

2023/2024 SDBIP QUARTER 2 PERFORMANCE

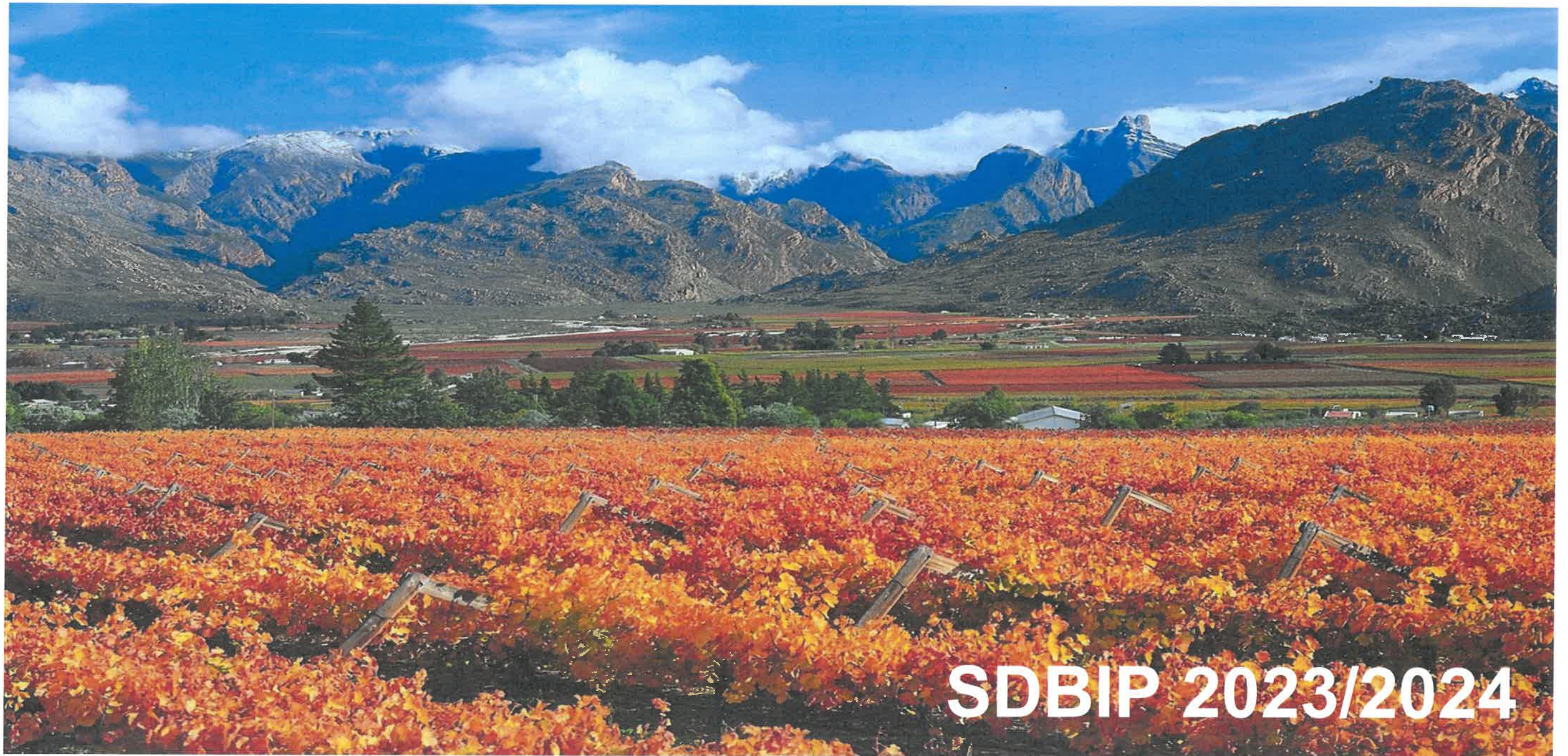


Table of Contents

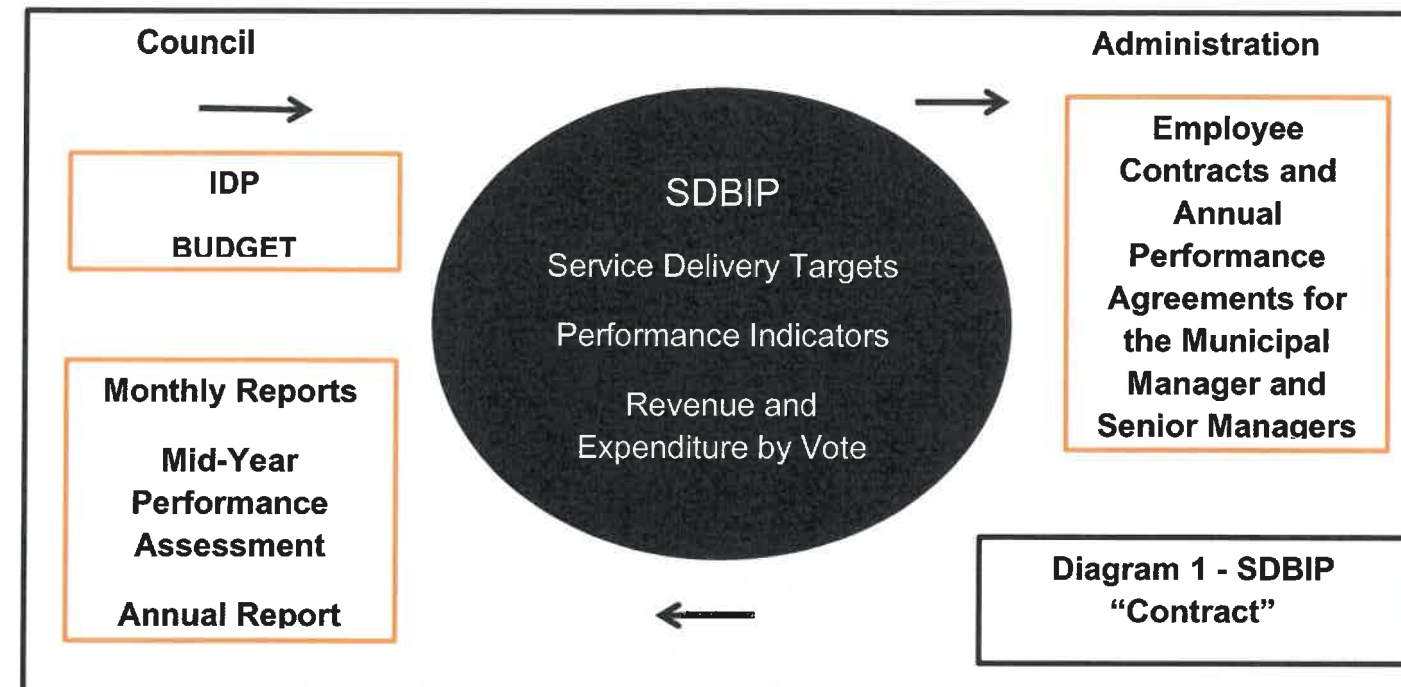
1. GLOSSARY	2
2. INTRODUCTION	3
3. RISK MANAGEMENT	4
4. MONTHLY PROJECTIONS OF REVENUE TO BE COLLECTED PER STRATEGIC OBJECTIVE	5
5. MONTHLY PROJECTIONS OF OPERATING EXPENDITURE TO BE INCURRED PER STRATEGIC OBJECTIVE	6
6. EXPENDITURE AND DELIVERY (PROJECTS)	7
7. CAPITAL BUDGET (THREE YEARS)	8
7.1 BUDGET LINK IDP/STRATEGIC OBJECTIVES/PREDETERMINED OBJECTIVES	9
8. CWDM STRATEGIC OBJECTIVES	10
8.1 NATIONAL KPA's:	11
9. QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS (ORGANISATIONAL KPI'S)	12
10. CONCLUSION	24
11. ANNEXURE A: TECHNICAL DEFINITIONS	25
12. ANNEXURE B: CIRCULAR 88	32

