

2022/23 DRAFT SDBIP



A unified Cape Winelands of Excellence for Sustainable Development!

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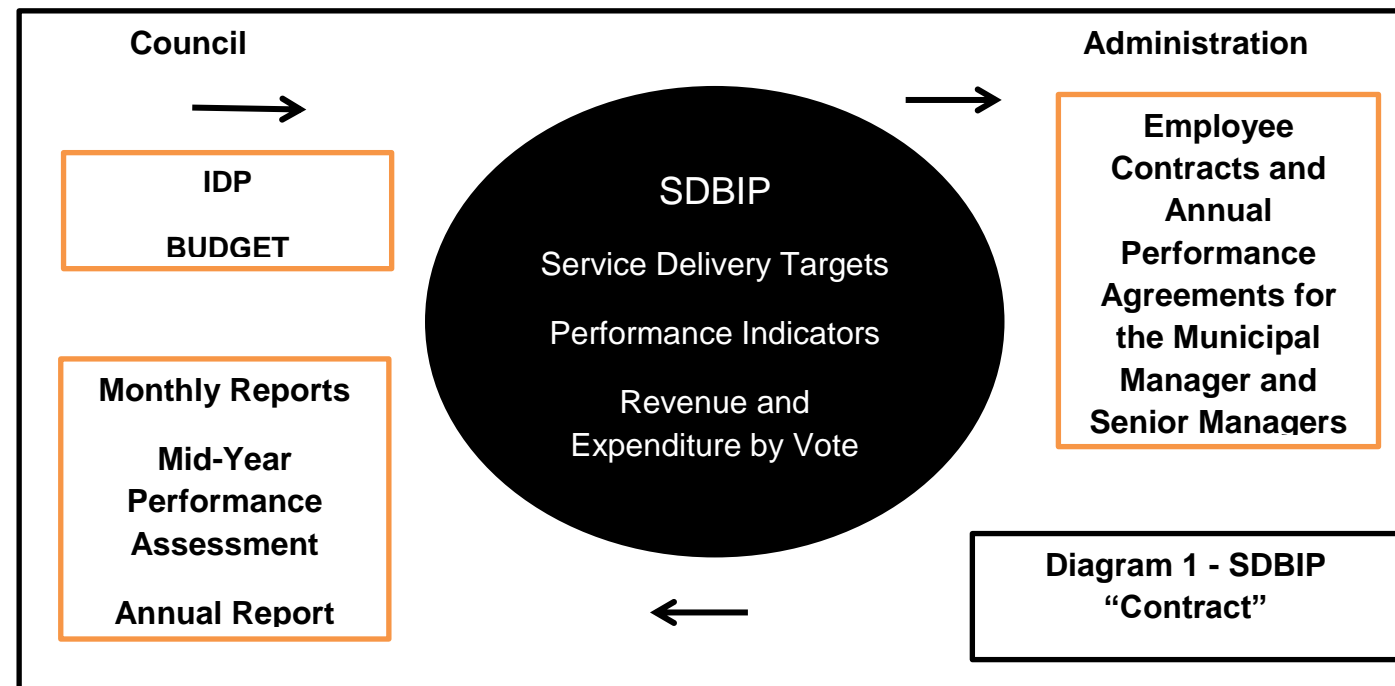
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1. GLOSSARY

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 prevents us from reaching the desired outcome):

