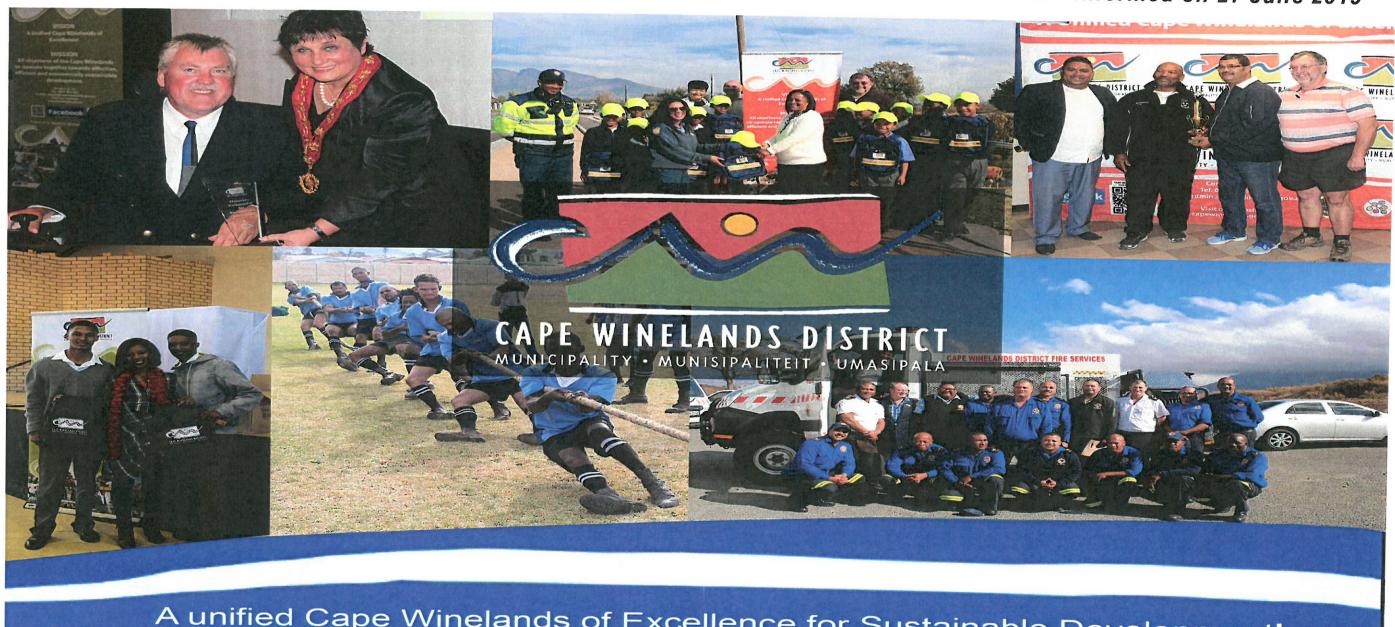


CWDM SDBIP 2019 / 2020

<u>Draft</u> Tabled on 28 March 2019 - Final Approved by Executive Mayor on 24 June 2019 - Council informed on 27 June 2019



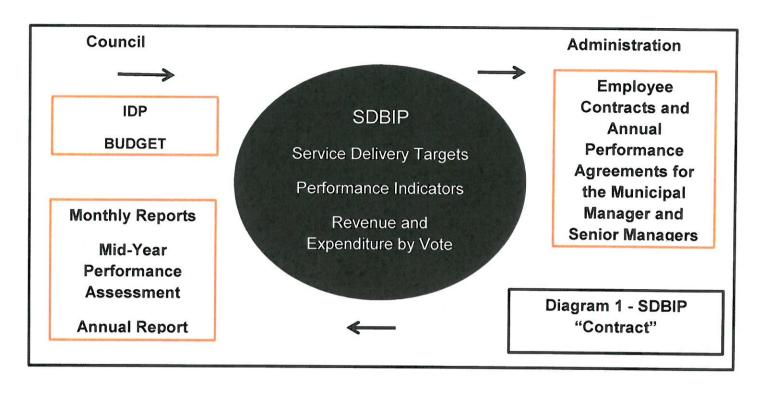
A unified Cape Winelands of Excellence for Sustainable Development!

