

# 2023/2024 DRAFT SDBIP





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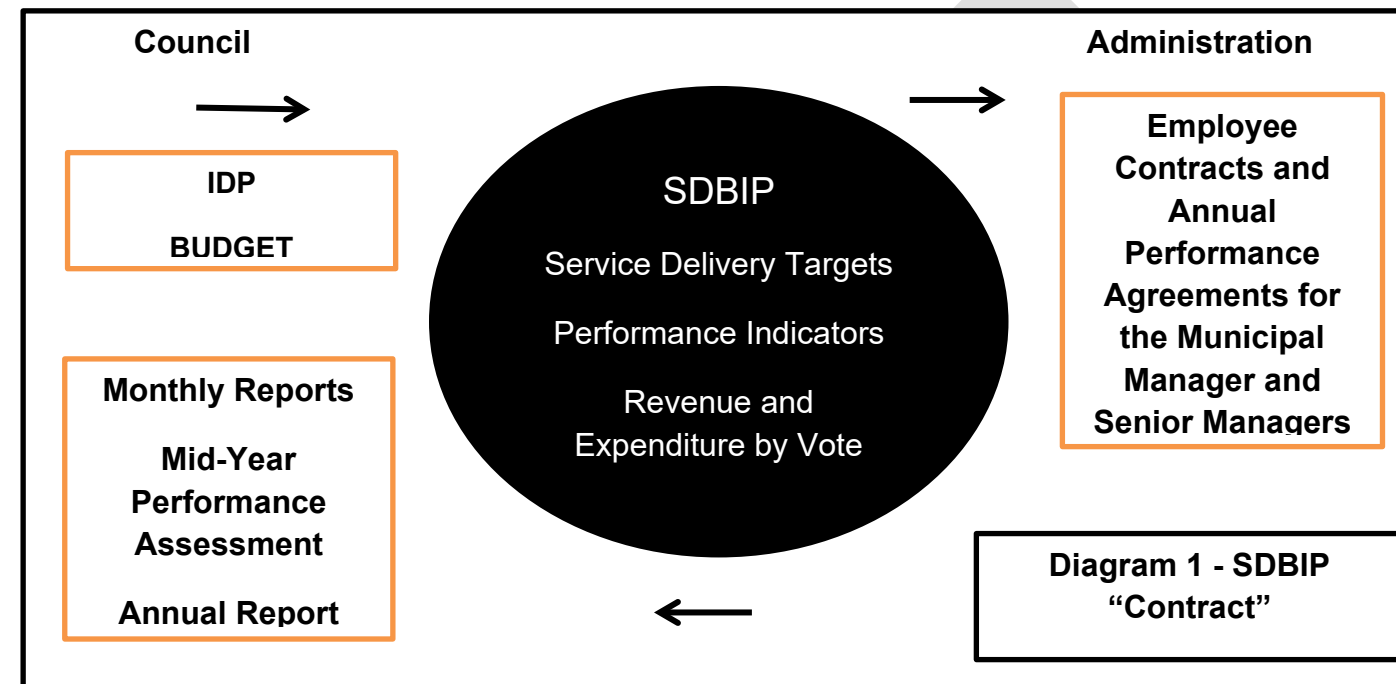
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## 1. GLOSSARY

<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) and related strategic risks (what could prevent us from reaching our desired outcomes):

STRATEGIC OBJECTIVE	TOP STRATEGIC RISKS
1. Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District.	1. Compromised financial sustainability of the municipality 2. Insufficient electricity supply (load shedding) 3. Loss of provincial roads services function 4. Deteriorating employee wellness
2. Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	5. Natural disasters 6. Social unrest/Increasing social ills 7. Commercial crime 8. Operational inefficiencies
3. Providing effective and efficient financial and strategic support services to the CWDM.	9. Third party risk 10. Limitations to attract, retain and further develop skilled staff

