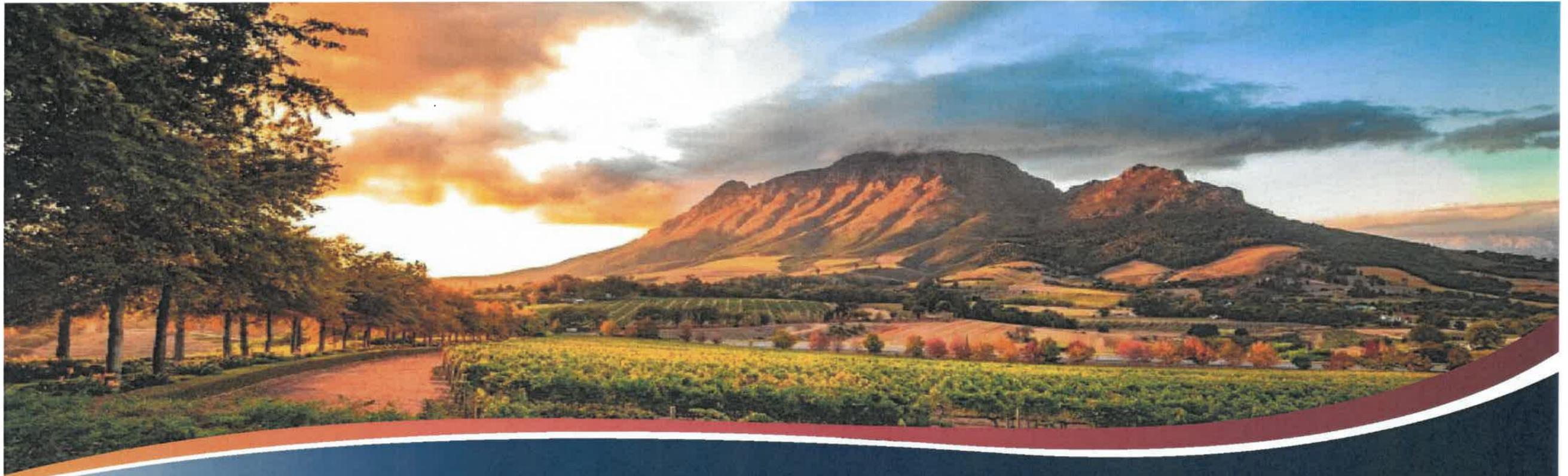


# 2022/23 SDBIP Quarter 3 Performance



**SDBIP**  
**2022/2023**

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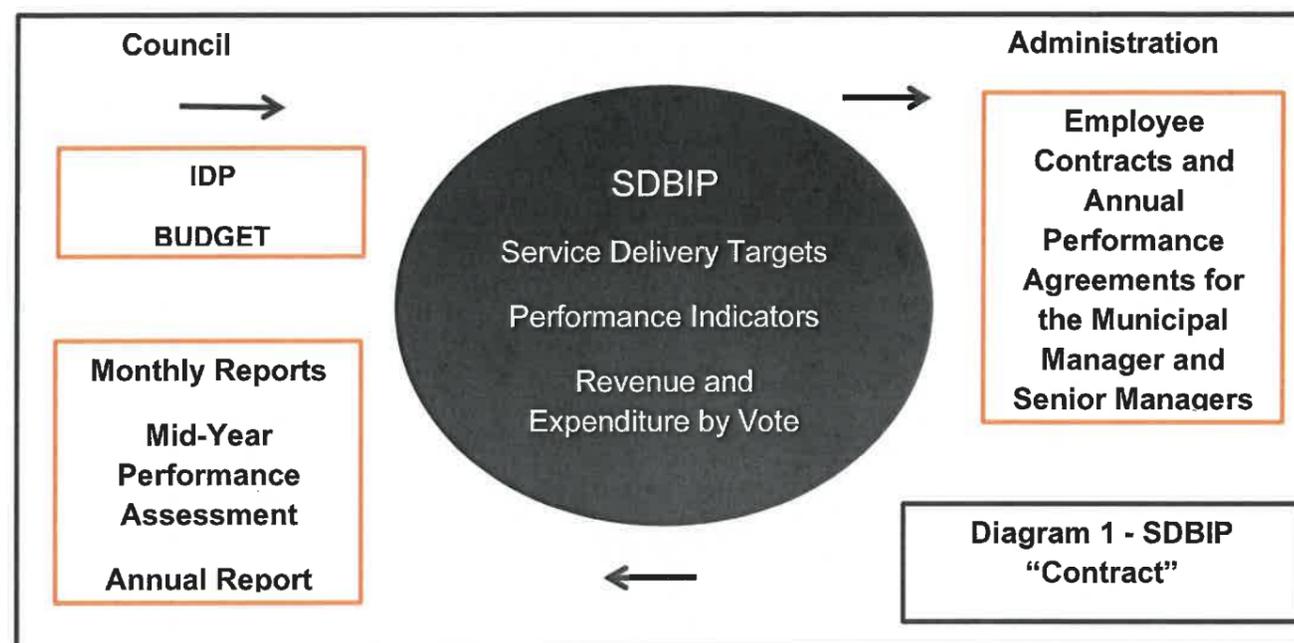
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## 1. GLOSSARY

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

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.
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.

The table below shows strategic risks (what could prevent us from reaching the desired outcomes) that are related to the above 3 strategic objectives.