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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 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
 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. 	 Financial Viability of the District Municipality Increasing employee costs year on year Lack of succession planning and talent management
Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	4. Inadequate contract management
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.	News			
ADMIN FEES											January	rep.	March	April	May	June
DWAF AGENCY ADMIN	1														A STATE OF THE PARTY OF THE PAR	
ROADS AGENCY ADMIN	2	-18 301 588	-17 564 705	-18 038 044	-	-		-						I RESERVATION OF THE		
GRANTS AND SUBSIDIES								-				-		Mark Committee		-17 564 705
EQUITABLE SHARE	3	-2 057 000	-2 339 000	-2 507 000												11 00 1 100
EXPANDED PUBLIC WORKS	2	-1 391 000	-1 581 000			205.050	A Commission		-	-			-2 339 000	-		
PROGRAMME			1 001 000			-395 250		-	-711 450			-474 300				
LOC.GOV.FINAN.MANAGEM. GRANT	3	-1 000 000	-1 000 000	-1 000 000		-1 000 000										-
WCPG-FINANCE MANAGEMENT GRANT	3	-1 535 040	-660 000			-	-		-380 000	-280 000	0 -					-
NT TRANSFER: RSC REVENUE REPLACEMENT	3	-223 157 000	-229 717 000	-235 929 000	-96 481 140	-				-78 103 780			FF 122 000			
RURAL ROADS ASSET MAN. SYST(DORA)	2	-2 689 000	-2 849 000	-3 012 000		-	-1 994 300					954.700	-55 132 080	•	-	
CWDM INTEGRATED TRANSPORT PLAN (DORA)	2	-1 607 612	-900 000	-900 000		-	-				-900 000	-854 700		-	-	-
FIRE SERVICE CAPACITY GRANT			-1 046 000			<u> </u>					-300 000		-	-		-
SETA - REFUNDS	3	-289 000	-289 000	-289 000				-153 568	-26 766				-1 046 000			
COMMUNITY DEVELOPMENT WORKERS (GRANT)	1	-						-	-20 /00					-		-108 666
LOCAL GOVERNMENT GRADUATE INTERNSHIP GRANT	3	•														-
PERFORMANCE MAN GRANT	3					_							-			-
LOCAL GOVERNMENT INTERNSHIP GRANT	3	-72 000								<u>-</u>	-				-	
MUNICIPAL SERVICE DELIVERY AND CAPACITY BUILDING GRANT	1	-400 000				-									-	-
SAFETY PLAN IMPLEMENTATION - (WOSA)	1	-1 000 000	-1 100 000	-2 000 000								-		-		
OTHER INCOME												•	-1 100 000			
INCOME: EXIBITIONS	1	-50 000	-50 000	-50 000												
SALES: TRAINING	3	MARKET STREET		-		-					HA FIRM IN	THE RESERVE OF THE PARTY OF THE	A CONTRACTOR OF THE PARTY OF TH			50,000
SUBS. DOW: HIRING OF TOILETS	2	-825 000	-700 000	-700 000	-	-64 700	- C4 700		A CONTRACTOR OF THE							-50 000
SERVICE CHAGERS			The state of the s			-04 700	-64 700	-64 700	-64 700	-64 700	-64 700	-64 700	-64 700	-64 700	-64 700	-53 000
FIRE FIGHTING	1	-200 000	-200 000	-200 000		-5 000	Of the same of the							31,700	-04 700	-53 000
EXTERNAL INTEREST						3 000			-5 000	-8 500			ACCOMPUTED OF			-181 500
INTERESTEARNED	3	-54 000 000	-56 000 000	-56 000 000	-214 652	-750 000	-1 500 000	-1 600 000	4 700 000							-101 300
MISCELLANEOUS INCOME								-1 000 000	-1 700 000	-1 080 000	-1 155 000	-2 500 000	-3 200 000	-3 500 000	-10 000 000	-28 800 348
SALE: WASTE PAPER	3	-800	-800	-800		S when the second										
SALE: TENDER DOCUMENTS	3	-100 000	-100 000	-100 000	-22 000	-13 000	-2 000	-18 000	-9 000	-1 000	-					-800
TRANSACTION HANDLING FEE ELECTRICITY INCOME	3	-50 000	-50 000	-50 000	-4 166	-4 166	-4 166	-4 166	-4 166	-1 000 -4 166	-4 166	-7 000	-8 000	-10 000		-10 000
SALE: SCRAP MATERIAL	2	-4 000 -100 000	-4 000 100 000	-4 000	-260	-348	-348	-174	-174	-174	-348	-4 166 -348	-4 166	-4 166	-4 166	-4 174
RECYCLING OF WASTE	2	-100 000	-100 000	-100 000							-540	-348	-348	-348	-348	-782