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	Budget 2023/2024	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
<b>GRANTS AND SUBSIDIES</b>																	
EQUITABLE SHARE	3	-2.891.000	-2.891.000	-2.891.000	-3.046.000	-	-	-	-	-	-	-	-	-3.046.000	-	-	-
EXPANDED PUBLIC WORKS PROGRAMME	2	-1.369.000	-1.369.000	-1.469.000	-2.405.000	-	-236.250	-116.550	-142.145	-192.986	-	-	-131.000	-100.000	-171.337	-100.000	-1.214.732
LOC.GOV.FINAN.MANAGEM. GRANT	3	-1.000.000	-1.000.000	-1.000.000	-1.000.000	-	-101.232	-50.616	-50.616	-50.616	-	-101.232	-50.616	-50.616	-50.616	-50.616	-443.224
NT TRANSFER:RSC REVENUE REPLACEMENT	3	-248.404.000	-248.404.000	-248.404.000	-255.683.000	-98.005.000	-	-	-	-	-82.927.000	-	-	-74.751.000	-	-	-
RURAL ROADS ASSET MAN. SYST (DORA)	2	-2.877.000	-2.877.000	-2.877.000	-2.888.000	-	-	-	-	-	-	-	-	-	-	-	-2.888.000
CWDM INTEGRATED TRANSPORT PLAN (DORA)	2	-	-	-672.322	-	-	-	-	-	-	-	-	-	-	-	-	-
NON MOTORISED TRANSPORT INFRASTRUCTURE	2	-	-	-	-3.500.000	-	-	-	-	-	-	-	-	-	-	-3.500.000	-
FIRE SERVICE CAPACITY GRANT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SETA - REFUNDS	3	-334.800	-334.800	-334.800	-334.800	-	-	-	-	-29.097	-181.533	-	-	-	-	-	-124.170
COMMUNITY DEVELOPMENT WORKERS (GRANT)	1	-75.000	-75.000	-151.000	-76.000	-	-	-	-20.000	-	-	-10.000	-	-	-	-46.000	-
LOCAL GOVERNMENT INTERNSHIP GRANT	3	-	-	-46.000	-	-	-	-	-	-	-	-	-	-	-	-	-
MUNICIPAL SERVICE DELIVERY AND CAPACITY BUILDING GRANT	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SAFETY PLAN IMPLEMENTATION - (WOSA)	1	-1.500.000	-1.500.000	-1.853.921	-1.560.000	-	-	-30.000	-	-	-88.000	-	-	-1.200.000	-	-242.000	-
JOINT DISTRICT AND METRO APPROACH GRANT	3	-	-1.000.000	-1.000.000	-	-	-	-	-	-	-	-	-	-	-	-	-
LOCAL GOVERNMENT PUBLIC EMPLOYMENT SUPPORT GRANT	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WC MUNICIPAL INTERVENTIONS GRANT	1	-	-100.000	-100.000	-	-	-	-	-	-	-	-	-	-	-	-	-
EMERGENCY MUNICIPAL LOAD-SHEDDING RELIEF GRANT	2	-	-	-950.000	-	-	-	-	-	-	-	-	-	-	-	-	-
PUBLIC CONTRIBUTIONS AND DONATIONS	2	-	-	-51.888	-51.888	-	-	-	-	-	-	-	-	-	-	-	-51.888
<b>OTHER INCOME</b>																	
INCOME: EXIBITIONS	1	-50.000	-50.000	-50.000	-	-	-	-	-	-	-	-	-	-	-	-	-
SUBS. DOW: HIRING OF TOILETS	2	-1.120.000	-1.120.000	-900.000	-1.120.000	-	-186.666	-	-186.666	-	-186.666	-	-186.666	-	-186.666	-	-186.670
<b>SERVICE CHARGES</b>																	
FIRE FIGHTING	1	-120.000	-120.000	-120.000	-120.000	-	-	-	-	-	-	-	-	-	-	-	-120.000
<b>EXTERNAL INTEREST</b>																	
INTEREST EARNED	3	-43.000.000	-43.000.000	-56.000.000	-63.000.000	-30.244	-580.546	-1.112.125	-1.385.858	-2.002.663	-928.153	-3.439.675	-2.347.275	-3.500.000	-4.500.000	-3.200.000	-39.973.461
<b>MISCELLANEOUS INCOME</b>																	
SALE: WASTE PAPER	3	-800	-800	-800	-800	-	-	-	-	-	-	-	-	-	-	-	-800
SALE: TENDER DOCUMENTS	3	-50.000	-50.000	-50.000	-50.000	-	-8.125	-417	-	-400	-	-	-	-	-	-	-41.058
TRANSACTION HANDLING FEE	3	-50.000	-50.000	-50.000	-50.000	-5.521	-5.567	-5.622	-5.783	-5.870	-5.894	-	-3.148	-3.148	-3.148	-3.148	-3.151
ELECTRICITY INCOME	2	-4.000	-4.000	-4.000	-4.000	-261	-261	-	-87	-	-	-	-	-847	-847	-847	-850
SALE: SCRAP MATERIAL	2	-98.100	-98.100	-98.100	-98.100	-	-	-	-	-	-	-	-	-	-	-	-98.100
RECYCLING OF WASTE	2	-50.000	-50.000	-50.000	-50.000	-	-480	-	-	-	-	-	-	-	-	-	-49.520
LICENCE PERMITS & HEALTH CERTIFICATES	1	-600.000	-600.000	-600.000	-600.000	-25.080	-82.460	-71.060	-66.880	-34.203	-45.600	-60.000	-55.000	-45.800	-67.000	-35.000	-11.917
INSURANCE REFUND	3	-340.000	-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	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MANAGEMENT FEES	3	-12.133.012	-12.133.012	-12.945.154	-11.839.053	-	-1.803.358	-986.588	-986.588	-986.588	-	-1.803.358	-986.588	-986.588	-986.588	-986.588	-1.326.221
MANAGEMENT FEES	2	-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	-	-	-	-	-	-1.850	-	-	-	-	-	-50
DISCONTINUED OPERATIONS	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>AGENCY</b>																	
ROADS AGENCY	2	-125.672.020	-125.672.020	-129.831.218	-127.072.500	-17.525.747	-	-8.787.016	-	-17.803.838	-7.381.378	-	-10.620.378	-10.000.000	-18.500.000	-18.000.000	-18.454.143
ROADS CAPITAL	2	-2.127.900	-2.127.900	-1.173.365	-1.840.200	-	-	-	-	-	-	-	-	-	-	-	-1.840.200
<b>RENTAL FEES</b>																	
RENTAL FEES - GENERAL	3	-240.000	-240.000	-240.000	-240.000	-	-1.290	-5.160	-2.580	-	-2.580	-	-	-	-	-	-228.390
		<b>-444.391.722</b>	<b>-445.491.722</b>	<b>-464.308.868</b>	<b>-477.024.641</b>	<b>-115.591.853</b>	<b>-3.006.235</b>	<b>-11.165.154</b>	<b>-2.847.203</b>	<b>-21.106.261</b>	<b>-91.748.654</b>	<b>-5.454.265</b>	<b>-14.420.671</b>	<b>-93.753.999</b>	<b>-24.479.202</b>	<b>-26.264.199</b>	<b>-67.186.945</b>