STRATEGIC OBJECTIVE	TOP STRATEGIC RISKS
1. Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District.	<ul style="list-style-type: none"> • Financial viability • Increasing employee costs year-on-year • Lack of business continuity resulting in non-compliance • Fraud and corruption • Climate change • Lack of or delayed service delivery due to COVID-19 • Non-compliance to laws and regulations
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	Jan Adj. Budget 2020/2021	Budget 2021/2022	Feb Adj. Budget 2021/2022	Budget 2022/2023	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
GRANTS AND SUBSIDIES																	
EQUITABLE SHARE	3	-2.512.000	-2.662.000	-2.662.000	-2.891.000	-	-	-	-	-	-	-	-	-2.891.000	-	-	-
EXPANDED PUBLIC WORKS PROGRAMME	2	-1.503.000	-1.413.000	-1.413.000	-1.369.000	-	-354.000	-	-50.500	-105.000	-101.163	-100.000	-131.000	-100.000	-171.337	-100.000	-156.000
LOC.GOV.FINAN.MANAGEM. GRANT	3	-1.000.000	-1.000.000	-1.000.000	-1.000.000	-53.989	-53.989	-406.121	-53.989	-53.989	-53.989	-53.989	-53.989	-53.989	-53.989	-53.989	-53.989
WCPG- FINANCE MANAGEMENT GRANT	3	-300.000	-250.000	-	-250.000	-	-	-	-	-	-	-	-	-	-	-	-250.000
NT TRANSFER:RSC REVENUE REPLACEMENT	3	-236.373.000	-242.546.000	-242.546.000	-248.404.000	-102.170.000	-	-	-	-	-81.952.000	-	-	-64.282.000	-	-	-
RURAL ROADS ASSET MAN. SYST(DORA)	2	-2.711.000	-2.748.000	-2.748.000	-2.877.000	-	-	-	-	-	-	-	-	-	-	-	-2.877.000
CWDM INTEGRATED TRANSPORT PLAN (DORA)	2	-1.775.250	-900.000	-1.722.456	-900.000	-	-	-	-	-	-	-	-	-900.000	-	-	-
FIRE SERVICE CAPACITY GRANT		-1.046.000	-	-1.046.000	-	-	-	-	-	-	-	-	-	-	-	-	-
SETA - REFUNDS	3	-334.800	-334.800	-334.800	-334.800	-104.572	-	-	-	-85.438	-	-	-60.264	-	-	-	-84.526
COMMUNITY DEVELOPMENT WORKERS (GRANT)	1	-177.887	-76.000	-245.127	-76.000	-	-	-	-	-	-	-	-	-29.000	-	-47.000	-
LOCAL GOVERNMENT INTERNSHIP GRANT	3	-160.000	-	-101.545	-	-	-	-	-	-	-	-	-	-	-	-	-
MUNICIPAL SERVICE DELIVERY AND CAPACITY BUILDING GRANT	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SAFETY PLAN IMPLEMENTATION - (WOSA)	1	-2.429.151	-2.323.000	-2.617.601	-2.323.000	-	-	-	-	-	-	-	-	-	-	-	-2.323.000
JOINT DISTRICT AND METRO APPROACH GRANT	3	-	-	-2.000.000	-	-	-	-	-	-	-	-	-	-	-	-	-
LOCAL GOVERNMENT PUBLIC EMPLOYMENT SUPPORT GRANT	3	-	-	-200.000	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER INCOME																	
INCOME: EXIBITIONS	1	-	-50.000	-	-50.000	-	-	-	-	-	-	-	-	-	-	-	-50.000
SUBS. DOW: HIRING OF TOILETS	2	-985.000	-1.051.000	-1.051.000	-1.120.000	-	-	-85.813	-42.907	-42.907	-69.000	-	-68.160	-24.631	-35.000	-65.000	-686.582
SERVICE CHAGERS																	