LICENCE PERMITS & HEALTH	1	-300 000	-50 000 -250 000	-50 000	21 = 11										-1	-100 000 -50 000
INSURANCE REFUND	3	-1 400 000	-340 000	-250 000 -340 000	-11 711 -3 584	-48 744 -3 223	-17 092	-66 786	-61 722	-10 428	-6 014	-6 000	-10 000			-11 503
BAD DEBTS RECOVERED	3				0,004	-5 225	-50 000	-10 000	-20 000		-45 000		-55 000	-85 000	-30 000	-38 193
MERCHANDISING, JOBBINGS & CONTRACTS	2	-230 190	-230 190	-230 190									-	-	-50 000	-30 193
MANAGEMENTFEES	3	-13 962 101	-13 962 101	-13 962 101	-700 000	-800 000	-850 000	-650 000	-550 000	-1 000 000				-		-230 190
AGENCY									300 000	-1 000 000	-900 000	-800 000	-900 000	-850 000	-2 500 000	-3 462 100
ROADS AGENCY	2	440.000.40										Navierani Peri				State / A half all
DWAF 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	10.0			
RENTAL FEES	1	Explored photos -			P					0 102 133	-10 706 825	-15 000 000	-12 000 000	-6 500 000	-8 500 000	-18 931 971
RENTAL FEES - GENERAL	3	220,000	404.000									2			-	
- THE LES OF THE LATE	3	-220 000 -435 029 495	-131 000	-131 000	-10 382	-3 456	-2 926	-27 709	-20 671	-10 916	-10 000	-8 500	0.000			
		-433 UZ9 493	-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	-9 000	-9 000	-8 440	-10 000
						20					.0 0.14 000	-13 / 18 / 14	-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	950 762	890 958	2 977 51	975 14	46 970 42	1 893 59	6 888 7	77 888 777			
1001	OFFICE OF THE MM	3	3 459 079	3 650 879	271 109	279 516	271 98	274 82	1 523 17	78 277 052	2 279 80	1 279 04		888 7		-
1002	EXPENDITURE OF THE	3	20 850 005	24 828 802	104 934	1 015 155	572 882	811 908	1 369 04	48 1 005 064			252 65 1	292 39	292 891	316 7
1003	Office of the Mayor	3	2 770 455	3 378 993	223 738	224 360	239 209	226 122	2 295 53		203 10.			460 20	283 779	9 17 505 1
1004	LOCAL ECONOMIC DEVELOPMENT	1	3 841 288	3 814 351	198 198	214 264	201 834	198 049		-, -, -, -, -, -, -, -, -, -, -, -, -, -	22 03	278 92	26 299 521	313 13	311 929	468 0
1005	OFFICE OF THE SPEAKER	3	1 255 446	1 330 212	105 560	105 560	106 560	117 102		20, 323		300 83	250 839	308 83	9 211 784	1 098 1
1007	DEPLITY MAYOR	3	1 015 487	1 089 026	84 904	84 904	91 346	84 904	200		106 220	105 93	106 902	113 90	2 105 902	123 0
1010	PUBLIC RELATIONS	3	3 476 408	3 574 174	132 842	171 748		291 368			88 650	85 65	0 92 092	85 65	85 650	106 5
1020	INTERNAL AUDIT	3	2 579 144	2 404 441	167 861	174 559			494 82		165 613	295 61	3 407 863	407 30	233 613	466 5
1101	SUPPORT	3	1 177 746	1 243 399	93 512	93 512		194 445	277 99	Zio Si,	168 694	168 82	6 207 444	194 32	3 170 222	261 2
1102	SERVICES	3	9 308 844	9 732 650	622 859	717 312	00.012	93 512	160 28		93 637	93 93	93 637	93 63	93 637	142 6
1103	TOURISM	1	5 206 779	4 937 380	486 821	309 522	404 144	736 664	1 217 40		709 842	659 914	4 835 680	765 530	790 630	
1110	HUMAN RESOURCE	3	9 399 776	11 097 943	431 851			372 356	474 71:	2 290 797	273 906	263 329	436 802	413 329	263 329	1 192 3 948 3
1164	MANAGEMENT	2			SECTION SECTION	431 592	578 125	549 399	729 13	7 965 926	432 533	432 533	676 033			
1165	BOILGINGS!	3	17 582 416	19 364 240	492 826	685 721	552 616	1 100 521	2 557 460	0 2 287 076	1 035 133	1 836 462		433 533		5 001 24
1105	MAINTENANCE	2	5 807 309	5 890 401	160 848	175 238	191 893	276 637	261 672	2 619 770	607 985		- 20, 001	1 978 290	1 423 705	3 207 07
1166	COMMUNICATION/ TELEPHONE	3	5 622 457	5 766 138	375 047	391 183	382 080	428 054	436 911	1 377 824	409 197	1 109 619	471 046	379 988	379 988	1 255 71