TOP STRATEGIC RISKS			
No	Risks	Contributing Factors	Consequences
1.	Compromised financial sustainability of the municipality	<ul style="list-style-type: none"> <li>• Own income mainly from interest on investment and grants</li> <li>• Deterioration of economy</li> <li>• Unsustainable other service delivery demands</li> <li>• RSC Replacement less than 3%</li> <li>• Salary component growth for benefits</li> <li>• Bargaining council salary increases - grows with a higher % compared to income (Increasing employee costs year on year)</li> <li>• Continued demand to fill vacancies</li> <li>• DTPW reluctance to commit on future medical aid for roads staff</li> <li>• Straining of rural and social developments financial resources</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of jobs</li> <li>• Reputational risk to the organisation</li> <li>• Impact on service delivery</li> <li>• Bankruptcy</li> <li>• Dissatisfied Community</li> <li>• Financial impact</li> <li>• Municipality having to shut down</li> </ul>
2.	Insufficient electricity supply (load shedding)	<ul style="list-style-type: none"> <li>• Lack of maintenance of infrastructure by Eskom</li> </ul>	<ul style="list-style-type: none"> <li>• Limited operational ability for the municipality</li> <li>• Business interruption</li> <li>• Impact on health, economic development and basic services</li> </ul>
3.	Loss of provincial roads services function	<ul style="list-style-type: none"> <li>• A lack of alignment between spheres (National, Provincial &amp; Local) of government.</li> </ul>	<ul style="list-style-type: none"> <li>• The loss of income that is now used to fund other services</li> <li>• Not accessible to citizen</li> <li>• Centralisation</li> </ul>
4.	Deteriorating employee wellness	<ul style="list-style-type: none"> <li>• Lockdown (losses suffered, unemployment, effect of the war)</li> <li>• Pandemics</li> <li>• Unrealistic objectives</li> <li>• Increased cost of living</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in suicides</li> <li>• Increased sick leave</li> <li>• Possible fraud</li> <li>• Social unrest</li> <li>• Anxiety/depression</li> </ul>
5.	Natural disasters	<ul style="list-style-type: none"> <li>• Climate change</li> <li>• Pandemics outbreaks</li> <li>• Increase in fires</li> <li>• Global warming</li> <li>• Increase in floods</li> <li>• Increase in droughts</li> <li>• Pollution</li> </ul>	<ul style="list-style-type: none"> <li>• Business interruption</li> <li>• Property damage</li> <li>• Financial loss</li> <li>• Injured employees</li> </ul>
6.	Social unrest/Increasing social ills	<ul style="list-style-type: none"> <li>• Energy crisis</li> <li>• Increased cost of living</li> <li>• Social development insufficient</li> <li>• Lack of work in the district</li> <li>• Increase in inflation</li> <li>• Pandemics</li> <li>• Political interference</li> </ul>	<ul style="list-style-type: none"> <li>• Property damage</li> <li>• Financial losses due to compromised assets</li> <li>• Absent employees</li> <li>• Public transport challenges</li> <li>• Currency devaluation</li> </ul>
7.	Commercial crime	<ul style="list-style-type: none"> <li>• Cyber crime</li> <li>• Fraud and corruption</li> <li>• Supply Chain vulnerabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Financial loss</li> <li>• Reputational damage</li> </ul>
8.	Operational inefficiencies	<ul style="list-style-type: none"> <li>• Erosion of trust</li> <li>• Silo mentality</li> <li>• Red tape</li> <li>• Change in laws and regulations (e.g., SCM)</li> </ul>	<ul style="list-style-type: none"> <li>• Delayed service delivery</li> <li>• Non-compliance</li> <li>• Reputational damage</li> </ul>
9	Third party risk	<ul style="list-style-type: none"> <li>• Under performance of contractors</li> <li>• Inadequate planning and contract management</li> <li>• Constant regulatory changes</li> </ul>	<ul style="list-style-type: none"> <li>• Reputational damage</li> <li>• Financial loss</li> <li>• Cyber security</li> <li>• Inability to deliver services</li> <li>• Fraud and corruption</li> <li>• Legislative actions</li> <li>• Financial losses</li> </ul>
10	Limitations to attract, retain and further develop skilled staff	<ul style="list-style-type: none"> <li>• Loss of key personnel</li> <li>• Lack of transfer of skills</li> <li>• Lack of internal revenue source</li> <li>• Disjuncture and disparity in terms of bargaining council and senior managers remuneration.</li> </ul>	<ul style="list-style-type: none"> <li>• Stressed out management due to workload</li> <li>• Less staff to deliver services</li> <li>• Inability to deliver services</li> <li>• Motivation decreases</li> <li>• Loss of expertise at senior management level (willingness to take on senior management roles)</li> </ul>

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	Dec Adj Budget 2022/2023	Jan Adj Budget 2022/2023	Feb Adj Budget 2022/2023	July	August	Sept	Target Q1	Actual Q1	October	Nov	Dec	Target Q2	Actual Q2	January	Feb	March	Target Q3	Actual Q3	April	May	June
