11 403 088
			2.	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	R 177 778 982
			2.2	To implement sustainable infrastructure services.	R 8 559 270
			2.3	To increase levels of mobility in the whole of the CWDM area.	R 8 911 228
			2.4	To improve infrastructure services for rural dwellers.	R 13 386 993
			2.5	To implement an effective ICT support system.	R 16 936 580
3.	Providing effective and efficient financial and strategic support services to the Cape Winelands District Municipality.	R 131 930 471	3.1	To facilitate and enhance sound financial support services.	R 24 582 680
			3.2	To strengthen and promote participative and accountable IGR and governance.	R 44 030 838
			3.3	To facilitate and enhance sound strategic support services.	R 63 316 953
Total		R 443 805 045			R 443 805 045

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"> • 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 • A well-defined and operational Communication 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 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

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 to PGWC on all MHS matters by the 15th of the following month (Sinjani report).	12	3	3	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 air.	1.1.2.1	Submission of the State of Air report to the Western Cape Provincial Government.	0	0	0	1	0	0	1		
	1.1.3	To improve the livelihoods of rural dwellers.	1.1.3.1	Number of water and sanitation subsidies granted.	12	2	15	4	0	0	21		
1.2	1.2.1	To ensure an effective disaster management division in order to achieve all disaster management objectives set.	1.2.1.1	Number of Disaster Management Advisory Forum meetings	NEW KPI	0	1	0	1	2			
1.3	1.3.1	Effective planning and co-ordination of specialized firefighting services.	1.3.1.1	Pre - and post fire season reports, submitted to Council for approval.	2	0	1	0	1	2			
	1.3.2	Build fire-fighting capacity.	1.3.2.1	Number of fire officials trained by the CWDM Fire Services Academy.	60	30	0	0	30	60			
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	Annual review of Cape Winelands District Municipality (CWDM) Spatial Development Framework (SDF), submitted to Council for approval.	1	0	0	0	1	1			
	1.4.2	To ensure effective environmental management in order to achieve all objectives set.	1.4.2.1	Number of hectares cleared through the EPWP Invasive Alien Management & River Rehabilitation Programs.	1800	150	200	400	750	1500			

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			
1.4.3	To fulfil a coordination role in terms of Economic and Tourism Development within the Cape Winelands District.	1.4.3.1	Number of LTA Forum Meetings held by CWDM.	NEW KPI	2		1		2		1		6	
		1.4.3.2	Number of LED Forum Meetings held by CWDM.	4	1		1		1		1		4	
1.5	To improve the livelihoods of citizens in the CWDM area.	1.5.1.1	Number of ECD Centres supported by the CWDM.	50	0		20		0		0		20	
		1.5.1.2	Number of youth on skills development programme.	30	0		15		0		0		15	