1201	MANAGEMENT: FINANCIAL SERVICES	3	6 252 939	5 371 793	334 144	334 144	341 019	334 144	446 776	341 019	340 406	340 406	440 865	559 365	535 865	1 003 83
1202	MANAGEMENT GRANT	3	1 857 910	1 878 696	91 231	91 231	164 481	91 231	91 231	1 481 231	178 985		347 681	340 406	340 406	1 531 24
1205	TREASURY OFFICE	3	6 563 517	6 371 335	433 103	518 103	483 103	468 103	717 555	E12 902		91 231	91 231	91 231	91 231	324 15
1210	TECHNOLOGY	2	16 386 247	16 936 580	666 697	2 821 010	499 757	1 099 972		0.000	433 103	488 103	513 103	433 103	433 103	937 05
1235	PROCUREMENT	3	6 871 662	6 526 288	504 126	504 126	504 126	504 126	758 824	1 520 024	580 307	2 717 648	1 275 769	1 154 278	1 181 277	2 652 11
1238	EXPENDITURE	3	4 338 058	4 434 567	338 647	338 647	338 647		504 126	507 210	507 210	507 210	507 210	507 210	507 210	962 39
1301	MANAG: ENGINERING	2	2 568 775	2 668 870	197 164	192 525	203 495	338 647 197 891	535 640 396 132	338 723	339 996	340 012	340 012	340 012	339 952	505 63
1310	TRANSPORT POOL	3	3 134 648	3 236 475	145 211	32 990	152 716	132 927	231 799	208 263	199 254	203 204	199 204	199 204	199 204	273 33
1330	HOUSING	2	5 142 147	8 664 995	399 215	399 285	770 529			200 000	275 611	385 363	263 663	444 705	297 063	614 09
1331	WORKING FOR WATER (DWAF)	1					770 323	399 545	576 144	546 968	611 333	400 596	1 072 848	563 598	1 204 386	1 720 54
1361	ROADS-MAIN/ DIV.	2	99 066 581	101 354 395	4 665 474	6 301 201	6.000.404				-	The second second				
1362	INDIRECT INDIRECT	2	9 094 922	9 347 078			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	44.040.00
	ROADS: WORKSHOP	-			718 306	734 108	722 771	736 362	1 165 137	718 782	721 690	725 714	732 951			14 846 267
		2	9 112 105	9 183 441	638 717	637 481	640 380	638 071	1 043 455	712 279	652 564	646 738		732 951	732 951	905 35
	ROADS: PLANT	2	10 900 000	10 100 000	841 664	841 664	841 664	841 664	841 664	841 664			661 238	698 738	724 183	1 489 597
1441	SERVICES	1	36 797 996	38 356 905	2 624 825	2 632 207	2 639 286	2 638 023	4 704 596	2 698 761	841 664	841 664	841 664	841 664	841 664	841 696
1475	DEVELOPMENT	1	2 495 358	2 490 699	175 338	175 638	193 938	175 838	291 366		2 632 735	2 633 636	2 997 839	2 674 067	2 900 791	6 580 139
1477	DEVELOPMENT	1	330 020	352 067	25 699	25 699	25 699			233 284	177 621	175 421	182 921	184 890	175 338	349 106
14/8	MANAG: RURAL AND SOCIAL	1	3 128 514	3 286 875	233 381	233 381	243 446	25 699 236 600	43 409 471 717	25 699	25 699	25 699	25 699	25 699	25 699	51 668
1511	PERFORMANCE MANAGEMENT	3	2 919 112	2 436 575	174 544	171 609	172 044	188 609		234 815	235 581	250 645	241 755	244 191	241 630	419 733
1512	IDP	3	778 552	810 038	62 249	55 910	46 850		279 303	227 232	172 453	172 953	172 719	172 719	172 719	359 671
1521	LAND-USE AND	1	1 159 030	1 005 005			40 830	46 774	75 074	72 286	46 049	57 362	87 268	58 044	58 044	144 128
	SPATIAL PLANNING ENVIRONMENTAL		1 159 030	1 225 325	82 322	82 652	82 757	82 322	130 467	83 755	83 307	83 920	83 920	83 920	83 307	262 676
1522 1610	PLANNING DISASTER	1	4 940 129	6 400 055	7								_			
1615	MANAGEMENT PUBLIC TRANSPORT	2		6 182 256	270 830	295 537	415 256	315 831	311 843	635 322	308 649	288 242	1 010 638	414 748	389 288	1 526 072
	REGULATION FIRE SERVICES	1	5 733 658 61 517 140	5 263 228 59 062 256	249 842	249 842	249 842	249 842	354 337	253 475	250 569	250 569	265 569	250 569	259 569	2 379 203
			407 021 329	421 047 573	3 190 815 21 903 079	3 182 625 26 876 523	3 518 718 25 330 846	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
								29 277 360	42 760 459							