<b>GRANTS AND SUBSIDIES</b>																						
EQUITABLE SHARE	3	-2 891 000	-2 891 000	-2 891 000													-2 891 000	-2 891 000	-2 891 000			
EXPANDED PUBLIC WORKS PROGRAMME	2	-1 369 000	-1 369 000	-1 469 000		-236 250	-116 550	-352 800	-352 800	-142 145	-192 966		-335 131	-335 131	131 000	131 000	-200 000	-331 000	-428 507	-171 337	-100 000	-178 732
LOC.GOVFINAN MANAGEM GRANT	3	-1 000 000	-1 000 000	-1 000 000		-101 232	-50 616	-151 848	-151 848	-50 616	-50 616		-101 232	-101 232	-101 232	50 616	-50 616	-202 464	-397 464	-50 616	-50 616	-443 224
WCPSG- FINANCE MANAGEMENT GRANT	3																					
INT TRANSFER/RSC REVENUE REPLACEMENT	3	-248 404 000	-248 404 000	-248 404 000	-98 005 000			-98 005 000	-98 005 000			-82 927 000	-82 927 000	-82 927 000			-67 472 000	-67 472 000	-67 472 000			
RURAL ROADS ASSET MAN SYST(DORA)	2	-2 877 000	-2 877 000	-2 877 000																		-2 877 000
CWDM INTEGRATED TRANSPORT PLAN (DORA)	2			-672 322													-672 322	-672 322				
FIRE SERVICE CAPACITY GRANT																						
SETA- REFUNDS	3	-334 800	-334 800	-334 800							-29 097	-181 533	-210 630	-210 630					-77 761			-124 170
COMMUNITY DEVELOPMENT WORKERS (GRANT)	1	-75 000	-75 000	-151 000			7 121	7 121	7 121	-23 486			-23 486	-23 486	-11 400		-12 500	-23 900	-34 364		-34 733	-76 000
LOCAL GOVERNMENT INTERNSHIP GRANT	3			-46 000													-46 000	-46 000	-37 800			
MUNICIPAL SERVICE DELIVERY AND CAPACITY BUILDING GRANT	1																					
SAFETY PLAN IMPLEMENTATION - (WOSA)	1	-1 500 000	-1 500 000	-1 853 921													-363 921	-363 921	-612 869			-1 500 000
JOINT DISTRICT AND METRO APPROACH GRANT	3		-1 000 000	-1 000 000																		-1 000 000
LOCAL GOVERNMENT PUBLIC EMPLOYMENT SUPPORT GRANT	3																					
WC MUNICIPAL INTERVENTIONS GRANT	1		-100 000	-100 000																		-100 000
EMERGENCY MUNICIPAL LOAD-SHEDDING RELIEF GRANT	2			-950 000																		-950 000
PUBLIC CONTRIBUTIONS AND DONATIONS	2			51 888																		51 888
<b>OTHER INCOME</b>																						
INCOME EXHIBITIONS	1	50 000	50 000	50 000																		50 000
SUBSIDY HIRING OF TOILETS	2	-1 120 000	-1 120 000	-900 000							-169 784		-169 784	-169 784					-169 784			-730 216
<b>SERVICE CHARGES</b>																						
FIRE FIGHTING	1	-120 000	-120 000	-120 000																		-120 000
<b>EXTERNAL INTEREST</b>																						
INTEREST EARNED	3	-43 000 000	-43 000 000	-60 000 000	-30 244	-580 546	-1 112 125	-1 722 915	-1 722 914	-1 366 868	-2 002 663	628 153	-4 316 674	-4 316 674		-9 992 082	-9 992 082	-19 984 164	-17 590 762	-9 992 082	-9 992 082	-9 992 083
<b>MISCELLANEOUS INCOME</b>																						
SALE WASTE PAPER	3	-800	-800	-800																		-800
SALE TENDER DOCUMENTS	3	-50 000	-50 000	-50 000		-8 125	-417	-8 542	-8 543		-400		-400	-400					-217			-41 058
TRANSACTION HANDLING FEE	3	-50 000	-50 000	-50 000	-5 521	-5 567	-5 622	-16 710	-16 716	-5 783	-5 870	-5 894	-17 547	-17 547	-3 148	-3 148	-3 148	-6 296	-17 876	-3 148	-3 148	-3 151
ELECTRICITY INCOME	2	-4 000	-4 000	-4 000	-261	-261		-522	-522	-87			-87	-87			-847	-847		-847	-847	-850
SALE SCRAP MATERIAL	2	-98 100	-98 100	-98 100																		-98 100
RECYCLING OF WASTE	2	-50 000	-50 000	-50 000		-480		-480	-480													-49 520
LICENCE PERMITS & HEALTH CERTIFICATES	1	-600 000	-600 000	-600 000	-25 080	-82 460	-71 060	-178 600	-178 600	-66 880	-34 203	-45 600	-146 683	-146 683	-60 000	-55 000	-45 800	-160 800	-198 680	-67 000	-35 000	-11 917
INSURANCE REFUND	3	-340 000	-340 000	-340 000						-12 084	-11 873	-15 526	-39 483	-39 483		-80 000	-30 517	-110 517		-13 000	-100 000	-77 000
MERCHANDISING, JOBBINGS & CONTRACTS	2	-95 340	-95 340																			
MANAGEMENT FEES	3	-12 133 012	-12 133 012	-12 945 154		-1 633 540	-816 770	-2 450 310	-2 450 311	-816 770	-816 770		-1 633 540	-1 633 540		-1 772 260	-1 772 260	-3 544 520	-3 818 920	-1 772 260	-1 772 260	-1 772 264
MANAGEMENT FEES	2	-134 450	-134 450																			-11 988
PLAN PRINTING AND DUPLICATES	2	-400	-400	-400																		-400
ATMOSPHERIC EMISSIONS	1	-53 000	-53 000	-53 000																		-53 000
ENCROACHMENT FEES	2	-1 900	-1 900	-1 900								-1 850	-1 850	-1 850								-50
DISCONTINUED OPERATIONS	3																					
<b>AGENCY</b>																						
ROADS AGENCY	2	125 672 020	-125 672 020	-129 831 218	-17 526 747			-26 312 763	-26 312 764		-17 603 838	-7 381 378	-25 185 216	-25 185 216		-8 000 000	-10 000 000	-18 000 000	1 216 506	-18 500 000	-18 000 000	-23 833 239
ROADS CAPITAL	2	-2 127 900	-2 127 900	-1 173 365																60 770		-1 173 365
<b>RENTAL FEES</b>																						
RENTAL FEES - GENERAL	3	-240 000	-240 000	-240 000		-1 290	-5 160	-6 450	-6 449	-2 580		-2 580	-6 160	-5 160					-3 870			-228 390
		-444 391 722	-445 491 722	-464 308 868	-115 591 853	-2 649 751	-10 958 215	-128 199 819	-129 199 819	-2 506 291	-21 118 400	-91 489 514	-115 113 905	-115 113 907	-172 632	-20 084 106	-83 543 613	-113 799 751	-87 562 566	-30 570 290	-30 088 666	-45 536 417