1. GLOSSARY

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

2. INTRODUCTION

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



Section 1 of the MFMA defines the SDBIP as: A detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:

- (a) Projections for each month of -
- Revenue to be collected, by source; and
 - Operational and capital expenditure, by vote.

- (b) Service delivery targets and performance indicators for each quarter.

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

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

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

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

3. RISK MANAGEMENT

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

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

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

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

The table below shows the three SO's (what we want to achieve) and related strategic risks (what could prevent us from reaching our desired outcomes):

STRATEGIC OBJECTIVE	TOP STRATEGIC RISKS
1. Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District.	Current Strategic risks <ul style="list-style-type: none"> • Compromised financial sustainability of the municipality; • Insufficient electricity supply (load shedding); • Loss of provincial roads services function; • Deteriorating employee wellness; • Natural disasters; • Social unrest/Increasing social ills; • Commercial crime; • Operational inefficiencies; • Third party risk; • Limitations to attract, retain and further develop skilled staff.
2. Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	
3. Providing effective and efficient financial and strategic support services to the CWDM.	

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

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

Description	SO	Budget 2022/2023	Dec Adj Budget 2022/2023	Jan Adj Budget 2022/2023	Feb Adj Budget 2022/2023	Budget 2023/2024	Aug Adj Budget 2023/2024	July	August	Sept.	Target Q1	Actual Q1	October	Nov.	Dec.	Target Q2	Actual Q2	January	Feb.	March	April	May	June	
GRANTS AND SUBSIDIES																								
EQUITABLE SHARE	3	-2 891 000	-2 891 000	-2 891 000	-2 891 000	-3 046 000	-3 046 000																	
EXPANDED PUBLIC WORKS PROGRAMME	2	-1 369 000	-1 369 000	-1 369 000	-1 469 000	-2 405 000	-2 405 000		-236 250	-116 550	-352 800	-455 767	-142 145	-192 986		-335 131	-275 625		-131 000	-100 000	-171 337	-100 000	-1 214 732	
LOC.GOV.FINAN MANAGEM GRANT	3	-1 000 000	-1 000 000	-1 000 000	-1 000 000	-1 000 000	-1 000 000		-101 232	-50 616	-151 848	-446 847	-50 616	-50 616		-101 232	-106 698	-101 232	-50 616	-50 616	-50 616	-50 616	-50 616	-443 224
NT TRANSFER-RSC REVENUE REPLACEMENT	3	-248 404 000	-248 404 000	-248 404 000	-248 404 000	-255 683 000	-255 683 000	-98 005 000			-98 005 000	-107 804 000			-82 927 000	-82 927 000	-86 243 000				-74 751 000			
RURAL ROADS ASSET MAN. SYST (DORA)	2	-2 877 000	-2 877 000	-2 877 000	-2 877 000	-2 888 000	-2 888 000										-60 167							-2 888 000
CWDM INTEGRATED TRANSPORT PLAN (DORA)	2				-672 322																			
NON MOTORISED TRANSPORT INFRASTRUCTURE	2					-3 500 000	-3 500 000																-3 500 000	
FIRE SERVICE CAPACITY BUILDING GRANT						-500 000	-500 000																-500 000	
SETA - REFUNDS	3	-334 800	-334 800	-334 800	-334 800	-334 800	-334 800					-30 631		-29 097	-181 533	-210 630	-189 077							-124 170
COMMUNITY DEVELOPMENT WORKERS (GRANT)	1	-75 000	-75 000	-75 000	-151 000	-76 000	-76 000									-20 000	-9 690	-10 000					-46 000	
LOCAL GOVERNMENT INTERNSHIP GRANT	3				-46 000																			
MUNICIPAL SERVICE DELIVERY AND CAPACITY BUILDING GRANT	1																							
SAFETY PLAN IMPLEMENTATION - (WOSA)	1	-1 500 000	-1 500 000	-1 500 000	-1 853 921	-1 560 000	-1 560 000			-30 000	-30 000				-88 000	-88 000						-1 200 000	-242 000	
JOINT DISTRICT AND METRO APPROACH GRANT	3			-1 000 000	-1 000 000																			
LOCAL GOVERNMENT PUBLIC EMPLOYMENT SUPPORT GRANT	3																							
WC MUNICIPAL INTERVENTIONS GRANT	1			-100 000	-100 000																			
EMERGENCY MUNICIPAL LOAD-SHEDDING RELIEF GRANT	2				-950 000		-950 000									-950 000	-950 000							
PUBLIC CONTRIBUTIONS AND DONATIONS	2				-51 888	-51 888	-51 888																	-51 888
OTHER INCOME																								
INCOME: EXIBITIONS	1	-50 000	-50 000	-50 000	-50 000																			
SUBS. DOW. HIRING OF TOILETS	2	-1 120 000	-1 120 000	-1 120 000	-900 000	-1 120 000	-1 120 000			-280 000	-280 000	-88 288			-280 000	-280 000	-132 432			-280 000				-280 000
SERVICE CHARGES																								
FIRE FIGHTING	1	-120 000	-120 000	-120 000	-120 000	-120 000	-120 000					-12 347					-24 175							-120 000
EXTERNAL INTEREST																								
INTEREST EARNED	3	-43 000 000	-43 000 000	-43 000 000	-56 000 000	-63 000 000	-63 000 000	-30 244	-580 546	-1 112 125	-1 722 915	-3 657 594	-1 385 858	-2 002 663	-928 153	-4 316 674	-6 444 669	-3 439 675	-2 347 275	-3 500 000	-4 500 000	-3 200 000		-39 973 461
MISCELLANEOUS INCOME																								
SALE WASTE PAPER	3	-800	-800	-800	-800	-800	-800																	-800
SALE TENDER DOCUMENTS	3	-50 000	-50 000	-50 000	-50 000	-50 000	-50 000		-8 125	-417	-8 542	-400		-400		-400	-873							-41 058
TRANSACTION HANDLING FEE	3	-50 000	-50 000	-50 000	-50 000	-50 000	-50 000	-5 521	-5 567	-5 622	-16 710	-18 573	-5 783	-5 870	-6 894	-17 547	-12 865		-3 148	-3 148	-3 148	-3 148	-3 148	-3 151
ELECTRICITY INCOME	2	-4 000	-4 000	-4 000	-4 000	-4 000	-4 000	-261	-261		-522		-87			-87								-850
SALE SCRAP MATERIAL	2	-98 100	-98 100	-98 100	-98 100	-98 100	-98 100					-12 492												-98 100
RECYCLING OF WASTE	2	-50 000	-50 000	-50 000	-50 000	-50 000	-50 000		-480		-480	-23 254												-49 520
LICENCE PERMITS & HEALTH CERTIFICATES	1	-600 000	-600 000	-600 000	-600 000	-600 000	-600 000	-25 080	-82 460	-71 060	-178 600	-210 645	-66 880	-34 203	-45 900	-146 683	-151 774	-60 000	-55 000	-45 800	-67 000	-35 000		-11 917
INSURANCE REFUND	3	-340 000	-340 000	-340 000	-340 000	-340 000	-340 000					-5 053					-1 357	-40 000	-40 000	-70 000	-13 000	-100 000		-77 000
MERCHANDISING, JOBBINGS & CONTRACTS	2	-95 340	-95 340	-95 340																				
MANAGEMENT FEES	3	-11 320 870	-12 133 012	-12 133 012	-12 945 154	-11 839 053	-11 839 053		-1 803 358	-986 588	-2 789 946	-2 585 404	-986 588	-986 588		-1 973 176	-2 585 404	-1 803 358	-986 588	-986 588	-986 588	-986 588	-986 588	-1 326 221
MANAGEMENT FEES	2	-134 450	-134 450	-134 450								-36 100					-24 067							
PLAN PRINTING AND DUPLICATES	2	-400	-400	-400	-400	-400	-400					-100												-400
ATMOSPHERIC EMISSIONS	1	-53 000	-53 000	-53 000	-53 000	-53 000	-53 000																	-53 000
ENCROACHMENT FEES	2	-1 900	-1 900	-1 900	-1 900	-1 900	-1 900								-1 850	-1 850	-1 850							-50
DISCONTINUED OPERATIONS	3																							
AGENCY																								
ROADS AGENCY	2	-109 172 020	-125 672 020	-125 672 020	-129 831 218	-127 072 500	-127 072 500	-17 525 747		-8 787 016	-26 312 763			-17 903 838	-7 381 378	-25 185 216	-26 769 350		-10 620 378	-10 000 000	-18 500 000	-18 000 000	-18 000 000	-18 454 143
ROADS CAPITAL	2	-2 127 900	-2 127 900	-2 127 900	-1 173 365	-1 840 200	-1 840 200																	-1 840 200
RENTAL FEES																								
RENTAL FEES - GENERAL	3	-240 000	-240 000	-240 000	-240 000	-240 000	-240 000		-1 290	-5 160	-6 450	-64 371	-2 580		-2 580	-5 160	-68 473							-228 390
		-427 079 580	-444 391 722	-445 491 722	-464 308 868	-477 524 641	-478 474 641	-115 591 853	-2 819 569	-11 445 154	-129 856 576	-115 451 866	-2 660 537	-22 056 261	-91 841 988	-116 558 786	-123 101 545	-5 454 265	-14 234 005	-94 033 999	-24 292 536	-26 764 199	-67 280 275	