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	Budget 2020/2021	Budget 2021/2022	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														
Internal Audit	3	NAME OF THE PARTY								-		- 40 00	0 200 00	00		
Councillor Support	3			and the second s			-									
Admin. Support Services	3	569 500	775 400	760 000		Area to the late	-									
Tourism	1	-	7,73 400	700 000					LA SERVICE		- 230 900	5 80	0 330 00	0		
Human Resources Management	3												000 00	-		2
Property Management	3	480 900	21 500	23 500												
Buildings : Maintenance	2	8 761 000	5 420 000	7 262 500			- FEO 000				- 19 800	The state of the s	0	- 450 000		
Communication / Felephone	3	12 000	13 000	1 202 000			550 000	50 000	11 00	250 00	0 150 000		850 00		350 000	5 650
inance Dept.: Management and Finance	3	28 300								-	- 28 300				12 000	
Budget & Financial Services	3	-					-									
nformation Technology	2	10 449 400	4 246 500	2 285 000		52 900		50 000						and the second	The second	
Procurement	3					521 Sept 8 M 5 M 6		30 000		- 25 00	-		2 121 500	1 200 000		7 000 0
Expenditure	3		14 000	A CONTRACTOR OF THE PARTY OF						-						
Eng. & Infrastructure Serv. : Management	2	-										-			-	
ransport Pool	3	810 000	1 610 000		NAME OF THE PARTY OF				040.004							
Projects and Housing	2	-							810 000)						
Vorking for Water DWAF)	1															
Roads-Main/Div. Indirect	2	5 381 500	11 700 000	1 857 900	40 000											
Municipal Health Services	1	253 395	16 200	17 900	-	- Page -				9 700	48 500 21 795	283 000 21 900	850 000	960 000	-	3 200 0
Rural Development	1										=1,00	21 900	200 000	-	-	
Management: Comm and Dev Planning Services	1	-				-		_								
Performance Management	3	20 000				-				5 000	45.000					
nvironmental Planning	1		45,000,000,000							3 000	15 000	-	-	-		
isaster Management	1	3 539 700	3 353 500													
Public Transport Regulation	2								43 500	185 000	58 000	3 200	450 000			2 800 00
ire Services	1	12 104 500	6 661 000	7 483 000												
		42 650 195	33 831 100	19 689 800	40 000	52 900	550 000	400.000	MATERIAL CONTRACTOR	4 219 000	695 500	100 000	700 000	6 390 000		
				500 500	40 000	32 300	550 000	100 000	864 500	4 693 700	1 267 795	465 000	5 701 500	9 900 000		8 652 800