FIRE FIGHTING	1	-120.000	-120.000	-120.000	-120.000	-	-	-3.830	-	-	-68.210	-	-25.000	-	-	-	-22.960
EXTERNAL INTEREST																	
INTEREST EARNED	3	-35.000.000	-39.000.000	-41.000.000	-43.000.000	-83.805	-396.447	-705.601	-1.078.026	-1.965.699	-731.093	-2.747.974	-3.276.940	-7.006.554	-10.006.554	-8.006.554	-6.994.753
MISCELLANEOUS INCOME																	
SALE: WASTE PAPER	3	-800	-800	-800	-800	-	-	-	-	-	-	-	-	-	-	-	-800
SALE: TENDER DOCUMENTS	3	-50.000	-50.000	-50.000	-50.000	-5.000	-	-	-200	-	-	-	-12.500	-	-8.500	-7.800	-16.000
TRANSACTION HANDLING FEE	3	-60.000	-50.000	-50.000	-50.000	-5.228	-5.204	-5.139	-5.288	-5.280	-5.239	-3.103	-3.103	-3.103	-3.103	-3.103	-3.107
ELECTRICITY INCOME	2	-4.000	-4.000	-4.000	-4.000	-261	-435	-261	-261	-261	-87	-405	-405	-405	-405	-405	-409
SALE: SCRAP MATERIAL	2	-20.000	-98.100	-98.100	-98.100	-	-	-	-	-	-	-	-	-	-	-	-98.100
RECYCLING OF WASTE	2	-10.000	-50.000	-50.000	-50.000	-	-	-	-	-	-	-	-	-	-	-	-50.000
LICENCE PERMITS & HEALTH CERTIFICATES	1	-600.000	-600.000	-600.000	-600.000	-8.400	-24.104	-109.931	-77.061	-57.704	-28.122	-30.000	-50.000	-90.896	-85.000	-25.000	-13.782
INSURANCE REFUND	3	-300.000	-340.000	-340.000	-340.000	-	-	-	-	-	-	-40.000	-40.000	-70.000	-13.000	-100.000	-77.000
MERCHANDISING, JOBBINGS & CONTRACTS	2	-95.340	-95.340	-95.340	-95.340	-	-	-	-	-	-	-	-	-	-	-	-95.340
MANAGEMENT FEES	3	-10.308.861	-10.824.304	-9.998.292	-11.320.870	-	-1.818.017	-909.009	-909.009	-909.009	-909.009	-909.009	-909.009	-909.009	-909.009	-908.203	-1.322.578
MANAGEMENT FEES	2	-134.450	-134.450	-134.450	-134.450	-	-	-	-	-	-	-	-	-	-	-	-134.450
PLAN PRINTING AND DUPLICATES	2	-400	-400	-400	-400	-	-	-	-	-	-	-	-	-	-	-	-400
ATMOSPHERIC EMISSIONS	1	-53.000	-53.000	-53.000	-53.000	-	-	-	-	-	-	-	-	-	-	-	-53.000
ENCROACHMENT FEES	2	-1.900	-1.900	-1.900	-1.900	-	-	-	-	-	-	-	-	-	-	-	-1.900
DISCONTINUED OPERATIONS	3	-	-	-46.087	-	-	-	-	-	-	-	-	-	-	-	-	-
AGENCY																	
ROADS AGENCY	2	-117.505.000	-119.505.000	-111.193.297	-121.507.500	-	-6.565.352	-7.655.121	-11.835.395	-7.525.877	-8.860.094	-8.000.000	-8.000.000	-8.000.000	-12.000.000	-20.314.203	-22.751.458
ROADS CAPITAL	2	-280.504	-956.200	-162.145	-2.067.900	-	-	-	-	-	-4.454	-	-	-	-	-1.905.755	-157.691
RENTAL FEES																	
RENTAL FEES - GENERAL	3	-240.000	-240.000	-240.000	-240.000	-18.087	-23.098	-20.592	-18.810	-20.842	-20.655	-19.652	-19.652	-19.652	-19.652	-19.652	-19.656
		-416.091.343	-427.477.294	-423.925.340	-441.329.060	-102.449.342	-9.240.646	-9.901.418	-14.071.446	-10.772.006	-92.803.115	-11.904.132	-12.650.022	-84.380.239	-23.305.549	-31.556.664	-38.294.481