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 MoA or addendum to the annual MoA with PGWC.	1	0	0	0	0	0	1	1	
			2.1.1.2	Kilometres of roads re-sealed.	25	0	0	0	10	15	25		
			2.1.1.3	Kilometres of roads bladed.	5 000	1 250	1 250	1 250	1 250	5 000			
			2.1.1.4	Kilometres of roads re-gravelled.	20	0	0	10	10	20			
2.2	2.2.1	Enhance the planning of infrastructure services in the district.	2.2.1.1	Complete the Integrated Waste Management Plan and submit to Council for approval.	1	0	0	0	0	1	1		
2.3	2.3.1	Improved pedestrian safety throughout the Cape Winelands District.	2.3.1.1	Review the District Integrated Transport Plan and submit to Council for approval.	1	0	0	0	0	1	1		
			2.3.1.2	Number of sidewalks and/or embayments and/or bus shelters completed/upgraded.	23	0	0	10	2	12			
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%	5% (cumulative)	20% (cumulative)	40% (cumulative)	95% (cumulative)	95%			
			2.4.2.1	Number of schools assisted with ablution facilities and/or improved water supply.	3	0	0	1	3	4			
	2.4.2	To improve the livelihoods of rural dwellers.	2.4.2.2	Number of solar geysers installed.	300	0	50	50	100	200			
			2.4.2.3	Number of sport facilities upgraded/completed/supplied with equipment	7	0	4	2	5	11			
2.5	2.5.1	To improve ICT governance in the Cape Winelands District Municipality.	2.5.1.1	Review and if required, revise the Corporate Governance of ICT Policy and the ICT Strategy and submit to Council for approval.	1	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)															
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	To ensure that a budget 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		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		1		0		1	
	3.1.3	Fair, equitable, transparent, competitive and cost-effective SCM practices.	3.1.3.1	Submit to Council a report on the implementation of Supply Chain management (within 30 days after financial year-end).	1	1		0		0		0		1	
	3.1.4	To ensure 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.	3,8:1	0		0		0		3,8:1		3,8:1	
			3.1.4.2	Maintaining a sound solvency ratio as at financial year-end	2,8:1	0		0		0		2,8:1		2,8:1	
3.2	To ensure well functional statutory and other committees	3.2.1.1	Number of Council meetings that are supported administratively	6	1		1		2		2		6		
		3.2.1.2	Number of MAYCO meetings that are supported administratively	10	2		2		2		2		8		
3.3	To ensure a skilled and competent workforce in order to realise organisational strategic objectives	3.3.1.1	Number of Workplace Skills Plan submissions to the LGSETA by 30 April	1	0		0		0		1		1		
		3.3.1.2	The percentage of a municipality's training budget actually spent on implementing its workplace skills plan	95%	5% (cumulative)		20% (cumulative)		40% (cumulative)		95% (cumulative)		95%		
	3.3.2	Improved Labour Relations and informed Workforce	3.3.2.1	Number of Employment Equity report submissions to the Department of Labour by 15 January	1	0		0		1		0		1	

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

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		
3.3	3.3.3 To ensure that capital funds received are spent, for improved service delivery	3.3.3.1 The percentage of the municipality's capital budget actually spent by the end of the financial year	95%	0		0		0		95% (cumulative)		95%	
	3.3.4 To ensure a corruption-free Cape Winelands District Municipality	3.3.4.1 Establishment of an externally managed corruption hotline	1	0		0		0		1		1	
	3.3.5 To improve the livelihoods of citizens in the CWDM area	3.3.5.1 Number of work opportunities created (in person days) through the municipality's various initiatives	9 200	0		0		0		9 200		9 200	
	3.3.6 To transform the work force of the municipality in terms of representation	3.3.6.1 Number of people from employment equity target groups employed in the 3 highest levels of management in compliance with the municipality's approved employment equity plan	90% (of appointments)	0		0		0		90% (of appointments)		90% (of appointments)	