6.1 BUDGET LINK IDP / STRATEGIC OBJECTIVES / PREDETERMINED OBJECTIVES

Nr	Strategic Objective	Budget Allocation 2019/2020	Nr	Predetermined Objective	Budget Allocation 2019/2020
	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	R 6 425 754
			4.0	Toolstory.	
			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	R 17 402 053
			1.5	support and development, skills development and information knowledgement.	
			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
	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	R 177 778 982	2.1	To comply with the administrative and financial conditions of the Western Cape Government roads agency function agreement.	R 129 984 911
		1	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.	
			2.5	To implement an effective ICT support system.	R 13 386 993
	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 16 936 580
	33. 1330 to the Superfithiolatide District Mullicipality.		3.2	To strengthen and promote participative and accountable IGR and governance.	R 24 582 680
			3.3	To facilitate and enhance sound strategic support services.	R 44 030 838
tal		R 443 805 045			R 63 316 953 R 443 805 045

7. CWDM STRATEGIC OBJECTIVES:

	CAPE WINELANDS DISTRICT MUNICIPALITY – STRATEGIC OBJECTIVES:
Office of the Municipal Manager:	Strategic Support to the organisation to achieve the objectives as set out in the Integrated Development Plan through: 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.

CAP	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 Massessment and Response and Recovery.
1.3	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 knowledgement.
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		Outcome Indicator		Koy Porformanas Indiantas	De l'					Quarte	rly Targets				
PDO		Outcome indicator		Key Performance Indicator	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
	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		12	
1.1	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		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		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		Outcome Indicator		V D						Quarte	rly Targets				
PDO		Outcome indicator		Key Performance Indicator	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
	1.4.3	To fulfil a coordination role in terms of Economic and Tourism Development	1.4.3.1	Number of LTA Forum Meetings held by CWDM.	NEW KPI	2		1		2	-	1	Q.	6	
	11410	within the Cape Winelands District.	1.4.3.2	Number of LED Forum Meetings held by CWDM.	4	1		1		1		1		4	
1.5	1.5.1	To improve the livelihoods of citizens in the CWDM	1.5.1.1	Number of ECD Centres supported by the CWDM.	50	0		20		0		0		20	
		area.		Number of youth on skills development programme.	30	0		15		0		0		15	

CWDM										Quarterl	y Targets				
PDO		Outcome Indicator		Key Performance Indicator	Baseline	Target Q1	Actua I Q1	Target Q2	Actual Q2		Actual Q3	Target Q4	Actual Q4	Annual Target	Comme
		Support the maintenance	2.1.1.1	Conclude the annual MoA or addendum to the annual MoA with PGWC.	1	0		0		0		1		1	IIIS
2.1	2.1.1	of proclaimed roads in the district on an agency basis	2.1.1.2	Kilometres of roads re-sealed.	25	0		0		10		15		25	
		for the provincial roads authority.	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		1		1	
2.3	2.3.1	Improved pedestrian safety throughout the	2.3.1.1	Review the District Integrated Transport Plan and submit to Council for approval.	1	0		0		0		1		1	
		Cape Winelands District.	2.3.1.2	Number of sidewalks and/or embayments and/or bus shelters completed/upgraded.	23	0		0		10		2		12	<u> </u>
	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			2.4.2.1	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 ICT Governance Framework and the ICT Strategic Plan and submit to Council for approval.	1	0		0		0		1		1	