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

Vote Number	Description	SO	Jan Adj. Budget 2020/2021	Budget 2021/2022	Feb Adj Budget 2021/2022	Budget 2022/2023	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
1000	EXPENDITURE OF THE COUNCIL	3	12.836.813	13.202.669	13.162.256	13.714.810	933.869	933.869	3.183.869	933.869	933.869	940.519	1.001.210	944.610	955.410	958.410	944.160	1.051.146
1001	OFFICE OF THE MM	3	3.579.457	3.655.428	3.643.194	3.866.025	281.321	281.321	281.321	284.685	542.107	290.988	296.977	312.921	293.887	291.074	311.489	397.934
1002	SUNDRY EXPENDITURE OF THE COUNCIL	3	14.325.547	18.300.825	22.445.603	15.222.420	1.783.081	784.385	1.283.626	1.287.108	1.287.429	786.446	911.720	905.955	912.455	906.255	905.455	3.468.505
1003	Office of the Mayor	3	2.623.279	2.884.610	3.272.419	3.420.992	249.133	249.133	249.337	249.133	313.557	279.563	311.636	309.594	268.474	289.624	279.658	372.150
1004	LOCAL ECONOMIC DEVELOPMENT	1	3.531.517	3.472.741	3.216.698	3.941.056	256.220	255.350	255.350	379.026	402.250	279.229	278.230	285.161	318.879	402.886	335.136	493.339
1005	OFFICE OF THE SPEAKER	3	1.344.417	1.365.195	1.364.365	1.425.368	115.418	115.418	115.418	115.418	140.028	116.318	115.567	115.567	115.567	115.567	115.567	129.515
1007	OFFICE OF THE DEPUTY MAYOR	3	981.700	1.061.990	977.610	1.094.228	87.799	87.799	87.799	87.799	112.409	89.649	88.107	88.107	88.107	88.107	88.107	100.439
1010	PUBLIC RELATIONS	3	3.881.098	3.571.058	3.891.618	3.711.201	226.610	228.557	226.205	386.346	332.387	281.455	267.871	277.254	290.951	292.996	364.246	536.323
1020	INTERNAL AUDIT COUNCILLOR	3	2.676.384	2.559.849	2.418.249	2.510.104	180.098	190.170	190.085	190.085	314.336	206.738	196.996	198.951	197.121	198.721	197.121	249.682
1101	SUPPORT ADMIN SUPPORT SERVICES	3	1.311.791	1.345.185	1.378.985	1.423.095	107.654	107.654	107.654	107.654	184.775	109.254	107.920	109.920	107.920	110.920	107.920	153.850
1102	TOURISM	1	4.613.690	5.056.166	4.810.624	5.984.222	281.535	291.608	299.415	288.572	490.490	420.281	290.105	378.695	306.855	1.102.308	767.739	1.066.619
1110	HUMAN RESOURCE MANAGEMENT	3	10.107.248	10.761.097	10.659.504	12.004.352	831.440	831.440	831.585	834.786	1.226.539	839.365	1.010.795	1.010.795	1.010.795	1.010.795	1.010.795	1.555.222
1164	PROPERTY MANGEMENT	3	14.302.965	15.389.259	15.924.243	17.440.623	1.337.766	1.337.766	1.339.016	1.337.766	1.572.337	1.788.516	1.426.416	1.426.416	1.427.666	1.426.416	1.426.416	1.594.126
1165	BUILDINGS: MAINTENANCE	2	4.801.248	5.126.606	5.747.370	4.812.084	193.276	237.867	166.548	165.621	279.265	696.932	239.980	264.697	335.647	247.347	329.147	1.655.757
1166	COMMUNICATION/ TELEPHONE	3	325.282	372.693	380.183	422.840	29.309	29.309	29.309	29.309	43.918	40.059	31.100	31.100	31.100	31.100	31.100	66.127
1201	MANAGEMENT: FINANCIAL SERVICES	3	5.593.656	6.638.193	5.712.816	6.896.131	363.270	362.557	607.937	361.605	497.871	404.702	367.275	366.688	374.427	366.790	367.088	2.455.921
1202	FINANCIAL MANAGEMENT GRANT	3	3.361.820	3.979.440	4.019.420	4.050.868	105.500	125.500	272.283	105.500	110.489	105.500	105.500	1.219.728	105.500	105.500	605.500	1.084.368
1205	BUDGET AND TREASURY OFFICE	3	6.834.279	6.900.391	7.173.364	7.441.277	521.755	521.755	543.979	521.755	924.062	550.141	526.824	728.624	577.324	526.824	751.754	746.480
1210	INFORMATION TECHNOLOGY	2	13.227.642	12.840.753	13.294.476	12.740.146	358.075	358.910	1.872.404	499.568	522.538	1.710.914	1.142.392	846.367	1.738.542	816.642	720.542	2.153.252