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	Budget 2023/2024	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	1.521.537	1.521.537	1.244.596	1.518.537	-	2.300	59.000	30.000	147.000	149.000	136.550	288.550	260.750	93.194	350.943	1.250
Technical Services	2	7.928.000	3.335.500	8.620.000	8.620.000	8.620.000	8.634.500	9.833.000	-	-	204.455	597.572	95.486	87.812	18.250	1.500.000	158.835	1.637.605	500.000	5.032.985
Regional Dev. and Planning	1	8.536.000	7.689.389	8.717.000	8.717.000	8.717.000	7.642.299	8.125.000	-	111.550	285.550	270.000	509.000	1.455.682	30.000	45.000	1.472.998	2.275.168	1.586.352	83.700
Rural and Social Dev.	1	5.758.450	5.170.212	5.758.450	5.758.450	5.758.450	6.620.783	6.207.415	416	546.971	434.366	751.923	1.546.679	457.016	150.416	1.277.616	376.936	491.736	111.666	61.674
		<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>25.683.952</b>	<b>416</b>	<b>660.821</b>	<b>983.371</b>	<b>1.649.495</b>	<b>2.298.165</b>	<b>2.149.510</b>	<b>335.216</b>	<b>3.111.166</b>	<b>2.269.519</b>	<b>4.497.703</b>	<b>2.548.961</b>	<b>5.179.609</b>

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7. CAPITAL BUDGET (Three Years)

Description	SO	Feb Adj Budget 2022/2023	Budget 2023/2024	Budget 2024/2025	Budget 20245/2026	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
Office of the Municipal Manager	3	-	20.000	-	-	-	-	-	20.000	-	-	-	-	-	-	-	-
Public Relations	3	233.300	325.000	-	-	-	-	-	-	-	75.000	-	-	-	250.000	-	-
Internal Audit	3	-	210.000	-	-	-	-	10.000	10.000	-	-	-	-	40.000	150.000	-	-
Admin. Support Services	3	913.834	142.800	-	-	-	-	16.300	21.500	5.000	-	25.000	-	75.000	-	-	-
Human Resources Management	3	-	2.650.000	-	-	-	-	-	-	-	-	-	-	-	-	150.000	2.500.000
Property Management	3	4.400	-	24.000	-	-	-	-	-	-	-	-	-	-	-	-	-
Buildings : Maintenance	2	6.009.079	9.426.500	8.852.000	10.454.000	-	-	-	50.000	131.500	-	100.000	100.000	110.000	900.000	215.000	7.820.000
Finance Dept.: Management and Finance	3	246.150	1.348.900	-	2.000.000	-	4.800	-	5.600	-	21.000	-	7.500	60.000	250.000	-	1.000.000
Information Technology	2	5.118.458	8.600.000	2.100.000	2.100.000	-	-	-	-	-	-	-	-	-	-	-	8.600.000
Eng. & Infrastructure Serv. : Management	2	62.261	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport Pool	3	-	8.400	700.000	-	-	-	-	8.400	-	-	-	-	-	-	-	-
Projects and Housing	2	4.000.000	50.000.000	56.000.000	-	-	-	-	-	-	-	-	-	-	-	-	50.000.000
Roads-Main/Div. Indirect	2	1.173.366	1.840.200	2.013.000	383.000	-	-	11.000	15.000	7.200	4.000	-	-	8.500	-	200.000	1.594.500
Municipal Health Services	1	184.525	94.600	18.000	-	-	-	-	16.600	78.000	-	-	-	-	-	-	-
Management: Comm and Dev Planning Services	1	5.000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Disaster Management	1	50.000	6.205.000	2.340.000	-	-	-	-	-	80.000	-	65.000	-	-	60.000	450.000	5.550.000
Fire Services	1	13.086.958	28.597.517	17.695.000	12.010.000	-	-	-	30.000	50.000	50.000	56.000	200.000	600.000	250.000	550.000	26.811.517
		<b>31.087.331</b>	<b>109.468.917</b>	<b>89.742.000</b>	<b>26.947.000</b>	-	<b>4.800</b>	<b>37.300</b>	<b>177.100</b>	<b>351.700</b>	<b>150.000</b>	<b>246.000</b>	<b>307.500</b>	<b>893.500</b>	<b>1.860.000</b>	<b>1.565.000</b>	<b>103.876.017</b>