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

Vote Number	Description	SO	Budget 2022/2023	Dec Adj Budget 2022/2023	Jan Adj Budget 2022/2023	Feb Adj Budget 2022/2023	Budget 2023/2024	Aug Adj Budget 2023/2024	July	August	Sept	Target Q1	Actual Q1	October	Nov.	Dec.	Target Q2	Actual Q2	January	Feb.	March	April	May	June
1000	EXPENDITURE OF THE COUNCIL	3	13 729.810	13.779.810	13 779.810	13.797.326	12.364.347	12.364.347	1.021.581	1.021.581	1 021 581	3 064 743	3 284 005	1.021.581	1.021.581	1 028.231	3 071 393	5 315.625	1 084.889	1.024 189	1.025.189	1 022.689	1 022.689	1 068.766
1001	OFFICE OF THE MM	3	3.866.025	3.964.025	3.964.025	4.384.422	4 301 605	4.789.605	306.624	306 742	396.711	1 010 077	1 160 516	844.132	346.188	326.267	1 516 587	863 440	314.103	323.641	319.050	318.420	363.386	624.341
1002	SUNDRY EXPENDITURE OF THE COUNCIL	3	12.406.724	13.218.868	13 218.868	16.084.420	17.091.920	17 078.920	429.079	2.387.452	527 513	3 354 044	2 181 108	1 017.883	528.799	513.847	2 080 528	3 315 408	440.630	1 094.982	1 098.667	1 043.684	1 132.692	6 853.702
1003	Office of the Mayor	3	3.405.992	3.395.992	3.395.992	3.584.997	3.708.594	4.026.594	257 208	248.758	324 652	828 618	843 471	648.066	301.333	303.851	1 253 270	1 021 578	306 189	306.854	300.454	301.604	308.454	421 141
1004	LOCAL ECONOMIC DEVELOPMENT	1	3.941.056	3.761.056	3 761.056	3.942.354	5.777 810	5.757 810	280.121	250 121	267 535	777 777	766 816	931.389	429.631	409.491	1 770 511	1 150 789	251.496	1 021.496	812.509	312.704	253.557	557.780
1005	OFFICE OF THE SPEAKER	3	1.425.368	1.425.368	1 425.368	1.380.242	1 364 698	1.364.698	110.490	110.490	110.490	331 470	364 014	110.490	110.490	111.475	332 455	326 918	113.094	113.094	113.094	113.094	113.086	135.311
1007	OFFICE OF THE DEPUTY MAYOR	3	1 094.228	1.094.228	1.094.228	1.282.453	1.354.840	1 354 840	99.546	99.546	99.546	298 638	171 989	99.546	99.546	101.964	300 956	149 401	102.756	102 756	102.514	102 756	102.598	241.866
1010	PUBLIC RELATIONS	3	3.711.201	3.708.201	3.708.201	3 769 762	3.923.025	3.923.025	174.816	268.236	240.205	683 257	601 821	233.901	346.621	256.090	836 612	1 270 803	274.815	393 066	393.658	373.308	404.594	563.515
1020	INTERNAL AUDIT	3	2.510.104	2.510.104	2.510.104	2.787 104	3.223.481	3.223.481	233 751	208.783	235.105	677 839	748 094	252.411	345.191	253.191	850 793	853 846	229.592	230.402	243.102	231.402	240 102	520.449
1101	COUNCILLOR SUPPORT	3	1 423.095	1.423.095	1 423.095	1.588.450	1.428.357	1 428.357	107 942	107.942	110.551	328 435	390 176	107.942	107.942	109.527	325 411	391 963	117.090	117.090	117.090	117.090	117.090	191.061
1102	ADMIN SUPPORT SERVICES	3	10.076.922	10.085.922	10.095.922	10.317.014	10 734 406	10.734.406	712 139	741.264	712.139	2 165 542	2 109 789	712.139	1 169.897	911 701	2 783 737	3 258 828	916.079	916 079	916.079	916.079	916.079	1.194.732
1103	TOURISM	1	6.034.222	6.014.222	6.014.222	6 140 592	6.662.899	6.612.899	316.250	711.380	449.312	1 476 942	1 144 568	525 180	567 140	412.669	1 504 989	1 379 403	306.820	462 820	735.252	569.520	381.953	1 074.603
1110	HUMAN RESOURCE MANAGEMENT	3	11.754.352	11 753.352	11.753.352	11.849.384	12 452.046	15.437.046	603.086	923.391	3.046.108	4 572 565	2 516 338	743.256	1 400.942	1.003.092	3 147 290	4 863 217	1 087 790	1 087 790	1 053.382	1 088.190	1 103.190	2 286.859
1164	PROPERTY MANGEMENT	3	17.440.623	17 190.623	17 190.623	17.495.759	23.021 180	19.908.180	440.965	880.991	-1.149.590	172 366	2 238 195	1 432.758	1 949.942	1 350.060	4 732 760	5 686 776	1 972.291	1 976.967	1 976.967	2 836.637	2 831 637	3 408.555
1165	BUILDINGS MAINTENANCE	2	4.812.084	4.812.084	4.812.084	6.332 720	8 173.352	8.173.352	474 732	412 722	328 336	1 215 790	686 116	351.199	352.962	851.576	1 555 737	2 048 736	340 767	290.375	379 281	700.684	284 748	3 405.990
1166	COMMUNICATION/ TELEPHONE	3	422.840	422.840	422 840	431 825	463 929	463 929	25 092	25 092	25 092	75 278	75 228	38.141	44.325	31 959	112 425	142 913	39.211	39.211	39.211	39.211	39 211	80.173
1201	MANAGEMENT FINANCIAL SERVICES	3	6.896.131	6 921.131	7.021 131	6.129.252	6.628.119	6 628 119	375.360	383 361	613.336	1 372 057	1 432 896	393.925	603.950	434.426	1 432 301	1 238 239	373 105	373.100	379.387	724.220	372.800	1 801 149