1215	TELECOMMUNICATION SERVICES	2	3.936.200	3.636.200	3.636.200	3.936.200	300.000	300.000	300.000	300.000	300.000	300.000	301.866	300.266	300.266	300.266	300.266	633.270
1235	PROCUREMENT	3	7.925.606	7.668.761	7.495.191	7.762.072	524.749	530.314	537.451	538.728	903.166	583.692	526.009	570.481	526.010	576.310	526.010	1.419.152
1238	EXPENDITURE	3	4.353.856	4.138.290	4.026.778	4.183.248	310.071	310.071	310.071	310.071	516.730	312.411	310.461	310.461	310.461	310.711	310.461	561.268
1301	MANAG: ENGINEERING	2	3.345.057	3.200.324	2.850.540	3.012.969	222.347	223.597	226.458	237.006	280.664	232.253	229.896	224.646	225.378	229.146	223.896	457.682
1310	TRANSPORT POOL	3	2.040.500	2.378.900	2.765.700	2.485.700	169.514	173.876	176.637	171.752	169.958	370.162	200.889	218.689	200.889	214.389	200.889	218.056
1330	PROJECTS	2	6.270.960	6.276.680	5.368.141	6.259.748	95.642	183.745	142.729	144.551	327.353	247.618	941.750	305.949	653.901	1.142.099	141.081	1.933.330
1331	WORKING FOR WATER (DWAF)	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1361	ROADS-MAIN/ DIV. INDIRECT MANAGEMENT: ROADS	2	91.848.863	91.957.460	83.524.415	92.536.540	7.046.346	7.026.143	7.041.413	7.055.847	9.060.852	7.217.415	7.039.716	7.049.278	7.049.278	7.049.278	7.049.278	12.851.696
1362	ROADS: WORKSHOP	2	8.809.974	8.958.889	10.576.292	10.992.493	845.678	844.103	844.273	844.273	1.382.646	847.353	844.195	844.195	844.195	844.208	847.239	1.160.135
1363	ROADS: PLANT	2	9.969.758	10.978.612	10.558.250	10.971.951	761.360	765.580	771.699	780.716	1.227.566	957.649	853.807	854.659	796.864	800.044	832.764	1.569.243
1364	ROADS: PLANT	2	8.755.687	9.755.687	8.443.984	9.172.614	762.571	760.789	759.997	760.726	759.799	761.119	766.958	766.958	766.958	766.958	766.958	772.823
1441	MUNICIPAL HEALTH SERVICES	1	39.448.380	39.071.617	38.945.507	40.768.994	3.198.218	3.155.103	3.222.712	3.377.021	4.501.545	3.249.046	3.126.949	3.231.830	3.137.797	3.208.652	3.311.001	4.049.120
1475	SOCIAL DEVELOPMENT RURAL	1	2.755.016	2.971.601	2.867.637	2.853.508	211.249	209.510	225.035	209.510	344.227	255.182	222.925	209.925	229.450	232.925	218.169	285.401
1477	SOCIAL DEVELOPMENT	1	330.273	27.400	134.430	359.076	26.056	26.056	26.056	26.056	45.016	26.056	26.056	26.056	26.056	26.056	26.056	53.500
1478	MANAG: RURAL AND SOCIAL	1	3.380.855	3.676.307	3.349.338	3.590.548	245.159	244.270	256.920	246.620	329.610	363.809	247.478	251.628	293.058	312.178	293.666	506.152
1511	PERFORMANCE MANAGEMENT	3	2.038.766	3.037.865	1.358.496	3.100.369	233.819	233.819	235.253	242.619	296.437	236.069	234.194	234.194	288.794	234.194	235.194	395.783
1512	IDP	3	2.083.689	2.116.023	4.353.452	2.221.434	162.668	162.668	162.668	162.668	274.526	163.218	171.460	170.960	171.960	238.160	171.460	209.018
1521	LAND-USE AND SPATIAL PLANNING	1	1.305.454	1.325.535	1.386.194	1.436.912	245.890	137.659	95.964	97.105	153.668	101.480	96.107	101.107	96.107	96.107	105.886	109.832
1610	DISASTER MANAGEMENT	1	8.103.790	8.544.294	8.938.836	10.749.033	372.473	367.919	556.269	370.199	481.303	978.603	626.609	3.072.349	732.257	760.359	904.286	1.526.407
1615	PUBLIC TRANSPORT REGULATION	2	4.098.693	3.534.927	4.018.494	3.250.087	251.015	101.015	251.015	101.015	164.464	268.027	352.497	479.997	101.497	276.747	101.497	801.301
1620	FIRE SERVICES	1	66.811.820	62.811.080	68.846.762	65.034.813	2.849.689	3.527.638	3.872.420	3.655.866	5.652.487	5.780.693	7.474.340	7.422.652	7.944.394	5.642.475	4.196.216	7.015.943
			396.979.771	403.733.307	406.658.702	416.887.073	27.802.740	27.339.340	32.683.277	28.523.051	38.555.165	34.123.122	34.071.700	37.228.347	34.913.114	33.310.461	31.182.130	57.154.626