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

Nr	Strategic Objective	Budget Allocation 2023/2024	Nr	Predetermined Objective	Budget Allocation 2023/2024
1.	Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District.	R 165 903 671	1.1	Provide a comprehensive and equitable MHS including AQM throughout the CWDM.	R 44 400 620
			1.2	Ensure coordination of multi-disciplinary and sectoral disaster risk reduction through integrated institutional capacity for Disaster Risk Management, Disaster Risk Assessment and Response and Recovery.	R 10 856 495
			1.3	Effective planning and coordination of specialized fire-fighting services throughout the CWDM.	R 75 118 257
			1.4	To facilitate environmentally sustainable economic development planning through the development and maintenance of strategic partnerships, investment attraction, retention and opportunities, SMME support and development, skills development and information knowledge.	R 21 772 222
			1.5	To facilitate, ensure, and monitor the development and empowerment of the poor by graduating people out of poverty, social inclusion and improving the livelihood of the: poor; vulnerable groups; rural farm dwellers; and rural communities.	R 13 756 077
2.	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	R 175 401 156	2.1	To comply with the administrative and financial conditions of the PGWC roads agency function agreement.	R 129 380 664
			2.2	To implement sustainable infrastructure services.	R 11 341 227
			2.3	To increase levels of mobility in the Cape Winelands District.	R 7 481 303
			2.4	To improve infrastructure services for rural dwellers.	R 11.313.976
			2.5	To implement an effective ICT support system.	R 15 883 986
3.	Providing effective and efficient financial and strategic support services to the CWDM.	R 133 879 614	3.1	To facilitate and enhance sound financial support services.	R 31 737 558
			3.2	To strengthen and promote participative and accountable IGR and governance.	R 35 634 399
			3.3	To facilitate and enhance sound strategic support services.	R 66 507 657
<b>Total</b>		<b>R 475 184 441</b>			<b>R 475 184 441</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		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		10		5		25	
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.	2 390	0		0		1 000		1 700		2 700	
	1.4.3	To fulfil a coordinating role in terms of Economic and Tourism Development within the Cape Winelands District.	1.4.3.1	Number of LTA Forums coordinated by the CWDM.	4	1		1		1		1		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.	35	0		0		33		0		33	
			1.5.1.2	Number of youths who complete the skills development project.	11	0		0		23		0		23	



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

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
2.1	2.1.1	Roll-out and implementation of the maintenance function and activities for proclaimed roads as an agent on behalf of the Western Cape Department of Transport and Public Works.	2.1.1.1	Conclude the annual MOA or addendum with PGWC.	1	0		0		1		0		1	
			2.1.1.2	Kilometres of roads re-sealed.	0	0		0		0		0		0	
			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.	4.5	0		3		3		3		9	
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.	2	0		0		0		2		2	
2.4	2.4.1	To improve infrastructure services for citizens in the Cape Winelands District.	2.4.1.1	Percentage of project budget spent on rural projects.	90% (Cumulative)	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		2		2	
			2.4.2.2	Number of solar geysers installed.	150	0		60		100		60		220	
			2.4.2.3	Number of sport facilities upgraded or completed and/or supplied with equipment.	8	0		0		7		1		8	

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

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

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## 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.	17.67:1	0		0		0		11.84:1		11.84:1	
			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	8	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.	80%	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	9 340	1 240		2 140		3 540		2 640		9 560	
	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.	8	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	2022/2023 Adjustment Budget	2023/2024 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 723 059	R 1 000 000	Number of farms serviced	40	10		10		15		10		45	
1	1.1	1.b	1	Environmental Health Education	R 521 537	R 518 537	Number of theatre performances	70	0		0		35		35		70	
1	1.2	1.d	5	Disaster Risk Assessments	R -	R -	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	R 100 000	Hectares cleared	90	0		0		0		100		100	
1	1.4	1.f	3	Entrepreneurial Seed Funding	R 453 000	R 500 000	Number of SMME's supported	29	0		0		0		21		21	
1	1.4	1.g	3	Business Retention & Expansion	R 660 000	R 550 000	Number of action plans for tourism sector	23	0		2		3		12		17	
1	1.4	1.h	3	Investment Attraction Programme	R 690 000	R 400 000	Number of projects implemented	2	0		0		0		2		2	
1	1.4	1.i	3	Small Farmers Support Programme	R 500 000	R 500 000	Number of small farmers supported	7	0		0		0		7		7	
1	1.4	1.j	3	SMME Training & Mentorship	R 724 000	R 532 000	Number of M & E Reports	2	0		0		1		1		2	
1	1.4	1.k	3	Tourism Month	R 60 970	R 71 000	Tourism month activities	1	1		0		0		0		1	
1	1.4	1.l	3	Tourism Business Training	R 1 113 600	R 950 000	Number of training and mentoring sessions	10	0		4		5		0		9	