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

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	Adjustment Budget 2018/2019	Budget 2019/2020	Actual Spending YTD	Unit Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
STRATEGIC OBJECTIVE – 1: Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District																			
1	1.1	1.a	1	Subsidies – Water & Sanitation	R1 000 000	R 1 000 000		Number of farms serviced	48	7		20		12		5		44	
1	1.1	1.b	1	Environmental Health Education	R 445 537	R 445 537		Number of theatre performances	60	0		0		30		30		60	
1	1.1	1.c	1	Greening Project	R 0	R 0		Number of trees planted	0	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	200	0		0		0		200		200	
1	1.4	1.f	3	Entrepreneurial Seed Funding	R 500 000	R 500 000		Number of SMME's supported	18	0		0		21		0		21	
1	1.4	1.g	3	Business Retention & Expansion	R 700 000	R 700 000		Number of action plans for tourism sector	10	1		2		4		3		10	
1	1.4	1.h	3	Investment Attraction Programme	R 565 600	R 550 000		Number of projects implemented	2	0		2		0		2		4	
1	1.4	1.i	3	Small Farmers Support Programme	R 500 960	R 500 000		Number of small farmers supported	9	0		0		7		0		7	
1	1.4	1.j	3	SMME Training & Mentorship	R 611 000	R 750 000		Number of M & E Reports	4	1		1		1		1		4	
1	1.4	1.k	3	Tourism Month	R 177 150	R 199 000		Tourism month activities	3	2		0		1		0		3	
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		3		10	
1	1.4	1.m	3	Tourism Educationals	R 150 000	R 150 000		Number of educationals	9	2		3		3		1		9	
1	1.4	1.n	3	LTA Projects	R 300 000	R 300 000		Number of LTA's participating	15	4		6		5		0		15	
1	1.4	1.o	3	Tourism Events	R 700 000	R 527 000		Number of tourism events	24	7		5		0		2		14	
1	1.4	1.p	3	Tourism Campaigns	R 109 000	R 109 000		Campaigns implemented	1	0		1		0		0		1	
1	1.4	1.q	3	Township Tourism	R 400 000	R 400 000		Number of SMME's linked with formal economy	2	1		1		1		1		4	
1	1.4	1.r	3	EPWP Invasive Alien Management Programme	R 2 030 000	R 1 530 000		Number of hectares cleared	1600	150		200		400		550		1300	
1	1.5	1.s	1	HIV/AIDS Programme	R 150 800	R 117 500		Number of HIV/AIDS Programmes Implemented	5	1		3		0		0		4	
1	1.5	1.t	1	Artisan Skills Development	R 400 000	R 150 000		Number of skills development initiatives implemented	2	0		1		0		0		1	
1	1.5	1.u	1	Elderly	R 540 100	R 327 240		Number of Active Age programmes implemented	13	1		2		1		1		5	

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	Adjustment Budget 2018/2019	Budget 2019/2020	Actual Spending YTD	Unit Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
STRATEGIC OBJECTIVE – 1: Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District																			
1	1.5	1.v	1	Disabled	R 673 070	R 290 000		Number of on interventions implemented which focus on the rights of people with disabilities.	11	0		3		0		0		3	
1	1.5	1.w	1	Community Support Programme	R 400 000	R 400 000		Number of Service Level Agreements signed with community based organisations	27	0		33		0		0		33	
1	1.5	1.x	1	Families and Children	R 1 062 300	R 357 200		Programmes and support for vulnerable children	22	2		2		1		1		6	
								Provision of sanitary towels	1	0		1		0		0		1	
1	1.5	1.y	1	Sport, Recreation and Culture Programmes	R 3 435 950	R 3 128 720		Number of programmes	21	5		5		5		3		18	
1	1.5	1.y.1	1	Youth	R 603 640	R 210 900		Number of youth development programmes	11	2		2		1		0		5	
1	1.5	1.y.2	1	Women	R 121 890	R 91 890		Number of awareness programmes	5	1		1		1		0		3	
1	1.5	1.y.3	1	Early Childhood Development	R 400 000	R 200 000		Number of ECDs supported	50	0		20		0		0		20	

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	Adjustment Budget 2018/2019	Budget 2019/2020	Actual Spending YTD	Unit Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
STRATEGIC OBJECTIVE – 2: Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities																			
2	2.1	1.z	3	Clearing Road Reserves	R 1 055 000	R 1 150 000		Kilometres of road reserve cleared	550	0		200		200		100		500	
2	2.1	1.bb	3	Road Safety Education	R 1 398 000	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 and/or Sanitation services to Schools	R 385 000	R 500 000		Number of Schools assisted	3	0		0		1		3		4	
2	2.4	1.ee	3	Renewable Infrastructure – Rural Areas	R 1 000 000	R 1 000 000		Number of solar geysers installed	300	0		50		50		100		200	
2	2.4	1.ff	3	Upgrading of Sport Facilities	R 2 322 000	R 2 072 000		Number of Sport Facilities upgraded/completed/supplied with equipment	7	0		4		2		5		11	
2	2.3	1.hh	3	Sidewalks and Embayment's	R 2 772 388	R 2 500 000		Number of sidewalks and / or embayments and / or bus shelters completed or upgraded	23	0		0		10		2		12	

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:

Date: 27/05/19

Approved by:



Executive Mayor - Ald (Dr) H von Schlicht:

Date: 27/05/19