1202	FINANCIAL MANAGEMENT GRANT	3	4.050.868	4.050.868	4.050.868	3.783.484	2.153.559	2.153.558	39 122	60 122	297 889	398 933	442 037	39.122	146.428	39.122	224 672	177 584	39.122	50.122	39.122	119.122	119.122	1 165.343
1205	BUDGET AND TREASURY OFFICE	3	7.441.277	7 441 277	7.441 277	7.627.532	8 133.591	8 133.591	575.396	575 396	615.396	1 768 188	1 725 136	575.396	905.396	602.786	2 083 578	1 944 782	580.631	780.631	580.631	630.631	780.631	930.670
1210	INFORMATION TECHNOLOGY	2	12.740.146	12 740.146	12.740 146	12.057 353	11 947 786	11.947 786	319.240	680.005	2 280.891	3 279 936	1 718 745	454.444	475.771	1.271 185	2 201 400	1 808 340	555.233	547 429	861 932	546.864	548.799	3 406 193
1215	TELECOMMUNICATION SERVICES	2	3.936.200	3.936.200	3.936.200	3.936 200	3.936.200	3.936.200	300.000	300.000	300.000	900 000	243 902	300.000	420.000	331.600	1 051 600	862 870	300.266	300 266	450.266	300.266	300.266	333.270
1235	PROCUREMENT	3	7 762 072	7 762 072	7 762 072	8 708.618	10.456.698	10.456.698	771 180	943 185	860.617	2 574 962	2 125 373	823.489	1 045.034	781.402	2 649 925	2 476 792	738 457	762 928	830.585	798 757	738 457	1 352.647
1238	EXPENDITURE	3	4 183.248	4.158.248	4.158.248	4.815.040	4.365.592	4 365.592	328 702	344.030	328.702	1 001 434	800 531	352.882	435.275	331.673	1 119 830	722 186	328.988	328.988	328.988	328.988	328.988	599.388
1301	MANAG: ENGINEERING	2	3.012.969	3.012.969	3.012.969	2.984.676	3.167 875	3 167 875	243.950	236.350	230.950	711 260	830.523	244.350	291.660	243.550	779 560	688 997	229 499	232.499	231.199	234.499	239.299	510.070
1310	TRANSPORT POOL	3	2.521 700	2.721 700	2.721 700	3.270.200	2.510.080	2.510.080	59.515	66.619	64.477	190.611	394 036	58.333	74.275	275.587	408 185	1 801 251	300.372	302 372	300.372	300.372	300.372	407 414
1330	PROJECTS	2	9.649.444	9.649.444	9.649 444	5.530.432	6.108.976	6.108.976	106 799	111 516	107.143	325 458	469 507	108 747	329.554	189 204	625 505	625 967	106.853	120.786	374.270	112.920	112.523	4.330.661
1331	WORKING FOR WATER (DWAF)	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1361	ROADS-MAIN/ DIV INDIRECT	2	81 701 060	91.681 058	91.681.058	92.340.452	95.274 049	95.469.549	5.636.808	5.945.338	8.461.900	20 044 044	19 592 972	5.378.004	7 143.320	5.532.796	18 054 120	25 695 927	6.670 701	7 396.036	5.935.503	8.363.910	8.960.855	20.044.379
1362	MANAGEMENT ROADS	2	10.992.493	11.012.493	11.012.493	11.430.467	11.075.334	11.079.834	845.563	843.988	850.158	2 539 709	2 306 508	844.158	1 380.227	847.238	3 051 623	2 742 452	844.080	844.080	851.280	844.393	867 124	1.237.545
1363	ROADS: WORKSHOP	2	10.971 951	10.971.951	10.971.951	11.610.998	11 706.660	11.556.660	825.966	823.956	901.468	2 561 380	2 351 965	835 752	1.234.256	955.882	3 035 880	2 757 589	855 127	860.472	894.297	893.127	1.087 712	1.378.655
1364	ROADS: PLANT	2	7 672.614	14.172.614	14 172.614	14.458.201	11.324.622	11 274 622	813 156	812.374	1.310.582	2 936 112	2 542 403	811.311	1 261 384	811 704	2 884 389	4 150 476	1 017.543	1 017.543	818.543	1.053.543	718.543	828.396
1441	MUNICIPAL HEALTH SERVICES	1	40 768.994	40.768.994	40.768.994	42.596.621	42.882.083	42.882.083	3.120.503	3.094.122	3.323.581	9 538 206	9 397 046	3.341.814	4 712.641	3.299.496	11 353 951	14 464.272	3.155.194	3.335.249	3.206.849	3.332 761	3.722.748	5.237.125
1475	SOCIAL DEVELOPMENT	1	2 812.508	3.012.508	3.012.508	3.316.526	3.362.491	3.343.491	252.277	255.777	251.027	759 081	858 010	256.777	400.467	278.894	936 138	809 017	248.185	253.685	267.435	248.185	252 185	384.597
1477	RURAL DEVELOPMENT	1	359.076	359.076	359.076	390 762	395.730	408.730	32.847	32.847	32.847	98 541	54 532	32.847	45.847	32.847	111 541	82 896	32.847	32.847	32.847	32.847	32.847	34.413
1478	MANAG: RURAL AND SOCIAL	1	3.640.548	3.630.548	3.630.548	3.738.876	3.790.441	3.885.441	268.683	269.113	325.819	883 615	1 019 359	310.383	272.383	293.140	875 906	913 802	264.005	382.539	268.806	293.085	305.355	612.131
1511	PERFORMANCE MANAGEMENT	3	3.100.369	2.999.369	2.999.369	3.090.834	2.024.368	1.358.368	93.370	94 276	148													