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2022/2023 Adjustment Budget	2023/2024 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.m	3	Tourism Educationals	R 300 000	R 260 000	Number of educationals	15	3		3		3		4		13	
1	1.4	1.n	3	LTA Projects	R 390 000	R 390 000	Number of LTA's participating	15	5		0		8		0		13	
1	1.4	1.o	3	Tourism Events	R 477 000	R 477 000	Number of tourism events	30	7		7		3		5		22	
1	1.4	1.p	3	Tourism Campaigns	R 481 630	R 528 000	Campaigns implemented	4	0		0		0		1		1	
1	1.4	1.q	3	Township Tourism	R 500 000	R 500 000	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 1 192 099	R 2 367 000	Number of hectares cleared	2 300	0		0		1 000		1 600		2 600	
1	1.5	1.s	1	HIV/AIDS Programme	R 122 500	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	R 300 000	Number of skills development initiatives implemented	1	0		0		1		1		2	
1	1.5	1.u	1	Elderly	R 341 600	R 342 240	Number of Active Age programmes implemented	4	1		1		1		1		4	
1	1.5	1.v	1	Disabled	R 396 000	R 395 998	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 386 657	R 439 967	Number of Service Level Agreements signed with community-based organisations	30	0		0		47		0		47	
1	1.5	1.x	1	Families and Children	R 701 500	R 601 500	Programmes and support for vulnerable children	6	2		2		1		1		6	



CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2022/2023 Adjustment Budget	2023/2024 Budget	Unit of Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
							Provision of sanitary towels	1	0		0		1		0		1	
1	1.5	1.y	1	Sport, Recreation and Culture Programmes	R 3 618 736	R 3 005 420	Number of programmes	22	5		5		5		3		18	
1	1.5	1.y.1	1	Youth	R451 900	R 451 900	Number of youth development programmes	4	0		2		1		1		4	
1	1.5	1.y.2	1	Women	R 101 890	R 349 890	Number of awareness programmes	4	3		1		0		1		5	
1	1.5	1.y.3	1	Early Childhood Development	R 350 000	R 198 000	Number of ECDs supported	35	0		0		33		0		33	

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2022/2023 Adjustment Budget	2023/2024 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 1 333 000	R 1 775 000	Kilometres of road reserve cleared	640	0		0		320		320		640	
2	2.1	1.bb	3	Road Safety Education	R 928 000	R928 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 401 000	R 650 000	Number of Schools assisted	2	0		0		0		2		2	
2	2.4	1.ee	3	Renewable Infrastructure – Rural Areas	R 733 500	R 1 000 000	Number of solar geysers installed	150	0		60		100		60		220	
2	2.4	1.ff	3	Upgrading of Sport Facilities	R 2 889 000	R 1 780 000	Number of Sport Facilities upgraded/completed/supplied with equipment	8	0		0		7		1		8	
2	2.3	1.hh	3	Sidewalks and Embayment's	R 2 350 000	R 3 700 000	Number of sidewalks and / or embayments and / or bus shelters completed or upgraded	2	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:**

**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 <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	To coordinate an effective disaster management division in order to achieve the <b>disaster management objectives</b> set.	Number of bi-annual Disaster Management Advisory Forums held.	In terms of the Disaster Management Act No. 57 of 2002, a disaster management function is designated to municipalities and municipal entities. Falling within the ambit of these duties is the establishment of a Disaster Management Advisory Forum, as per section 51 of the Act. Through this function, disaster management objectives are set, and plans are formulated for implementation.	"Disaster management objectives"	<p>A "disaster" is defined in the Disaster Management Act No. 57 of 2002 as a –</p> <p>"(1) <i>progressive or sudden, widespread or localised, natural or human-caused occurrence which –</i></p> <p>(i) <i>Death, injury or disease;</i></p> <p>(ii) <i>Damage to property, infrastructure or the environment; or</i></p> <p>(iii) <i>Disruption of the life of a community; and</i></p> <p>(2) <i>is of such a magnitude that it exceeds the ability of those affected by the disaster using only their own resources".</i></p> <p>For the purposes of CWDM's interpretation, such a disaster constitutes an emergency that occurs within the area service by the CWDM when Local Municipality requests assistance. "Disaster management" refers to the measures that the municipality have in place to minimise the impact of a disaster should it occur, this includes either mitigation, prevention or response. This includes <i>inter alia</i> the establishment of a DMC, facilitation of training, administrative support, and assistance to the citizens of the Cape Winelands District.</p>