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	July	August	Sept	Target Q1	Actual Q1	October	Nov.	Dec	Target Q2	Actual Q2	January	Feb.	March	Target Q3	Actual Q3	April	May	June	
1000	EXPENDITURE OF THE COUNCIL	3	13 729 810	13 779 810	13 779 810	13 797 326	1 146 185	739 685	940 548	2 826 418	2 826 421	3 071 062	899 353	949 143	4 909 558	4 909 558	15 785	1 177 004	1 171 114	2 363 903	2 882 276	1 255 111	1 162 429	1 279 907	
1001	OFFICE OF THE MM	3	3 866 025	3 964 025	3 964 025	4 384 422	519 628	97 035	303 353	920 016	920 017	412 949	481 418	347 905	1 242 272	1 242 270	380 578	340 158	340 589	1 081 324	985 701	320 650	348 944	491 216	
1002	SUNDRY EXPENDITURE OF THE COUNCIL	3	12 406 724	13 218 888	13 218 888	16 339 420	18 606	2 682 001	120 369	2 820 996	2 791 324	652 518	525 920	1 188 572	2 368 010	2 346 558	23 837	1 084 103	1 287 278	2 395 218	2 817 196	1 082 275	1 172 607	6 500 314	
1003	Office of the Mayor	3	3 405 992	3 395 992	3 395 992	3 594 997	200 699	197 672	245 213	643 584	643 594	321 503	317 016	277 785	916 284	916 188	313 785	325 446	326 986	966 217	793 078	352 136	319 486	397 290	
1004	LOCAL ECONOMIC DEVELOPMENT	1	3 941 056	3 761 056	3 761 056	3 942 354	239 445	229 950	232 738	702 134	702 109	448 375	393 559	308 392	1 150 328	1 150 308	233 367	280 030	273 738	767 135	744 821	443 974	300 716	578 069	
1005	OFFICE OF THE SPEAKER	3	1 425 368	1 425 368	1 425 368	1 360 242	119 798	87 707	103 678	311 183	311 187	103 678	103 678	104 663	312 019	312 023	119 400	119 400	118 400	358 200	337 488	119 400	119 392	140 048	
1007	OFFICE OF THE DEPUTY MAYOR	3	1 084 228	1 094 228	1 094 228	1 282 453	58 439	37 588	55 682	151 707	151 706	53 188	47 978	53 493	154 655	154 654	127 140	143 244	143 244	413 628	428 957	143 244	143 086	278 133	
1010	PUBLIC RELATIONS	3	3 711 201	3 708 201	3 708 201	3 969 762	158 242	237 606	165 970	561 818	561 820	209 413	281 723	177 040	668 178	668 178	365 879	361 892	568 184	1 295 955	954 191	375 146	446 908	621 756	
1020	INTERNAL AUDIT	3	2 510 104	2 510 104	2 510 104	2 767 104	206 478	196 301	212 775	618 554	618 559	203 449	328 993	212 479	744 921	744 924	218 381	219 136	221 006	658 523	607 836	219 806	221 006	304 294	
1101	COUNCILLOR SUPPORT	3	1 423 095	1 423 095	1 423 095	1 588 450	121 328	121 328	124 572	367 228	367 228	127 202	121 328	122 913	371 443	371 445	131 273	131 273	131 273	393 819	440 565	131 273	131 273	193 414	
1102	ADMIN SUPPORT SERVICES	3	10 075 522	10 095 922	10 095 922	10 317 014	637 665	691 383	675 257	2 004 515	2 004 513	698 168	1 093 281	887 291	2 678 740	2 678 741	905 857	905 857	905 857	2 717 571	2 220 904	905 857	905 857	1 104 474	
1103	TOURISM	1	6 034 222	6 014 222	6 014 222	6 140 592	292 983	286 380	407 009	886 352	886 358	338 081	602 432	297 888	1 238 201	1 238 203	284 395	464 883	696 455	1 445 733	1 455 345	843 422	716 352	910 522	
1110	HUMAN RESOURCE MANAGEMENT	3	11 754 352	11 753 352	11 753 352	11 649 384	640 129	716 235	616 677	1 973 041	1 973 044	663 886	919 706	604 883	2 188 278	2 188 279	1 098 908	1 088 908	1 122 906	3 320 718	1 973 283	1 098 906	1 113 906	1 954 535	
1184	PROPERTY MANGEMENT	3	17 440 623	17 190 623	17 190 623	16 840 759	1 144 745	1 223 617	1 201 776	3 570 138	2 000 556	1 188 044	1 437 825	1 829 910	4 253 779	5 122 476	1 365 677	1 467 982	1 467 973	4 301 612	3 472 203	1 567 973	1 467 982	1 679 295	
1185	BUILDINGS MAINTENANCE	2	4 812 084	4 812 084	4 812 084	6 332 720	508 691	331 065	342 474	1 182 230	1 182 231	467 625	272 101	933 462	1 673 188	1 673 190	203 831	215 554	313 832	733 017	1 174 111	221 863	212 196	2 310 226	
1186	COMMUNICATION/ TELEPHONE	3	422 840	422 840	422 840	431 825	22 888	22 923	24 431	70 242	70 238	29 937	42 499	32 888	105 324	105 322	36 897	36 897	36 968	110 762	90 812	36 968	36 968	71 561	
1201	MANAGEMENT FINANCIAL SERVICES	3	6 896 131	6 921 131	7 021 131	6 129 252	571 099	304 559	424 005	1 289 830	1 289 833	373 596	507 280	401 167	1 282 025	1 282 280	362 053	362 283	367 835	1 092 171	1 157 051	482 668	361 248	1 611 510	
1202	FINANCIAL MANAGEMENT GRANT	3	4 050 868	4 050 868	4 050 868	3 783 484	53 182	74 183	53 182	180 547	180 549	53 183	53 182	53 182	159 547	159 549	53 831	1 066 147	53 831	1 173 809	418 557	108 242	608 242	1 553 097	
1205	BUDGET AND TREASURY OFFICE	3	7 441 277	7 441 277	7 441 277	7 827 532	524 907	564 404	525 165	1 815 476	1 815 476	526 165	762 651	556 793	1 845 609	1 845 608	528 723	728 723	578 723	1 836 169	1 865 719	581 969	753 253	995 056	
1210	INFORMATION TECHNOLOGY	2	12 740 146	12 740 146	12 740 146	12 057 353	294 516	655 281	2 255 967	3 205 764	3 205 763	474 540	517 920	1 246 461	2 238 921	2 238 918	530 509	522 705	850 243	1 903 457	2 267 843	522 140	524 075	3 662 996	
1215	TELECOMMUNICATION SERVICES	2	3 936 200	3 936 200	3 936 200	3 936 200	204 753	-	583 482	798 235	798 235	293 418	425 700	24 846	743 964	743 964	1 866	286	150 210	152 342	1 061 948	266	266	2 241 127	
1235	PROCUREMENT	3	7 752 072	7 762 072	7 762 072	8 708 618	572 104	773 791	659 991	2 005 888	2 005 889	601 415	863 785	597 251	2 062 451	2 062 455	629 712	674 183	721 820	2 025 715	1 816 777	675 189	616 006	1 329 371	
1238	EXPENDITURE	3	4 183 248	4 158 248	4 158 248	4 615 040	293 674	295 237	283 028	851 939	851 938	262 395	408 268	267 969	928 832	928 829	417 599	417 599	417 599	1 252 797	788 754	417 599	417 599	746 474	
1301	MANAG. ENGINEERING	2	3 012 969	3 012 969	3 012 969	2 984 678	451 890	-9 305	216 634	659 219	659 223	224 011	286 512	234 147	744 870	744 873	224 836	225 821	225 851	676 508	665 686	229 369	226 323	448 587	
1310	TRANSPORT POOL	3	2 521 700	2 721 700	2 721 700	3 670 200	2 400	11 863	142 761	157 024	157 024	226 689	282 737	411 307	920 733	920 734	405 925	407 925	805 925	1 619 775	885 231	405 925	405 925	160 816	
1330	PROJECTS	2	9 649 444	9 649 444	9 649 444	5 530 432	98 491	101 244	97 853	297 588	297 590	97 457	316 117	176 545	580 119	580 177	96 712	120 791	890 389	1 107 692	623 241	282 869	231 285	3 040 659	
1331	WORKING FOR WATER (DWAF)	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1381	ROADS-MAIN/DIV INDIRECT	2	81 701 060	91 681 058	91 681 058	93 570 452	4 427 736	6 316 503	5 334 891	16 078 930	12 695 928	5 439 750	7 352 782	4 844 710	17 437 242	15 000 720	8 618 072	6 974 476	8 530 838	22 123 381	36 481 852	8 954 185	10 740 356	18 236 358	
1382	MANAGEMENT ROADS	2	10 992 493	11 012 493	11 012 493	11 050 467	845 009	819 731	854 447	2 519 187	2 314 201	841 978	1 298 980	847 427	2 989 385	2 753 119	830 363	839 013	840 561	2 510 337	2 253 058	842 243	840 513	1 348 802	
1383	ROADS WORKSHOP	2	10 971 951	10 971 951	10 971 951	11 260 998	762 589	705 867	845 114	2 313 570	2 088 410	791 570	1 134 424	994 482	2 920 478	2 708 004	785 617	811 962	829 037	2 426 616	2 337 906	805 598	1 005 429	1 789 309	
1384	ROADS PLANT	2	7 672 614	14 172 614	14 172 614	13 959 201	339 718	340 406	940 441	1 620 567	1 285 052	1 259 972	1 299 903	1 217 416	3 777 291	3 941 240	558 134	841 634	982 606	2 382 374	3 235 445	1 796 104	2 903 134	1 479 731	
1441	MUNICIPAL HEALTH SERVICES	1	40 768 994	40 768 994	40 768 994	42 596 621	2 988 013	2 412 960	3 123 326	8 524 299	8 524 297	2 991 481	4 362 835	2 980 637	10 334 953	10 334 926	2 910 023	3 091 278	2 965 365	8 966 667	9 097 839	3 497 105	3 062 014	8 211 583	
1475	SOCIAL DEVELOPMENT	1	2 812 508	3 012 508	3 012 508	3 316 528	205 848	201 598	205 933	613 379	613 381	209 797	338 179	215 339	763 315	763 317	202 906	205 506	249 806	657 318	683 070	240 506	239 355	802 653	
1477	RURAL DEVELOPMENT	1	359 076	359 076	359 076	390 762	43	-	5 206	5 249	5 249	-	-	-	-	-	-	-	-	-	286	9 794	-	375 719	
1478	MANAG RURAL AND SOCIAL	1	3 640 548	3 630 548	3 630 548	3 738 678	445 711	38 433	249 890	734 034	734 033	263 316	332 834	312 264	908 414	908 415	282 531	490 481	295 831	1 078 843	953 212	342 296	212 808	462 281	
1511	PERFORMANCE MANAGEMENT	3	3 100 369	2 999 369	2 999 369	2 890 834	85 509	88 475	146 556	320 599	320 600	94 338	143 003	88 883	326 204	326 205	105 197	105 197	105 937	316 331	199 910	103 840	106 140	1 717 920	
1512	IDP	3	2 221 434	2 219 434																					