6. EXPENDITURE AND DELIVERY (PROJECTS)

Description	SO	Budget 2022/2023	Dec Adj Budget 2022/2023	Jan Adj Budget 2022/2023	Feb Adj Budget 2022/2023	Budget 2023/2024	Aug Adj Budget 2023/2024	July	August	Sept.	Target Q1	Actual Q1	October	Nov.	Dec.	Target Q2	Actual Q2	January	Feb.	March	April	May	June
Com. and Dev. Services	1	1 521 537	1.521.537	1 521 537	1.244.596	1.518.537	1 518 537	-	2.300	59.000	61.300	-	30.000	147.000	149.000	326.000	243.064	136.550	288.550	260.750	93.194	350 943	1.250
Technical Services	2	8.620.000	8.620.000	8.620.000	8.634.500	9.833 000	9.833.000	-	-	204.455	204.455	581.991	591 795	95.486	87.812	775.093	1.388.418	-	1.500.000	158.835	1 618.045	500 000	5.076.572
Regional Dev. and Planning	1	8 717 000	8.717.000	8.717.000	7.642 299	8 285.000	8 285.000	-	111.550	285.550	397.100	1.088.532	270.000	509 000	1.392.349	2.171.349	1.515.346	30.000	45.000	1 596.331	2.375.168	1.586.352	83.700
Rural and Social Dev	1	5 758.450	5.758.450	5.758.450	6 620.783	7.807.415	7.807 415	416	536.971	627 266	1.164.653	2 186 113	708.623	1.435.579	451.416	2.595.618	1.432.267	1 780.416	1.299.616	344.436	449 336	111.666	61.674
		24.616.987	24.616.987	24.616.987	24.142.178	27.443.952	27.443.952	416	650.821	1.176.271	1.827.508	3.856.636	1.600.418	2.187.065	2.080.577	5.868.060	4.579.095	1.946.966	3.133.166	2.360.352	4.535.743	2.548.961	5.223.196

7. CAPITAL BUDGET (Three Years)

Description	SO	Budget 2022/2023	Dec Adj Budget 2022/2023	Jan Adj Budget 2022/2023	Feb Adj Budget 2022/2023	Budget 2023/2024	Aug Adj Budget 2023/2024	July	Aug.	Sept.	Target Q1	Actual Q1	Oct.	Nov.	Dec.	Target Q2	Actual Q2	Jan.	Feb.	March	April	May	June
Office of the Municipal Manager	3					20.000	20.000						20.000			20.000							
Public Relations	3	200.000	200.000	200.000	233.300	325.000	325.000								75.000	75.000					250.000		
Internal Audit	3					210.000	210.000			10.000	10.000		10.000			10.000				40.000	150.000		
Admin. Support Services	3	1.813.500	1.733.500	1.733.500	913.834	142.800	142.800			16.300	16.300		21.500	5.000		26.500		25.000		75.000			
Human Resources Management	3	2.500.000	2.500.000	2.500.000		350.000	350.000			200.000	200.000											150.000	
Property Management	3	20.000	20.000	20.000	4.400																		
Buildings : Maintenance	2	6.278.400	6.278.400	6.278.400	6.009.079	9.426.500	9.766.500						50.000	471.500		521.500	117.752	100.000	100.000	110.000	900.000	215.000	7.820.000
Finance Dept.: Management and Finance	3		80.000	80.000	246.150	1.348.900	1.348.900		4.800		4.800		5.600		22.000	27.600			7.500	60.000	249.000		1.000.000
Information Technology	2	5.930.000	5.930.000	5.930.000	5.118.458	8.600.000	8.600.000		200.000		200.000	1.562.103											8.400.000
Eng. & Infrastructure Serv. : Management	2	71.600	71.600	71.600	62.261																		
Transport Pool	3	4.440.000	4.440.000	4.440.000		8.400	8.400						8.400			8.400							
Projects and Housing	2	64.000.000	64.000.000	64.000.000	4.000.000	50.000.000	50.000.000																50.000.000
Roads-Main/Div. Indirect	2	2.127.900	2.127.900	2.127.900	1.173.366	1.840.200	1.840.200			11.000	11.000	11.247	15.000	7.200	4.000	26.200	2.401			8.500		200.000	1.594.500
Municipal Health Services	1	180.000	180.000	180.000	184.525	94.600	94.600						16.600	78.000		94.600							
Management: Comm and Dev Planning Services	1	5.000	5.000	5.000	5.000																		
Disaster Management	1	11.845.000	11.845.000	11.845.000	50.000	6.205.000	5.688.000							-437.000		-437.000	307.035	65.000			60.000	450.000	5.550.000
Fire Services	1	24.772.000	24.772.000	24.772.000	13.086.958	29.097.517	30.224.517					4.670.503	-2.178.308	1.177.000	50.000	-951.308	12.147.009	56.000	200.000	600.000	750.000		29.569.825
		124.183.400	124.183.400	124.183.400	31.087.331	107.668.917	108.618.917		204.800	237.300	442.100	6.243.853	-2.031.208	1.301.700	151.000	-578.508	12.574.198	246.000	307.500	893.500	2.359.000	1.015.000	103.934.325