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

1.3.1.1	Effective planning and coordination of <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	Build <b>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.
	To improve infrastructure services for citizens in the Cape Winelands District.	Percentage of project budget spent on rural projects.	Monitoring the percentage of actual spending of the project budget spent on: clearing road reserves; provision of water and sanitation to schools; renewable infrastructure; and upgrade	“Infrastructure services”	For the purposes of CWDM’s interpretation, “infrastructure services” concern a number of activities coordinated by CWDM in order to better the livelihoods of citizens in the Cape Winelands District. Through the coordination and facilitation of activities which include <i>inter alia</i> the provision of water and sanitation to schools, clearing road reserves, the provision of renewable infrastructure, and upgrading of sport facilities



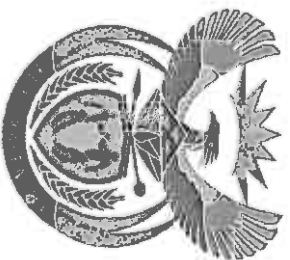
2.4.1.1			rural sport facilities against the approved budget on each project. This is calculated as the actual spending recorded on SAMRAS per the expenditure reports for the related projects as listed in the KPI divided by the approved budget (if adjusted during the year, the adjustment budget will be used).		(this rural project may include initial construction of a sports facility or the modification to an existing structure and/or the supply of equipment).
				"Rural projects"	For the purposes of CWDM's interpretation, rural projects refer to clearing road reserves, provision of water and/or sanitation services to schools, renewable infrastructure – rural areas, and upgrading of sport facilities (this rural project may include initial construction of a sports facility or the modification to an existing structure and/or the supply of equipment)..
2.4.2.1	To <b>improve</b> the <b>livelihoods</b> of citizens in the Cape Winelands District.	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		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	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 <b>improve</b> 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.

## 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 on a quarterly basis. Due dates for reporting will be included before finalisation of the draft 2023/2024 SDBIP.

For further information, refer to attached circular 88. Applicable 2023/2024 template will be attached as soon as received from CoGTA.



NATIONAL TREASURY

Addendum 3 to MFMA Circular No. 88

Municipal Finance Management Act No. 56 of 2003

## Rationalisation of Planning, Budgeting and Reporting Requirements for the 2022/23 MTRRF: Addendum 3

This circular provides an update to all municipalities on the preparation of statutory planning and reporting documents required for the 2022/23 Medium Term Revenue and Expenditure Framework (MTRRF). It is for the attention of all municipalities and **applies to all categories of municipalities.**

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**1 Introduction**

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 1<sup>st</sup> 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 (MTRREF). The 2<sup>nd</sup> 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 MTRREF. The reforms will continue being incrementally implemented in the 2023/24 – 2026/27 MTRREF and apply on a differentiated basis per municipal category.

**2 Planning and budgeting reforms and guidance**

**2.1 Institutionalisation of planning, budgeting, and reporting reforms**

In 2021/22 all metros were no longer required to develop and submit Built Environment Performance Plans (BEPs). However, noting the commitments made to institutionalising their BEPPs and planning, budgeting and reporting reforms during the Annual Assessment of BEPPs and City Plans in 2020, the 2021/22 MTRREF plans and budgets were monitored to assess the institutionalisation and will continue to be monitored in the next MTRREF (2022/23).

Criteria have been developed as depicted in Table 1 to assess the extent to which longer-term frameworks and strategies, as well as the IDP, incorporates planning reforms. The independent monitoring and evaluation process of the 2021/22 MTRREF has shown some incremental improvement in terms of the institutionalisation. However, there is scope for further improvement. Additional areas of assessment have been included for the 2022/23 MTRREF (see questions in italics below) to make the assessment toolkit more comprehensive.

**Table 1: Criteria to assess incorporation of planning, budgeting, and reporting reforms in city plans**

Criteria	Focus of assessment
1. Theory of Change (TOC) for City Transformation	<ul style="list-style-type: none"> <li>• Evidence of a clear TOC to address city transformation in line with national policy directives – SPLUMA and IUDF.</li> <li>• Evidence of alignment with TOC in all plans and budget.</li> <li>• <i>Does the City's SDF redress the apartheid spatial form?</i></li> <li>• <i>Is there evidence of the adoption of TOD within the City's spatial and sectoral plans?</i></li> <li>• <i>Does the City have a mid-to long-term model for human settlements and informal settlements programme and pipeline planning that looks at demand and supply data in relation to resources land and fiscal constraints, as well spatial imperatives.</i></li> </ul>