6. EXPENDITURE AND DELIVERY (PROJECTS)

Description	SO	Budget 2021/2022	Feb Adj Budget 2021/2022	Budget 2022/2023	Dec Adj Budget 2022/2023	Jan Adj Budget 2022/2023	Feb Adj Budget 2022/2023	July	August	Sept	Target Q1	Actual Q1	October	Nov.	Dec.	Target Q2	Actual Q2	January	Feb.	March	Target Q3	Actual Q3	April	May	June
Com. and Dev. Services	1	1.521.537	1.071.537	1.521.537	1.521.537	1.521.537	1.244.596	-	2.262	13.134	15.396	15.396	64.749	205.843	19.812	290.404	290.404	136.680	187.162	217.369	541.211	307.303	143.391	176.680	77.514
Technical Services	2	7.928.000	3.335.500	8.620.000	8.620.000	8.620.000	8.634.500	-	-	204.455	204.455	204.455	531.795	95.486	87.812	715.093	715.093	-	-	380.835	380.835	1.152.873	128.045	-	7.206.072
Regional Dev. and Planning	1	8.536.000	7.689.389	8.717.000	8.717.000	8.717.000	7.642.299	-	443.345	698.495	1.141.840	1.141.840	362.345	583.460	84.185	1.029.990	1.029.991	90.000	358.950	1.096.830	1.545.780	2.252.897	2.053.024	1.781.665	90.000
Rural and Social Dev.	1	5.758.450	5.170.212	5.758.450	5.758.450	5.758.450	6.620.783	542.695	475.299	1.238.933	2.256.927	2.256.924	1.147.637	419.713	310.363	1.877.713	1.885.569	557.928	407.378	478.359	1.443.665	359.764	684.372	310.972	47.134
		<b>23.743.987</b>	<b>17.266.638</b>	<b>24.616.987</b>	<b>24.616.987</b>	<b>24.616.987</b>	<b>24.142.178</b>	<b>542.695</b>	<b>920.906</b>	<b>2.155.017</b>	<b>3.618.618</b>	<b>3.618.615</b>	<b>2.106.526</b>	<b>1.304.502</b>	<b>502.172</b>	<b>3.913.200</b>	<b>3.921.057</b>	<b>784.608</b>	<b>953.490</b>	<b>2.173.393</b>	<b>3.911.491</b>	<b>4.072.837</b>	<b>3.008.832</b>	<b>2.269.317</b>	<b>7.420.720</b>

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	Budget 2024/2025	July	Aug.	Sept.	Target Q1	Actual Q1	Oct.	Nov.	Dec.	Target Q2	Actual Q2	Jan.	Feb.	March	Target Q3	Actual Q3	April	May	June	
Public Relations	3	200.000	200.000	200.000	233.300	-	-	-	-	-	-	-	-	-	-	-	-	-	-	23.600	23.600	-	6.700	203.000	-	
Admin. Support Services	3	1.813.500	1.733.500	1.733.500	917.702	21.500	-	-	-	8.184	8.184	8.184	-	103.360	630.883	734.243	734.245	1.600	29.668	-	31.268	31.268	-	-	144.007	
Human Resources Management	3	2.500.000	2.500.000	2.500.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Property Management	3	20.000	20.000	20.000	4.400	22.000	24.000	-	-	-	-	-	-	4.400	-	4.400	4.400	-	-	-	-	-	-	-	-	
Buildings : Maintenance	2	6.278.400	6.278.400	6.278.400	6.009.079	3.516.000	5.405.000	-	-	-	-	-	-	101.454	-	101.454	101.454	-	-	610.565	610.565	336.685	-	100.000	5.197.060	
Finance Dept.: Management and Finance	3	-	80.000	80.000	242.282	-	-	-	-	-	-	-	-	-	-	-	-	26.150	-	200.000	226.150	29.750	-	-	16.132	
Information Technology	2	5.930.000	5.930.000	5.930.000	5.118.458	2.650.000	-	-	-	-	-	-	-	55.260	306.070	361.330	361.331	-	-	50.000	50.000	1.831.891	-	1.030.000	3.677.128	
Eng. & Infrastructure Serv. Management	2	71.600	71.600	71.600	62.261	-	-	-	-	-	-	-	62.261	-	-	62.261	62.260	-	-	-	-	-	-	-	-	-
Transport Pool	3	4.440.000	4.440.000	4.440.000	-	700.000	700.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Projects	2	64.000.000	64.000.000	64.000.000	4.000.000	45.800.000	-	-	-	123.250	123.250	123.250	-	53.340	500.595	553.935	553.935	-	-	-	-	297.500	-	-	3.322.815	
Roads-Main/Div. Indirect	2	2.127.900	2.127.900	2.127.900	1.173.366	736.500	-	-	-	596	596	596	1.822	45.557	6.245	53.624	53.623	3.017	3.544	33.757	40.318	6.560	-	48.828	1.030.000	
Municipal Health Services	1	180.000	180.000	180.000	184.525	18.000	18.000	-	-	4.625	4.625	4.625	-	-	-	-	-	-	-	-	-	-	179.900	-	-	
Rural Development	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Management: Comm and Dev Planning Services	1	5.000	5.000	5.000	6.000	-	-	-	-	-	-	-	-	-	-	-	-	-	6.000	-	6.000	-	-	-	-	
Disaster Management	1	11.845.000	11.845.000	11.845.000	50.000	4.790.000	2.045.000	-	-	-	-	-	-	-	-	-	-	-	-	50.000	50.000	-	-	-	-	
Fire Services	1	24.772.000	24.772.000	24.772.000	13.085.958	8.330.000	9.545.000	-	-	-	-	-	-	1.010.050	-	1.010.050	1.010.050	2.182.865	123.030	-	2.305.895	2.305.895	-	36.000	9.734.013	
		124.183.400	124.183.400	124.183.400	31.087.331	66.584.000	17.737.000	-	-	136.655	136.655	136.655	64.083	1.373.421	1.443.793	2.881.297	2.881.297	2.213.632	162.242	967.922	3.343.796	4.839.548	186.600	1.417.828	23.121.155	

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

Nr	Strategic Objective	Budget Allocation 2022/2023	Nr	Predetermined Objective	Budget Allocation 2022/2023
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 159 764 417	1.1	Provide a comprehensive and equitable MHS including AQM throughout the CWDM.	R 43 841 217
			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 9 181 285
			1.3	Effective planning and coordination of specialized fire-fighting services throughout the CWDM.	R 73 279 656
			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 19 395 512
			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 14 066 747
2.	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	R 173 270 850	2.1	To comply with the administrative and financial conditions of the PGWC roads agency function agreement.	R 129 841 118
			2.2	To implement sustainable infrastructure services.	R 9 317 396
			2.3	To increase levels of mobility in the Cape Winelands District.	R 7 231 851
			2.4	To improve infrastructure services for rural dwellers.	R 10 886 932
			2.5	To implement an effective ICT support system.	R 15 993 553
3.	Providing effective and efficient financial and strategic support services to the CWDM.	R 129 150 236	3.1	To facilitate and enhance sound financial support services.	R 30 863 926
			3.2	To strengthen and promote participative and accountable IGR and governance.	R 36 374 438
			3.3	To facilitate and enhance sound strategic support services.	R 61 911 872
<b>Total</b>		<b>R 462 185 503</b>			<b>R 462 185 503</b>