6. EXPENDITURE AND DELIVERY (PROJECTS)

Description	SO	Budget 2021/2022	Feb Adj Budget 2021/2022	Budget 2022/2023	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
Com. and Dev. Services	1	1.521.537	1.071.537	1.521.537	-	-	191.500	1.500	10.000	179.500	50.000	162.509	533.645	128.140	264.743	-
Technical Services	2	7.928.000	3.335.500	8.620.000	-	90.000	90.000	388.386	190.000	-	33.333	253.333	235.333	123.333	152.947	7.063.335
Regional Dev. and Planning	1	8.536.000	7.689.389	8.542.000	-	100.000	772.300	86.000	450.000	1.214.900	624.800	485.400	1.861.300	590.000	1.033.800	1.323.500
Rural and Social Dev.	1	5.758.450	5.170.212	5.758.450	-	280.286	528.580	394.920	1.006.646	174.300	476.000	1.938.380	170.018	654.320	-	135.000
		23.743.987	17.266.638	24.441.987	-	470.286	1.582.380	870.806	1.656.646	1.568.700	1.184.133	2.839.622	2.800.296	1.495.793	1.451.490	8.521.835

7. CAPITAL BUDGET (Three Years)

Description	SO	Budget 2021/2022	Feb Adj Budget 2021/2022	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
Public Relations	3	-	-	200.000	-	-	-	-	-	-	-	-	-	-	200.000	-	-	-
Internal Audit	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Councillor Support	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Admin. Support Services	3	751.500	667.716	1.813.500	21.500	-	-	-	-	-	-	-	285.500	14.000	1.514.000	-	-	-
Human Resources Management	3	-	1.600.000	700.000	-	-	-	-	-	-	-	-	-	-	-	700.000	-	-
Property Management	3	64.700	48.881	20.000	22.000	24.000	-	-	-	-	-	-	-	20.000	-	-	-	-
Buildings : Maintenance	2	4.497.500	1.346.910	5.265.000	3.516.000	5.405.000	-	-	-	-	-	70.000	165.000	330.000	-	1.100.000	100.000	3.500.000
Finance Dept.: Management and Finance	3	-	9.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Technology	2	4.755.000	4.460.000	2.230.000	2.650.000	-	-	-	-	-	-	-	-	-	50.000	-	2.180.000	-
Procurement	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Expenditure	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Eng. & Infrastructure Serv. : Management	2	-	58.500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport Pool	3	3.275.000	-	4.440.000	700.000	700.000	-	-	-	-	-	-	-	-	-	-	-	4.440.000
Projects and Housing	2	27.000.000	200.000	64.000.000	45.800.000	-	-	-	-	-	-	-	-	-	-	-	40.000.000	24.000.000
Roads-Main/Div. Indirect	2	956.200	162.145	2.067.900	736.500	-	-	10.000	30.000	4.000	3.400	8.500	15.500	65.000	12.500	-	150.000	1.769.000
Municipal Health Services	1	36.788	31.990	180.000	18.000	18.000	-	-	-	-	-	-	175.000	5.000	-	-	-	-
Management: Comm and Dev Planning Services	1	-	-	5.000	-	-	-	-	-	-	-	-	5.000	-	-	-	-	-
Environmental Planning	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Disaster Management	1	8.413.712	152.327	11.880.000	4.800.000	2.055.000	-	-	-	-	-	50.000	50.000	-	100.000	330.000	30.000	11.320.000
Public Transport Regulation	2	-	34.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fire Services	1	19.087.611	6.735.510	24.772.000	8.330.000	9.545.000	-	-	5.000	-	12.000	170.000	340.000	25.000	-	420.000	750.000	23.050.000