	<ul style="list-style-type: none"> <li>• Do the metropolitan plans clearly promote and prioritise economic and residential activities and investments along existing public transport routes that link dormitory suburbs with other parts of the City?</li> <li>• Does the City have clear economic strategies in place for both its formal and informal sectors?</li> <li>• Is there evidence of the City adapting their strategies through learning and experimentation?</li> </ul>
2. Outcomes-Led Planning and Spatial Targeting	<ul style="list-style-type: none"> <li>• Have outcome statements been used to directly influence planning?</li> <li>• Has the circle been closed by adopting the MFMA Circular No 88 indicators?</li> <li>• Are the spatially targeted areas clearly evident from frameworks through to strategies and implementation plans?</li> <li>• Do the built environment investments within the City (by both public and private sectors) support inclusive economic growth?</li> <li>• Has the Metro's Transit-Oriented Development managed to "stitch together" the peripheral, largely poor dormitory suburbs with mixed-use and industrial nodes where economic activity and employment opportunities exist?</li> <li>• Is the Metro aware of the key challenges that need to be addressed to ensure that the City is inclusive and foster social, racial and economic inclusion and access?</li> </ul>
3. Strategy-Led Budgeting	<ul style="list-style-type: none"> <li>• Is there a longer-term financing strategy to resource the CIDMS?</li> <li>• Is the budget spatialised?</li> <li>• Has the minimum business processes and system specification required in term of the mSCOA Regulations (as articulated in Annexure B of MFMA Circular No 80) been implemented?</li> </ul>
4. Alignment of Public Infrastructure Investment in spatially targeted areas in metros (Annexure 2 and Part C of BEPPs) – process and outputs	<ul style="list-style-type: none"> <li>• Has the City managed to get intergovernmental stakeholders to disclose their Programmes and related Budgets?</li> <li>• Is there evidence that there is a move from disclosure to joint planning?</li> <li>• What is the extent of alignment of intergovernmental planning and budgeting?</li> </ul>
5. Adoption of spatial planning, prioritisation, and budgeting tools	<ul style="list-style-type: none"> <li>• Does the City have a process or system/tool in place to filter programmes and projects submitted for approval?</li> <li>• What criteria does the city use to approve projects for funding and Implementation?</li> <li>• Does the city distinguish between priority programmes and projects?</li> <li>• Do priority programmes and projects have a greater weighting than others?</li> <li>• Does the integrated financial system used by the municipality automate the process and incorporate workflows to enable the tracking of progress?</li> </ul>
6. Does the City have longer term frameworks and strategies in comparison to the term-of-Office plan (IDP) or 5-year plans?	<ul style="list-style-type: none"> <li>• Does the city have a SDF and/or CDS/GDS?</li> <li>• Are there longer-term sector strategies for Human Settlements, Public Transport, Economic Development, Climate Resilience, Financial Sustainability, Infrastructure Asset Management?</li> </ul>

<p>7. Other questions</p>	<ul style="list-style-type: none"> <li>• Does the Medium-Term Revenue and Expenditure Framework (MTRF) link directly to and supports the implementation of the IDP, MSDF and BEPP?</li> <li>• Does the Service Delivery and Budget Implementation Plan (SDBIP) link directly to and supports the implementation of the IDP, MSDF and BEPP?</li> <li>• Do the Supply Chain Management Regulations and procurement plans link directly to and support the implementation of the IDP, MSDF and BEPP?</li> <li>• Do the Reporting Requirements (MFMA and grants) link directly to and support the implementation of the IDP, MSDF and BEPP</li> <li>• Does the integrated financial system used by the municipality enable these links?</li> <li>• Is there a credible long- or medium-term financial strategy in place, to ensure compilation of effective operational and capital budgets, or to spend in line with available financial resources?</li> <li>• Has the City developed and embedded a sustainable city framework, to operationalise and test the efficacy of its growth and development strategies?</li> <li>• Has the City invested in environmental data collection and monitoring, to provide a scientific basis for policy and strategy development, as well as compliance measurement against targets, to determine any enforcement responses?</li> <li>• Has the City begun to confront resource efficiency more aggressively, based on the concept of a circular economy, whereby products are designed for ease of re-use, disassembly and remanufacturing?</li> <li>• Is the City aware or conscious of the enabling conditions that need to be created so that it can become a dynamic system of innovation where all urban residents enjoy the benefits of agglomeration?</li> <li>• Are there any strategies in place to address the legacy of non-implementation of development strategies, where it exists?</li> </ul>
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In August 2021 the Urban Reforms Online Training modules were launched. The Urban Reforms Knowledge Series reflects the reforms in the metropolitan municipalities since 2013/14 and is focused on the planning; budgeting, fiscal and financial; and reporting functions, led by the National Treasury (NT) in collaboration with the following national departments: Department of Cooperative Governance (DCoG); Agriculture, Land Reform and Rural Development (DALRRD); Planning, Monitoring and Evaluation (DPME); and more recently in 2020 the Public Service and Administration (DPSA). The Knowledge Series have been packaged into the Urban Reforms Online Training Modules accessible from the National Treasury's Gomuni portal. The intention is for the Urban Reforms Online Training modules to form part of the Continuous Professional Development (CPD) activities via the South African Council of Planners (SACPPLAN). A spatial targeting toolkit is currently being developed in collaboration with the cities. The toolkit will provide technical guidance to metros and other municipalities to include spatial targeting in their development planning process, practice, approach, and content to realise their spatial transformation outcomes.