## 8. CWDM STRATEGIC OBJECTIVES

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

NO.	STRATEGIC OBJECTIVES
SO 1	Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District.
SO 2	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.
SO 3	Providing effective and efficient financial and strategic support services to the 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 <sup>th</sup> of the following month (Sinjani report).	12	3	3	3	3	3	3	3	3	12	Target achieved
	1.1.2	To facilitate effective environmental pollution control through identification, evaluation and/or monitoring to prevent air pollution.	1.1.2.1	Submission of the annual Air Quality Officer Report to PGWC.	1	0	0	0	0	0	0	1	1	1	
	1.1.3	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	3	5	5	5	2	5	20	20	Target underachieved. Delays are caused by subsidiaries failing to furnish the correct and necessary supporting documents to finalize pay-outs. The deficit will be resolved in the coming quarter. SCM did alert the subsidiaries that they were awaiting the right documentation. To be resolved in the coming quarter.
1.2	1.2.1	To coordinate an effective disaster management division in order to achieve the disaster management objectives set.	1.2.1.1	Number of bi-annual Disaster Management Advisory Forums held.	2	0	0	1	1	0	0	1	2	2	
1.3	1.3.1	Effective planning and co-ordination of specialized fire-fighting services.	1.3.1.1	Pre-fire season and post-fire season reports submitted to Council for consideration for approval.	2	0	0	1	1	0	0	1	2	2	

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

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
	1.3.2	Build fire-fighting capacity.	1.3.2.1	Number of officials trained by the CWDM Fire Services Academy.	40	20	77	20	80	0	0	0		40	
1.4	1.4.1	To fulfil a coordinating role in terms of town and regional planning within the Cape Winelands District.	1.4.1.1	Annual review of CWDM's SDF, submitted to Council for consideration for approval.	1	0	0	0	0	0	0	0		0	
	1.4.2	Implement environmental management activities to achieve environmental sustainability.	1.4.2.1	Number of hectares cleared through the EPWP Invasive Alien Vegetation Management Project.	2 250	0	0	0	0	1 000	1 587.53	1 390		2 390	Target overachieved. The bulk of sites that was cleared, was follow-up site which are larger in extent (hectares). These sites cost less to clear because of age and densities of alien vegetation.
	1.4.3	To fulfil a coordinating role in terms of Economic and Tourism Development within the Cape Winelands District.	1.4.3.1	Number of LTA Forums coordinated by the CWDM.	4	1	1	1	1	1	1	1		4	Target achieved
			1.4.3.2	Number of LED Forums coordinated by the CWDM.	4	1	1	1	1	1	1	1		4	Target achieved

**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		
1.5	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	34	9	1		35	<p>Target underachieved due to challenges experienced by ECDs. Most ECD centres indicated that their programmes will be implemented in Q4.</p> <p>CWDM is currently liaising with stakeholders that the targets will be implemented as planned.</p>
			1.5.1.2	Number of youths who complete the skills development project.	11	0	0	0	0	11	0	0		11	<p>Target underachieved due to SCM challenges however a service provider is appointed and ensured that the project will be completed in Q4.</p> <p>CWDM to liaise with service provider to ensure that the project is completed timeously.</p>



## 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	1	1	0		1	Target achieved	
			2.1.1.2	Kilometres of roads re-sealed.	0	0	0	0	0	0	0	0	0		0	
			2.1.1.3	Kilometres of roads bladed.	5 000	1 300	604.26	1 300	865.34	1 200	1691.50	1 200			5 000	Target overachieved. At the time of reporting only Jan & Feb 2023 info was available = 793.03 km. March 2023 to reflect in Q4 Nov & Dec 2023 as per Q2 comment = 898.47 km.
			2.1.1.4	Kilometres of roads re-gravelled.	12	1	0	1	0	1	0.9	1.5			4.5	Target almost achieved. At the time of reporting only Jan & Feb 2023 information available. March 2023 to reflect in Q4 Nov & Dec 2023 as per Q2 comment actual = 0.
2.2	2.2.1	Coordinate and improve the planning of infrastructure services in the Cape Winelands District.	2.2.1.1	Annual review, and alignment with review outcome, of the IWMP and submit to Council for consideration for approval.	1	0	0	0	0	0	1		1			
2.3	2.3.1	Improve pedestrian safety throughout the Cape Winelands District.	2.3.1.1	Annual review, and alignment with review outcome, of the DITP and submit to Council for consideration for approval.	1	0	0	0	1	0	0	1		1		
			2.3.1.2	Number of sidewalks and/or embayments and/or bus shelters completed or upgraded.	0	0	0	0	0	0	0	2		2		

STRATEGIC OBJECTIVE 2 - Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities															
CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
2.4	2.4.1	To improve infrastructure services for citizens in the Cape Winelands District.	2.4.1.1	Percentage of project budget spent on rural projects.	90%	5% (Cumulative)	0.10%	20% (Cumulative)	4.20%	40% (Cumulative)	22.80%	90% (Cumulative)	90% (Cumulative)	Target underachieved. Tenders awarded later than anticipated and poor performance of grass cutting contractors. Letters of poor performance in process to be submitted to service providers.	
	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.	2	0	0	0	0	0	0	2	2		
			2.4.2.2	Number of solar geysers installed.	200	0	10	70	23	40	10	40	150	Target underachieved. Landowners did not perform as anticipated. Farmers indicated that they will be completed after March 2023.	
			2.4.2.3	Number of sport facilities upgraded or completed and/or supplied with equipment.	2	2	0	0	0	0	3	6	8	Target overachieved. Contractor performed better than anticipated.	

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	0	1		1	

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

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments		
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4				
3.1	3.1.1	To compile a budget that is available before the start of the financial year.	3.1.1.1	Compilation of a budget and submitted to Council by 31 May.	1	0	0	0	0	0	0	1		1			
	3.1.2	Transparent and accountable reporting to all stakeholders.	3.1.2.1	Compilation of a mid-year assessment (section 72 report), submitted to Council by 31 January.	1	0	0	0	0	1	1	0		1	Target achieved		
	3.1.3	Fair, equitable, transparent, competitive and cost-effective SCM practices.	3.1.3.1	Submit to Council a report on the implementation of SCM (within 30 days after financial year-end).	1	1	1	0	0	0	0	0		1			
	3.1.4	To promote the financial viability of the CWDM through sound financial management practices	3.1.4.1	Maintaining a sound liquidity ratio as at financial year-end.	10,5:1	0	0	0	0	0	0	0	17.67:1		17.67:1		
			3.1.4.2	Maintaining a sound Impairment of Property, Plant and Equipment and Investment Property and Intangible Assets Ratio	0%	0	0	0	0	0	0	0	0	0%		0%	
			3.1.4.3	Maintain a sound Cash / Cost Coverage Ratio as at financial year-end.	1 to 3 months	0	0	0	0	0	0	0	0	1 to 3 months		1 to 3 months	
			3.1.4.4	Maintain a sound Level of Cash Backed Reserves Ratio as at financial year-end.	100%	0	0	0	0	0	0	0	0	100%		100%	
			3.1.4.5	Maintain a sound Net Operating Surplus Margin Ratio as at financial year-end.	Equal to and greater than 0%	0	0	0	0	0	0	0	0	Equal to and greater than 0%		Equal to and greater than 0%	
			3.1.4.6	Maintain a sound Creditors Payment Period Ratio as at financial year-end.	30 days	0	0	0	0	0	0	0	0	30 days		30 days	
	3.2	3.2.1	To coordinate functional statutory and other committees	3.2.1.1	Number of Council meetings that are supported administratively	7	1	2	1	2	3	4	2		7	Target overachieved. Changes in the PPPFA Regulations necessitated that the CWDM had to approve a PPPFA policy during a Special Council	