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 150 540 149	1.1	Provide a comprehensive and equitable MHS including AQM throughout the CWDM.	R 42 290 531
			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 10 749 033
			1.3	Effective planning and coordination of specialized fire-fighting services throughout the CWDM.	R 65 034 813
			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 19 904 190
			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 12 561 582
2.	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	R 166 304 832	2.1	To comply with the administrative and financial conditions of the PGWC roads agency function agreement.	R 123 673 598
			2.2	To implement sustainable infrastructure services.	R 7 825 053
			2.3	To increase levels of mobility in the Cape Winelands District.	R 6 378 087
			2.4	To improve infrastructure services for rural dwellers.	R 11 751 748
			2.5	To implement an effective ICT support system.	R 16 676 346
3.	Providing effective and efficient financial and strategic support services to the CWDM.	R 124 484 079	3.1	To facilitate and enhance sound financial support services.	R 30 333 596
			3.2	To strengthen and promote participative and accountable IGR and governance.	R 34 877 818
			3.3	To facilitate and enhance sound strategic support services.	R 59 272 665
Total		R 441 329 060			R 441 329 060

8. CWDM STRATEGIC OBJECTIVE

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		12	
	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		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		5		5		5		20	
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		1		0		1		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		1		0		1		2	
	1.3.2	Build fire-fighting capacity.	1.3.2.1	Number of the officials trained by the CWDM Fire Services Academy.	40	20		20		0		20		60	

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		
1.4	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		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.	2250	0		0		1000		1550		2550	
	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		4	
			1.4.3.2	Number of LED Forums coordinated by the CWDM.	4	1		1		1		1		4	
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		34		0		34	
			1.5.1.2	Number of youths who complete the skills development project.	11	0		0		11		0		11	

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		1		0		1	
			2.1.1.2	Kilometres of roads re-sealed.	0	0		0		10,69		0		10.69	
			2.1.1.3	Kilometres of roads bladed.	5 000	1 300		1 300		1 200		1 200		5 000	
			2.1.1.4	Kilometres of roads re-gravelled.	12	1		1		1		1.5		4.5	
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		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		1	
			2.3.1.2	Number of sidewalks and/or embayments and/or bus shelters completed or upgraded.	0	0		0		2		20		22	
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)		20% (Cumulative)		40% (Cumulative)		90% (Cumulative)		90% (Cumulative)	
	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		3		3	
			2.4.2.2	Number of solar geysers installed.	200	0		70		80		70		220	
			2.4.2.3	Number of sport facilities upgraded or completed and/or supplied with equipment.	2	2		0		2		2		6	

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		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		1		1	
	3.1.2	Transparent and accountable reporting to all stakeholders.	3.1.2.1	Compilation of a mid-year assessment (section 72 report), submitted to Council by 31 January.	1	0		0		1		0		1	
	3.1.3	Fair, equitable, transparent, competitive and cost-effective SCM practices.	3.1.3.1	Submit to Council a report on the implementation of SCM (within 30 days after financial year-end).	1	1		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		10,5:1		10,5:1	
			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%	
			3.1.4.3	Maintain a sound Cash / Cost Coverage Ratio as at financial year-end.	1 to 3 months	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		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		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		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		1		3		2		7
3.2.1.2				Number of MAYCO meetings that are supported administratively	9	2		2		3		2		9	

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		1		1	
			3.3.1.2	The percentage of CWDM's training budget actually spent on implementing its WSP.	90%	5% (cumulative)		20% (cumulative)		40% (cumulative)		90% (cumulative)		90%	
	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		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	80%	0		0		0		80%		80%	
	3.3.4	To promote a corruption-free CWDM.	3.3.4.1	Establishment of an externally managed corruption hotline	1	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		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	1260		1260		3410		3410		9340	
	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		2		8	