7.1 BUDGET LINK IDP/STRATEGIC OBJECTIVES/PREDETERMINED OBJECTIVES

Nr	Strategic Objective	Budget Allocation 2023/2024	Nr	Predetermined Objective	Budget Allocation 2023/2024
1.	Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District.	R 165 653 671	1.1	Provide a comprehensive and equitable MHS including AQM throughout the CWDM.	R 44 400 620
			1.2	Ensure coordination of multi-disciplinary and sectoral disaster risk reduction through integrated institutional capacity for Disaster Risk Management, Disaster Risk Assessment and Response and Recovery.	R 10 831 495
			1.3	Effective planning and coordination of specialized fire-fighting services throughout the CWDM.	R 72 858 257
			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 22 112 222
			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 15 451 077
2.	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	R 175 401 156	2.1	To comply with the administrative and financial conditions of the PGWC roads agency function agreement.	R 129 380 664
			2.2	To implement sustainable infrastructure services.	R 11 341 227
			2.3	To increase levels of mobility in the Cape Winelands District.	R 7 481 303
			2.4	To improve infrastructure services for rural dwellers.	R 11 313 976
			2.5	To implement an effective ICT support system.	R 15 883 986
3.	Providing effective and efficient financial and strategic support services to the CWDM.	R 134 129 614	3.1	To facilitate and enhance sound financial support services.	R 31 737 558
			3.2	To strengthen and promote participative and accountable IGR and governance.	R 36 189 399
			3.3	To facilitate and enhance sound strategic support services.	R 66 202 657
Total		R 475 184 441			R 475 184 441

8. CWDM STRATEGIC OBJECTIVES

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

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

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

8.1 NATIONAL KPA's:

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

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

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

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

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
1.1	1.1.1	To administer an effective environmental health management system in order to achieve the environmental health objectives set.	1.1.1.1	Monthly report to PGWC on all MHS matters by the 15 th of the following month (Sinjani report).	12	3	3	3	3	3		3		12	Target achieved
	1.1.2	To facilitate effective environmental pollution control through identification, evaluation and/or monitoring to prevent air pollution.	1.1.2.1	Submission of the annual Air Quality Officer Report to PGWC.	1	0	0	0	0	0		1		1	
	1.1.3	To improve the livelihoods of citizens in the Cape Winelands District.	1.1.3.1	Number of water and/or sanitation subsidies granted to citizens in the Cape Winelands District.	20	5	0	5	5	10		5		25	Target achieved
1.2	1.2.1	To coordinate an effective disaster management division in order to achieve the disaster management objectives set.	1.2.1.1	Number of bi-annual Disaster Management Advisory Forums held.	2	0	0	1	1	0		1		2	Target achieved
1.3	1.3.1	Effective planning and co-ordination of specialized fire-fighting services.	1.3.1.1	Pre-fire season and post-fire season reports submitted to Council for consideration for approval.	2	0	0	1	0	0		1		2	Target underachieved. The pre-fire season report was submitted to MAYCO in December for consideration to Council. This report will be submitted to Council at a next meeting.

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

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
	1.3.2	Build fire-fighting capacity.	1.3.2.1	Number of the officials trained by the CWDM Fire Services Academy.	20	20	57	20	110	0		20		60	Target overachieved due to increased demand and the Academy could assist.
1.4	1.4.1	To fulfil a coordinating role in terms of town and regional planning within the Cape Winelands District.	1.4.1.1	Annual review of CWDM's SDF, submitted to Council for consideration for approval.	1	0	0	0	0	0		1		1	
	1.4.2	Implement environmental management activities to achieve environmental sustainability.	1.4.2.1	Number of hectares cleared through the EPWP Invasive Alien Vegetation Management Project.	2 550.63	0	0	0	0	1 000		1 700		2 700	
	1.4.3	To fulfil a coordinating role in terms of Economic and Tourism Development within the Cape Winelands District.	1.4.3.1	Number of LTA Forums coordinated by the CWDM.	4	1	1	1	1	1		1		4	Target achieved
			1.4.3.2	Number of LED Forums coordinated by the CWDM.	4	1	1	1	1	1		1		4	Target achieved
1.5	1.5.1	To improve the livelihoods of citizens in the Cape Winelands District.	1.5.1.1	Number of ECD centres supported by the CWDM.	40	0	0	0	0	33		0		33	
			1.5.1.2	Number of youths who complete the skills development project.	11	0	0	0	0	23		0		23	

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

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
2.1	2.1.1	Roll-out and implementation of the maintenance function and activities for proclaimed roads as an agent on behalf of the Western Cape Department of Transport and Public Works.	2.1.1.1	Conclude the annual MOA or addendum with PGWC.	1	0	0	0	0	0		1		1	
			2.1.1.2	Kilometres of roads re-sealed.	0	0	0	0	0	0		0		0	
			2.1.1.3	Kilometres of roads bladed.	5 466.70	1 300	444.24	1 300	1 838.22	1 200		1 200		5 000	Target overachieved. Q1 information reflects in Q2 - August & September 2023 (1149.03 km). Only October 2023 (689.19 km) Q2 information available. Total information = 1838.22 km.
			2.1.1.4	Kilometres of roads re-gravelled.	16.28	0	0	0	1.68	3		3		6	Target overachieved. Only October 2023 information available. Damage to roads caused by floods required some re-gravelling.
2.2	2.2.1	Coordinate and improve the planning of infrastructure services in the Cape Winelands District.	2.2.1.1	Annual review, and alignment with review outcome, of the IWMP and submit to Council for consideration for approval.	1	0	0	0	0		1		1		
2.3	2.3.1	Improve pedestrian safety throughout the Cape Winelands District.	2.3.1.1	Annual review, and alignment with review outcome, of the DITP and submit to Council for consideration for approval.	1	0	0	0	0		1		1		