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

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
															meeting on 06 February 2023 to ensure the continuation of SCM processes.
			3.2.1.2	Number of MAYCO meetings that are supported administratively	9	2	2	2	2	2	2	2	2	8	Target achieved
3.3	3.3.1	To capacitate a skilled and competent workforce in order to realise organisational SO's	3.3.1.1	Number of WSP submissions to the LGSETA.	1	0	0	0	0	0	0	1	1		
			3.3.1.2	The percentage of CWDM's training budget actually spent on implementing its WSP.	90%	5% (cumulative)	6%	20% (cumulative)	11%	35% (cumulative)	33%	80% (cumulative)	80%	Target almost achieved. The IT department postponed their training to April 2023 due to operational requirements. The training unit met with IT department to address the matter and resolved that it will be completed in Q4.	
	3.3.2	Facilitate an administrative function in so far as it relates to labour relations	3.3.2.1	Number of Employment Equity report submissions to the Department of Labour.	1	0	0	0	0	1	1	0	1	Target achieved	
3.3	3.3.3	To manage the capital funds spent in relation to the receipt thereof for improved service delivery	3.3.3.1	The percentage of CWDM's capital budget actually spent by the end of the financial year	80%	0	0.11%	0	2%	0	25%	80%	80%	Target overachieved. The increased expenditure is due to forward control vehicle (Replacement), Wide Area network, hardware, Worcester Lift, PC's and	

## 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		
															Laptops. These costs were mostly for operational requirements brought about by loadshedding.
	3.3.4	To promote a corruption-free CWDM.	3.3.4.1	Establishment of an externally managed corruption hotline	1	0	0	0	0	0	0	1		1	
	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	90%	0	0	0	0	0	0	90%		90%	
	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	7 500	1 260	1 777	1 260	2 297	3 410	3 436	3 410		9 340	Target overachieved due to more work opportunities created than anticipated.
	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.	6	2	2	2	1	2	3	2		8	Target overachieved due to Q2 postponed DCF meeting that occurred in Q3.

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

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2022/23 Budget	2022/23 February Adjustment Budget	Actual Spending Q3	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 723 059	R 245 690	Number of farms serviced	40	10	9	10	11	10	3	10		40	Target underachieved. Delays are caused by subsidiaries failing to furnish the correct and necessary supporting documents to finalize pay-outs. The deficit will be resolved in the coming quarter. SCM did alert the subsidiaries that they were awaiting the right documentation. To be resolved in the coming quarter.
1	1.1	1.b	1	Environmental Health Education	R 521 537	R 521 537	R 367 413	Number of theatre performances	70	0	0	0	0	45	45	25		70	Target achieved
1	1.2	1.d	5	Disaster Risk Assessments	-	-	-	Number of community-based risk assessment workshops	0	0	0	0	0	0	0	0		0	
1	1.4	1.e	5	River Rehabilitation (EPWP)	R 100 000	R 100 000	R 39	Hectares cleared	100	0	0	0	0	0	0	90		90	
1	1.4	1.f	3	Entrepreneurial Seed Funding	R 500 000	R 453 000	R 32 950	Number of SMME's supported	27	0	0	0	0	0	0	29		29	
1	1.4	1.g	3	Business Retention & Expansion	R 700 000	R 660 000	R 485 000	Number of action plans for tourism sector	28	0	0	3	3	5	5	15		23	Target achieved
1	1.4	1.h	3	Investment Attraction Programme	R 680 000	R 690 000	R 410 000	Number of projects implemented	2	0	0	0	0	0	0	2		2	
1	1.4	1.i	3	Small Farmers Support Programme	R 500 000	R 500 000	R 199 240	Number of small farmers supported	11	0	0	0	0	0	0	7		7	
1	1.4	1.j	3	SMME Training & Mentorship	R 975 000	R 724 000	R 243 536	Number of M & E Reports	2	0	0	0	0	1	1	1		2	Target achieved
1	1.4	1.k	3	Tourism Month	R 71 000	R 60 970	R 29 895	Tourism month activities	1	1	1	0	0	0	0	0		1	
1	1.4	1.l	3	Tourism Business Training	R 950 000	R 1 113 600	R 762 100	Number of training and mentoring sessions	9	0	4	4	0	5	2	1		10	Target underachieved. Only 2 trainings could be completed due to late awarding of the tender. The rest of the trainings will be rolled out in the 4th quarter.

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2022/23 Budget	2022/23 February Adjustment Budget	Actual Spending Q3	Unit of Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
																			In close communication with SCM to prioritise this tender to ensure that implementation occurs timeously.
1	1.4	1.m	3	Tourism Educationals	R 300 000	R 300 000	R 117 800	Number of educationals	15	4	3	4	2	3	0	4		15	Target underachieved. The target could not be reached due to tax clearance issues.  In close communication with LTAs and the beneficiaries on the 17 3 J list to ensure that they prioritise their database and tax compliance.
1	1.4	1.n	3	LTA Projects	R 450 000	R 390 000	R 270 000	Number of LTA's participating	15	5	1	10	5	0	3	0		15	Target overachieved due to underperformance in Q1 & Q2.
1	1.4	1.o	3	Tourism Events	R 477 000	R 477 000	R 350 400	Number of tourism events	10	10	10	12	11	3	0	5		30	Target underachieved. The target could not be reached due to tax clearance issues.  In close communication with LTAs and the beneficiaries on the 17 3 J list to ensure that they prioritise their database and tax compliance.
1	1.4	1.p	3	Tourism Campaigns	R 528 000	R 481 630	R 445 496	Campaigns implemented	4	1	1	1	1	1	0	1		4	Target underachieved due to limited funds after adjustment budget. In future, target will be adjusted appropriately.
1	1.4	1.q	3	Township Tourism	R 500 000	R 500 000	R 334 085	Number of SMME's linked with formal economy	3	1	1	1	1	1	1	0		3	Target achieved
1	1.4	1.r	3	EPWP Invasive Alien Management Programme	R 1 986 000	R 1 192 099	R 744 187	Number of hectares cleared	2 150	0	0	0	0	1 000	1587.53	1 300		2 300	Target overachieved. The bulk of sites that was cleared, was follow-up site which are larger in extent (hectares). These sites cost less to clear because of age and densities of alien vegetation.
1	1.5	1.s	1	HIV/AIDS Programme	R 122 500	R 122 500	R 82 702	Number of HIV/AIDS Programmes Implemented	5	1	1	3	3	1	1	0		5	Target achieved
1	1.5	1.t	1	Artisan Skills Development	R 150 000	R 150 000	-	Number of skills development initiatives implemented	1	0	0	0	0	1	0	0		1	Target underachieved. The target could not be reached due to tax clearance issues.



CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2022/23 Budget	2022/23 February Adjustment Budget	Actual Spending Q3	Unit of Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
																			The project will be completed in May 2023. therefore, reporting will be done in Q4.
1	1.5	1.u	1	Elderly	R 342 240	R 341 600	R 55 382	Number of Active Age programmes implemented	6	1	1	1	1	1	1	1		4	Target achieved
1	1.5	1.v	1	Disabled	R 396 000	R 396 000	R 276 582	Number of interventions implemented which focus on the rights of people with disabilities.	5	0	0	3	3	2	1	0		5	Target underachieved due to challenges awarding successful service provider. In close communication with SCM for guidance and assistance for preventing this in future.
1	1.5	1.w	1	Community Support Programme	R 400 000	R 386 657	R 373 324	Number of Service Level Agreements signed with community-based organisations	31	0	0	0	0	29	21	0		29	Target underachieved due to challenges experienced by NGOs. Outstanding organizations ensured that they would implement their programmes in April 2023. Division will report in Q4.
1	1.5	1.x	1	Families and Children	R 601 500	R 701 500	R 543 480	Programmes and support for vulnerable children	6	2	2	2	2	1	1	1		6	Target achieved
								Provision of sanitary towels	1	0	0	0	0	1	1	0		1	Target achieved
1	1.5	1.y	1	Sport, Recreation and Culture Programmes	R 2 992 420	R 3 618 736	R 2 647 390	Number of programmes	21	5	5	5	5	5	5	7		22	Target achieved
1	1.5	1.y.1	1	Youth	R 451 900	R 451 900	R 265 984	Number of youth development programmes	4	0	0	1	1	2	2	1		4	Target achieved
1	1.5	1.y.2	1	Women	R 101 890	R 101 890	R 57 426	Number of awareness programmes	4	2	2	1	1	0	0	1		4	
1	1.5	1.y.3	1	Early Childhood Development	R 200 000	R 350 000	R 199 988	Number of ECDs supported	40	0	0	0	0	34	9	1		35	Target underachieved due to challenges experienced by ECDs. Most ECD centres indicated that their programmes will be implemented in Q4.  CWDM is currently liaising with stakeholders that the targets will be implemented as planned.

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2022/23 Budget	2022/23 February Adjustment Budget	Actual Spending Q3	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 1 300 000	R 1 333 000	R 306 600	Kilometres of road reserve cleared	338	0	0	0	67.30	320	167.15	320		640	Target underachieved due to contractors experience poor performance. Letters of poor performance is in process to be submitted to them.
2	2.1	1.bb	3	Road Safety Education	R 928 000	R 928 000	R 689 955	Number of Road Safety Education Programmes completed	1	0	0	1	1	0	0	0		1	
2	2.2	1.dd	3	Provision of Water and/or Sanitation services to Schools	R 500 000	R 401 000	R 288 880	Number of Schools assisted	2	0	0	0	0	0	0	2		2	
2	2.4	1.ee	3	Renewable Infrastructure – Rural Areas	R 1 000 000	R 733 500	R 198 000	Number of solar geysers installed	200	0	10	70	23	40	10	40		150	Target underachieved. Landowners did not perform as anticipated. Farmers indicated that they will be completed after March 2023.
2	2.4	1.ff	3	Upgrading of Sport Facilities	R 2 692 000	R 2 889 000	R 430 152	Number of Sport Facilities upgraded/completed/supplied with equipment	2	2	0	0	0	0	3	6		8	Target overachieved. Contractor performed better than anticipated.
2	2.3	1.hh	3	Sidewalks and Embayment's	R 2 200 000	R 2 350 000	R 158 835	Number of sidewalks and / or embayments and / or bus shelters completed or upgraded	0	0	0	0	0	0	0	2		2	

**10. CONCLUSION**

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

Administratively, the SDBIP facilitates proper monitoring of performance by SM's and the MM against set targets. The MM's commitments in his scorecard will be used by the Executive Mayor and her 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 KPI's as presented in the SDBIP

Confirmed by:



Municipal Manager:

Date: 25 / 04 / 2023

Approved by:



Executive Mayor:

Date: 25 / 04 / 2023

## 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 <b>administer</b> 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 <sup>th</sup> 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 <b>facilitate</b> 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 <b>improve</b> the <b>livelihoods</b> of citizens in the Cape Winelands District.	Number of water and/or sanitation subsidies <b>granted</b> 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	Number of bi-annual Disaster Management Advisory Forums held.	To coordinate an effective disaster management division in order to achieve the <b>disaster management objectives</b> set.	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 <b>specialized firefighting services.</b>	<b>Pre-fire season and post-fire season</b> 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	<b>Build fire-fighting capacity.</b>	Number of <b>the officials</b> 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 <b>Cape Winelands District.</b>	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 <sup>2</sup> . 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	<b>Implement</b> 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 <b>supported</b> by the CWDM.	CWDM provides various types of assistance (monetary and non-monetary) to ECD centres in the Cape Winelands District.	"Supported"	CWDM provides "support" in the form of both monetary and/or non-monetary assistance to ECD centres in the Cape Winelands District.
1.5.1.2		Number of <b>youths</b> 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 <b>resealed</b> .	<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 <b>bladed</b> .	<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 <b>re-gravelled</b> .	<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 <b>infrastructure services</b> 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 <b>completed or upgraded</b> .	<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.



2.4.1.1	To improve infrastructure services for citizens in the Cape Winelands District.	Percentage of project budget spent on rural projects.	Monitoring the percentage of actual spending of the project budget spent on: clearing road reserves; provision of water and sanitation to schools; renewable infrastructure; and upgrade rural sport facilities against the 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).	"Infrastructure services"	For the purposes of CWDM's interpretation, "infrastructure services" concern a number of activities coordinated by CWDM in order to better the livelihoods of citizens in the Cape Winelands District. Through the coordination and facilitation of activities which include <i>inter alia</i> the provision of water and sanitation to schools, clearing road reserves, the provision of renewable infrastructure, and upgrading of sport facilities (this rural project may include initial construction of a sports facility or the modification to an existing structure and/or the supply of equipment).
				"Rural projects"	For the purposes of CWDM's interpretation, rural projects refer to clearing road reserves, provision of water and/or sanitation services to schools, renewable infrastructure – rural areas, and upgrading of sport facilities (this rural project may include initial construction of a sports facility or the modification to an existing structure and/or the supply of equipment)..
2.4.2.1		Number of schools <b>assisted</b> with ablution facilities and/or improved water supply.	Construction or upgrades to ablution facilities (toilets/water and sanitation) and/or water supply at a number of school sites. CWDM would measure the number of ablution facilities, and/or the water supply at a particular school site.	"Improve"	To "improve" an individual's livelihood is subjective, however "improvement" is deemed successful when an individual's livelihood is placed in a better position from what it once was. Such improvements include <i>inter alia</i> measures to better the current state of water and sanitation.
				"Assisted"	For the purposes of CWDM's interpretation, schools will be "assisted" with either the initial construction of ablution facilities or will have existing facilities modified to improve the quality and useful life thereof.
2.4.2.2	To improve the livelihoods of citizens in the Cape Winelands District.	Number of solar geysers installed.	The number of subsidies provided to applicants for the installation of solar geysers. Previously CWDM officials installed the solar geysers, however from an administrative perspective it was more efficient to grant a subsidy for the installation of the solar geysers	"Livelihoods"	For the purposes of CWDM's interpretation, the "livelihood(s)" constitutes the everyday activities that are essential to the basic necessities of life. This would include <i>inter alia</i> securing water, sanitation, and/or solar geysers.
2.4.2.3		Number of sport facilities <b>upgraded or completed and/or supplied</b> 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. consideration for approval.	Annual review, and alignment with review outcome, of the ICT Governance Framework and/or the ICT Strategic Plan and submit to Council for consideration.	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. This Addendum 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 to National and Provincial CoGTAs on a quarterly basis. Further information on circular 88 is available on request.