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

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2022/23 Budget	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	Number of farms serviced	40	10		10		14		10		44	
1	1.1	1.b	1	Environmental Health Education	R 521 537	Number of theatre performances	70	0		0		40		30		70	
1	1.2	1.d	5	Disaster Risk Assessments	-	Number of community-based risk assessment workshops	0	0		0		0		0		0	
1	1.4	1.e	5	River Rehabilitation (EPWP)	R 100 000	Hectares cleared	100	0		0		0		100		100	
1	1.4	1.f	3	Entrepreneurial Seed Funding	R 500 000	Number of SMME's supported	27	0		0		0		32		32	
1	1.4	1.g	3	Business Retention & Expansion	R 700 000	Number of action plans for tourism sector	28	0		3		5		17		25	
1	1.4	1.h	3	Investment Attraction Programme	R 680 000	Number of projects implemented	2	0		0		1		1		2	
1	1.4	1.i	3	Small Farmers Support Programme	R 500 000	Number of small farmers supported	11	0		0		0		7		7	
1	1.4	1.j	3	SMME Training & Mentorship	R 750 000	Number of M & E Reports	2	0		0		1		1		2	
1	1.4	1.k	3	Tourism Month	R 71 000	Tourism month activities	1	1		0		0		0		1	
1	1.4	1.l	3	Tourism Business Training	R 950 000	Number of training and mentoring sessions	9	0		4		5		0		9	
1	1.4	1.m	3	Tourism Educationals	R 300 000	Number of educationals	15	4		4		3		4		15	
1	1.4	1.n	3	LTA Projects	R 450 000	Number of LTA's participating	15	5		10		0		0		15	

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2022/23 Budget	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.o	3	Tourism Events	R 477 000	Number of tourism events	10	10		12		3		5		30	
1	1.4	1.p	3	Tourism Campaigns	R 528 000	Campaigns implemented	4	1		1		1		1		4	
1	1.4	1.q	3	Township Tourism	R 550 000	Number of SMME's linked with formal economy	3	1		1		1		0		3	
1	1.4	1.r	3	EPWP Invasive Alien Management Programme	R 1 986 000	Number of hectares cleared	2550	0		0		1000		1450		2450	
1	1.5	1.s	1	HIV/AIDS Programme	R 122 500	Number of HIV/AIDS Programmes Implemented	5	1		3		1		0		5	
1	1.5	1.t	1	Artisan Skills Development	R 150 000	Number of skills development initiatives implemented	1	0		0		1		0		1	
1	1.5	1.u	1	Elderly	R 342 240	Number of Active Age programmes implemented	6	1		1		1		1		4	
1	1.5	1.v	1	Disabled	R 396 000	Number of interventions implemented which focus on the rights of people with disabilities.	5	0		3		2		0		5	
1	1.5	1.w	1	Community Support Programme	R 400 000	Number of Service Level Agreements signed with community-based organisations	31	0		0		30		0		30	
1	1.5	1.x	1	Families and Children	R 601 500	Programmes and support for vulnerable children	6	2		2		1		1		6	
						Provision of sanitary towels	1	0		0		1		0		1	

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2022/23 Budget	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.y	1	Sport, Recreation and Culture Programmes	R 2 992 420	Number of programmes	21	5		5		5		3		18	
1	1.5	1.y.1	1	Youth	R 451 900	Number of youth development programmes	4	0		1		2		1		4	
1	1.5	1.y.2	1	Women	R 101 890	Number of awareness programmes	4	2		1		0		1		4	
1	1.5	1.y.3	1	Early Childhood Development	R 200 000	Number of ECDs supported	40	0		0		34		0		34	

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2022/23 Budget	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	Kilometres of road reserve cleared	338	0		0		320		320		640	
2	2.1	1.bb	3	Road Safety Education	R 928 000	Number of Road Safety Education Programmes completed	1	0		1		0		0		1	
2	2.2	1.dd	3	Provision of Water and/or Sanitation services to Schools	R 500 000	Number of Schools assisted	2	0		0		0		3		3	
2	2.4	1.ee	3	Renewable Infrastructure – Rural Areas	R 1 000 000	Number of solar geysers installed	200	0		70		80		70		220	
2	2.4	1.ff	3	Upgrading of Sport Facilities	R 2 692 000	Number of Sport Facilities upgraded/completed/supplied with equipment	2	2		0		2		2		6	
2	2.3	1.hh	3	Sidewalks and Embayment's	R 2 200 000	Number of sidewalks and / or embayments and / or bus shelters completed or upgraded	0	0		0		2		20		22	

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:

Approved by:

Executive Mayor:

Date:

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	Number of water and/or sanitation subsidies granted to citizens in the Cape Winelands District.	To improve the livelihoods of 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 disaster management objectives 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>

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"	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.
				"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.
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		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	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 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"
				"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	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.	To improve ICT governance in the Cape Winelands District.	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.