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

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
			2.3.1.2	Number of sidewalks and/or embayments and/or bus shelters completed or upgraded.	0	0	0	0	0	0		2		2	
2.4	2.4.1	To improve infrastructure services for citizens in the Cape Winelands District.	2.4.1.1	Percentage of project budget spent on rural projects.	29.40%	5% (Cumulative)	3.20%	20% (Cumulative)	20%	40% (Cumulative)		90% (Cumulative)		90%	Target achieved.
	2.4.2	To improve the livelihoods of citizens in the Cape Winelands District.	2.4.2.1	Number of schools assisted with ablution facilities and/or improved water supply.	0	0	0	0	0	0		2		2	
			2.4.2.2	Number of solar geysers installed.	152	0	3	20	12	30		50		100	Target underachieved due to relevant official being on sick leave and could therefore not follow up on progress and do inspections from mid November 2023 onwards. The shortfall will be addressed in following quarters.
			2.4.2.3	Number of sport facilities upgraded or completed and/or supplied with equipment.	0	0	1	0	0	3		1		4	

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

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

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

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets									
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
3.1	3.1.1	To compile a budget that is available before the start of the financial year.	3.1.1.1	Compilation of a budget and submitted to Council by 31 May.	1	0	0	0	0	0		1		1	
	3.1.2	Transparent and accountable reporting to all stakeholders.	3.1.2.1	Compilation of a mid-year assessment (section 72 report), submitted to Council by 31 January.	1	0	0	0	0	1		0		1	
	3.1.3	Fair, equitable, transparent, competitive and cost-effective SCM practices.	3.1.3.1	Submit to Council a report on the implementation of SCM (within 30 days after financial year-end).	1	1	1	0	0	0		0		1	
	3.1.4	To promote the financial viability of the CWDM through sound financial management practices	3.1.4.1	Maintaining a sound liquidity ratio as at financial year-end.	17.7:1	0	0	0	0	0		12.44:1		12.44:1	
			3.1.4.2	Maintaining a sound Impairment of Property, Plant and Equipment and Investment Property and Intangible Assets Ratio	0%	0	0	0	0	0		0%		0%	
			3.1.4.3	Maintain a sound Cash / Cost Coverage Ratio as at financial year-end.	26 months	0	0	0	0	0		1 to 3 months		1 to 3 months	
			3.1.4.4	Maintain a sound Level of Cash Backed Reserves Ratio as at financial year-end.	955%	0	0	0	0	0		100%		100%	
			3.1.4.5	Maintain a sound Net Operating Surplus Margin Ratio as at financial year-end.	10%	0	0	0	0	0		Equal to and greater than 0%		Equal to and greater than 0%	
			3.1.4.6	Maintain a sound Creditors Payment Period Ratio as at financial year-end.	15 days	0	0	0	0	0		30 days		30 days	
	3.2	3.2.1	To coordinate functional statutory and other committees	3.2.1.1	Number of Council meetings that are supported administratively	11	1	4	1	2	3		2		7
3.2.1.2				Number of MAYCO meetings that are supported administratively	9	2	3	2	2	3		2		9	Target achieved.

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

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
3.3	3.3.1	To capacitate a skilled and competent workforce in order to realise organisational SO's	3.3.1.1	Number of WSP submissions to the LGSETA.	1	0	0	0	0	0		1		1	
			3.3.1.2	The percentage of CWDM's training budget actually spent on implementing its WSP.	70%	5% (cumulative)	7%	20% (cumulative)	35%	40% (cumulative)		90% (cumulative)		90%	Target overachieved. 2022/23 Roll-over Training Programmes commenced in July 2023.
	3.3.2	Facilitate an administrative function in so far as it relates to labour relations	3.3.2.1	Number of Employment Equity report submissions to the Department of Labour.	1	0	0	0	0	1		0		1	
3.3	3.3.3	To manage the capital funds spent in relation to the receipt thereof for improved service delivery	3.3.3.1	The percentage of CWDM's capital budget actually spent by the end of the financial year	20.21%	0	6%	0	17%	0		80%		80%	Target overachieved due to tenders being finalised.
	3.3.4	To promote good governance in the CWDM.	3.3.4.1	Number of Audit & Performance Audit Committee meetings that are supported administratively	NEW KPI	1	2	1	1	1		1		4	Target achieved.
	3.3.5	To transform the work force of the CWDM in terms of representation	3.3.5.1	Number of people from employment equity target groups employed in the 3 highest levels of management in compliance with CWDM's approved Employment Equity Plan	80% of appointments	0	0	0	0	0		90% of appointments		90% of appointments	
	3.3.6	To improve the livelihoods of citizens in the CWDM area	3.3.6.1	Number of work opportunities created (in person days) through CWDM's various initiatives	12 348	1 240	1 676	2 140	0	3 540		2 640		9 560	Target underachieved. Work opportunities were created but to provide an accurate amount, it will not be available on Agenda

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

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
															closure. The process of capturing on EPWP reporting system takes time and data from contractors were only obtained after the 11th of January. Quarter 2's W/O created will be added to the quarter 3 totals to present an accurate total for the year.
	3.3.7	To improve inter-governmental relations within the district as with other districts.	3.3.7.1	Improve inter-governmental relations within the district by initiating and participating in the DCF and JDMA meetings.	10	2	2	2	2	2		2		8	Target achieved.