CWDM				d efficient financial and strate							ly Targets				
PDO		Outcome Indicator		Key Performance Indicator	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual	Annual	Comments
	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	W ₂	1	Q4	Target 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	3.1.3	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	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	through sound financial management practices	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	3.2.1	To ensure well functional statutory and other	3.2.1.1	Number of Council meetings that are supported administratively	6	1		1		2		2		6	
		committees	3.2.1.2	Number of MAYCO meetings that are supported administratively	10	2		2		2		2		8	
		To ensure a skilled and competent workforce in	3.3.1.1	Number of Workplace Skills Plan submissions to the LGSETA by 30 April	1	0		0		0		1		1	
3.3	3.3.1	order to realise organisational strategic objectives	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	

CWDM		Outcome Indicator		Vou Dorforman - L. E.						Quarte	rly Target	s			SCHOOL STATE
PDO		Outcome Indicator		Key Performance Indicator	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
	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)	Q.	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	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		10 000		10 000	
	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)	а	90% (of ppointments)	

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

CWDM SO	смрм Рро	Project No	National KPI	Project Name	Adjustment Budget 2018/2019	Budget 2019/2020	Actual Spending YTD	Unit of Measurement	Baseline	Target Q1		Target Q2		SECTION AND DESCRIPTION OF THE PERSON OF THE	Actual Q3		Actual Q4	Annual Target	Comments
STRA	ATEG	IC OBJ	ECTIV	/E – 1: Creating an env	ironment and	forging partr	nerships tha	t ensure social and eco	nomic dev	elopme	nt of a	ll commi	unities	, includ	ding the	empov	verment	of the po	oor in the Cape
1	1.1	1.a	1	Subsidies – Water &	R1 000 000	R 1 000 000													
			+	Sanitation Environmental Health				Number of farms serviced	48	7		20		12		5		44	
1	1.1	1.b	1	Education	R 445 537	R 445 537		Number of theatre performances	60	o		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			
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					
1	1.4	1.f	3	Entrepreneurial Seed Funding	R 500 000	R 500 000		Number of SMME's supported	18	0						200		200	
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		21		3		21	
1	1.4	1.h	3	Investment Attraction Programme	R 565 600	R 550 000		Number of projects implemented	2	0		2		0		2		10	
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			
1	1.4	1.1	3	Tourism Business Training	R 850 000	R 850 000		Number of training and mentoring sessions	9	0		4		3		3		3	
1	1.4	1.m	3	Tourism Educationals	R 150 000	R 150 000		Number of educationals	9	2		3		3		3		10	
1	1.4	1.n	3	LTA Projects	R 300 000	R 300 000		Number of LTA's participating	15	4		6		5		1		9	
1	1.4	1.0	3	Tourism Events	R 700 000	R 527 000		Number of tourism events	24	7		5		0		0		15	
1	1.4	1.p	3	Tourism Campaigns	R 109 000	R 109 000		Campaigns implemented	1	0		1		0		2		14	
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 of Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
STR/ Wine	ATEG	IC OBJ	ECTIV t	/E – 1: Creating an en	vironment and	d forging partr	nerships tha	t ensure social and eco	nomic de	velopmo	ent of a	II comn	nunitie	s, inclu	ding the	empov	verment	t of the p	oor in the Cape
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	смрм Рро	Project No	National KPI		Adjustment Budget 2018/2019	Budget 2019/2020	Actual Spending YTD	Unit of Measurement	Baseline	Target Q1			Actual Q2		Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
SIR	ATEG	IC OBJ	ECTIV	/E – 2: Promoting susta	ainable infras	structure serv	ices and a tr	ansport system which	fosters soc	ial and	econo	mic opp	ortuni	ties					
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	4	0		0		10		2		12	

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 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:	Λ
Municipal Manager - H Prins:	

Date: 24 JUNE 2019

Approved by:

Executive Mayor - Ald (Dr) H von Schlicht:



Date: 24 JUNE 2019