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

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2023/2024 Budget	Actual Spending	Unit of Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
1	1.1	1.a	1	Subsidies – Water & Sanitation	R 1 000 000	R 128 397	Number of farms serviced	44	10	0	10	18	15		10		45	Target overachieved due to underperformance in Q1.
1	1.1	1.b	1	Environmental Health Education	R 518 537	R 114 668	Number of theatre performances	0	0	0	0	0	35		35		70	
1	1.2	1.d	5	Disaster Risk Assessments	R -	-	Number of community-based risk assessment workshops	0	0	0	0	0	0		0		0	
1	1.4	1.e	5	River Rehabilitation (EPWP)	R 100 000	-	Hectares cleared	187.82	0	0	0	0	0		100		100	
1	1.4	1.f	3	Entrepreneurial Seed Funding	R 500 000	R 53 831	Number of SMME's supported	27	0	0	0	0	0		21		21	
1	1.4	1.g	3	Business Retention & Expansion	R 610 000	R 560 000	Number of action plans for tourism sector	24	0	0	2	2	3		14		19	Target achieved
1	1.4	1.h	3	Investment Attraction Programme	R 500 000	R 30 000	Number of projects implemented	2	0	0	0	0	0		2		2	
1	1.4	1.i	3	Small Farmers Support Programme	R 500 000	R 199 947	Number of small farmers supported	10	0	0	0	0	0		7		7	
1	1.4	1.j	3	SMME Training & Mentorship	R 532 000	R 155 880	Number of M & E Reports	2	0	0	0	0	1		1		2	
1	1.4	1.k	3	Tourism Month	R 71 000	R 25 200	Tourism month activities	1	1	1	0	0	0		0		1	
1	1.4	1.l	3	Tourism Business Training	R 950 000	R 22 470	Number of training and mentoring sessions	9	0	0	4	0	5		0		9	Target underachieved. Target could not be reached, as tender has not been awarded yet. Tender will be finalised in Q3.

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2023/2024 Budget	Actual Spending	Unit of Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
1	1.4	1.m	3	Tourism Educationals	R 260 000	R 100 000	Number of educationals	8	3	1	3	8	3		4		13	Target overachieved due to underachievement in Q1.
1	1.4	1.n	3	LTA Projects	R 390 000	R 330 000	Number of LTA's participating	14	5	5	0	0	8		0		13	
1	1.4	1.o	3	Tourism Events	R 477 000	R 262 350	Number of tourism events	2	7	6	7	3	3		5		22	Target underachieved. Could not reach target as we are awaiting outstanding database forms. SCM attending to the matter.
1	1.4	1.p	3	Tourism Campaigns	R 528 000	R 297 755	Campaigns implemented	3	0	1	0	0	0		1		1	
1	1.4	1.q	3	Township Tourism	R 500 000	R 294 554	Number of SMME's linked with formal economy	3	1	1	1	1	1		0		3	Target achieved
1	1.4	1.r	3	EPWP Invasive Alien Management Programme	R 2 367 000	R 271 892	Number of hectares cleared	2 362.81	0	0	0	0	1 000		1 600		2 600	
1	1.5	1.s	1	HIV/AIDS Programme	R 122 500	R 55 933	Number of HIV/AIDS Programmes Implemented	5	1	0	3	3	1		0		5	Target achieved
1	1.5	1.t	1	Artisan Skills Development	R 300 000	-	Number of skills development initiatives implemented	1	0	0	0	0	1		1		2	
1	1.5	1.u	1	Elderly	R 342 240	R 24 042	Number of Active Age programmes implemented	6	1	1	1	1	1		1		4	Target achieved
1	1.5	1.v	1	Disabled	R 395 998	R 191 398	Number of interventions implemented which focus on the rights of people with disabilities.	6	0	0	3	3	2		0		5	Target achieved

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	20223/2024 Budget	Actual Spending	Unit of Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
1	1.5	1.w	1	Community Support Programme	R 439 967	R 289 340	Number of Service Level Agreements signed with community-based organisations	28	0	0	0	0	47		0		47	
1	1.5	1.x	1	Families and Children	R 601 500	R 266 265	Programmes and support for vulnerable children	6	2	2	2	2	1		1		6	Target achieved
							Provision of sanitary towels	1	0	0	0	0	1		0		1	
1	1.5	1.y	1	Sport, Recreation and Culture Programmes	R 3 005 420	R 2 378 246	Number of programmes	21	5	5	5	5	5		3		18	Target achieved
1	1.5	1.y.1	1	Youth	R 2 051 900	R 70 521	Number of youth development programmes	4	0	0	2	2	1		1		4	Target achieved.
1	1.5	1.y.2	1	Women	R 349 890	R 176 634	Number of awareness programmes	4	3	3	1	1	0		1		5	Target achieved
1	1.5	1.y.3	1	Early Childhood Development	R 198 000	R 166 000	Number of ECDs supported	40	0	0	0	0	33		0		33	

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	20223/2024 Budget	Actual Spending	Unit of Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
2	2.1	1.z	3	Clearing Road Reserves	R 1 775 000	R 347 315	Kilometres of road reserve cleared	0	0	0	0	153.15	320		320		640	Target overachieved. Contractors could attend to site earlier than anticipated.
2	2.1	1.bb	3	Road Safety Education	R928 000	R 927 899	Number of Road Safety Education Programmes completed	1	0	0	1	1	0		0		1	Target achieved
2	2.2	1.dd	3	Provision of Water and/or Sanitation services to Schools	R 650 000	-	Number of Schools assisted	0	0	0	0	0	0		2		2	
2	2.4	1.ee	3	Renewable Infrastructure – Rural Areas	R 1 000 000	R 67 500	Number of solar geysers installed	152	0	3	20	12	30		50		100	Target underachieved due to relevant official being off-sick and could not follow up on progress and do inspections from mid November 2023 onwards. The shortfall will be addressed in following quarters.
2	2.4	1.ff	3	Upgrading of Sport Facilities	R 1 780 000	R 627 695	Number of Sport Facilities upgraded/completed/supplied with equipment	0	0	1	0	0	3		1		4	.
2	2.3	1.hh	3	Sidewalks and Embayment's	R 3 700 000	-	Number of sidewalks and / or embayments and / or bus shelters completed or upgraded	0	0	0	0	0	0		2		2	

10. CONCLUSION

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

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

Confirmed by:

Municipal Manager: 

Date: 25 January 2024

Approved by:

Executive Mayor: 

Date: 25/1/24

11. ANNEXURE A: TECHNICAL DEFINITIONS

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

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

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

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

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

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

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

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

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

1.5.1.2		Number of youths who complete the skills development project.	Implementation of skills development programmes to enhance the employability of the youth and the SMME development amongst youth.	"Youth(s)"	For the CWDM purposes, a "youth" would be an individual between 18 and 35 years of age.
---------	--	--	---	------------	---

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

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

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

12. ANNEXURE B: CIRCULAR 88

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

Municipalities are required to report the Circular 88 information to CoGTA and/or WCG DLG on a quarterly basis. More information on the quarterly Circular 88 information is available on request.