**2.2 New metropolitan specific IDP Guideline and Assessment Framework**

The metropolitan specific IDP Guideline and complementary metropolitan specific IDP Assessment Framework were approved by the DCoG and came into effect from 01 July 2021. Municipalities need to ensure that the next generation of IDPs are aligned to District Development Model (DDM) One Plans which have been developed as long-term strategic

frameworks to guide investment and delivery in each district and metro spaces by all spheres of government.

### 2.3 Longer-Term Intergovernmental Planning and Budgeting

The National Development Plan (NDP) recognises the potential of various places and spaces in the country to contribute to the achievement of the national goals of eradicating poverty and reducing inequality and unemployment. Due to the persistent legacy of apartheid spatial development patterns, levels of need and vulnerability differ from one place to the next. The NDP remains the lodestar of the country, and alongside long-term sector strategies, they are achieved systematically through actions to implement short-and medium-term plans. A unified approach is needed to fast-track development outcomes and achieve sustainable transformation. The DDM was introduced in this regard. Through the DDM, interventions and actions contained in the NDP, Medium Term Strategic Framework, National Spatial Development Framework and sector strategies should find expression in district-level impact zones.

DPME and DCoG developed a *Guideline for the localisation of government plans* in the context of the DDM. The rationale for the Guideline is to enable and facilitate a clear connection between plans at different levels, including the MTSF, Provincial Growth and Development Strategy, Annual Performance Plan and "One Plan" interventions towards implementation, where possible within the district and local government space. The guidelines are an attempt to close the gap and mitigate against the disconnect between the national developmental outcomes and impacts and actual service delivery outcomes in the country in support of integrated planning and alignment towards coherent implementation and impact within the district and local government space.

### 2.4 Municipal Spatial Development Frameworks and City Development Strategies/Growth and Development Strategies

Metropolitan municipalities have a tradition of planning for the longer term with metropolitan spatial development frameworks (MSDFs) based on at least a 10-year time horizon. Metropolitan municipalities have worked and continue to work with the South African Cities Network (SACN) to develop Growth Development Strategies/City Development Strategies. Having long term strategies and plans in place that go beyond a 10-year horizon in Cities is key in terms of providing certainty to other stakeholders and investors and should not be unduly influenced by the changes in the political leadership and term-of-office.

### 2.5 National Treasury Infrastructure Guidelines and Toolkits

National Treasury has clarified that the various infrastructure guidelines it has issued serves the functions as set out in Table 2 below. The Public Private Partnerships (PPP) Framework is currently being reviewed and extensive consultations have been held with relevant stakeholders including the municipalities.

Table 2: National Treasury Infrastructure Guidelines

Guideline	Purpose
Annual guideline on Budget Facility for Infrastructure	Criteria for accessing the Budget Facility for projects
Annual Guideline for Capital Planning	Guidance to national sector departments on large infrastructure projects
PPP Framework	Guidance on how to design a PPP
Local Government Capital Asset Management Guide (2008)	Accounting treatment of infrastructure assets

The Infrastructure Delivery Management System (IDMS) is the Government's model of choice for the management of public sector infrastructure service delivery. The Local Government IDMS has been developed and is being rolled out in several municipalities. Currently, the implementation of the Cities IDMS is being supported in all the metropolitan municipalities. The CIDMS is based on the full life-cycle management of infrastructure assets and makes the important and direct link of the MSDF informing the spatial location of infrastructure development.

The Local Government Framework for the Infrastructure Delivery and Procurement Management (LG FIDPM) that is issued in terms of Section 168 of the MFMA and in support of Regulation 3(2) of the MFMA Supply Chain Management Regulations further guides and supports infrastructure delivery management in municipalities. All municipalities were required to commence with the implementation of the LG FIDPM with effect from 01 July 2021.

## **2.6 Long Term Financial Model and Strategy**

Although some municipalities have long-term financial models, they are not always integrated with municipal plans. Municipalities need to develop long-term financial models (LTFM) that supports decisions on investment selection and assesses the financial impact of policy choices, by forecasting future financial performance and the impact of infrastructure projects on borrowing capacity. The LTFM needs to inform the municipalities long-term financial strategy, which must articulate a sustainable, efficient and effective borrowing strategy and practices for the municipality and provide a clear statement of intent for lenders and other stakeholders. The metropolitan municipalities and some intermediate city municipalities are being supported by National Treasury to develop LTFM and LTF strategies. Based on the piloting of this reform, guidance will be provided to all municipalities to develop and implement long term financial models and strategies.

## **2.7 Longer-Term Sector Strategies**

The MSDF Guideline (2017) requires all sector strategies to be integrated and informed by the spatial strategy [SPLUMA s21 (m)]. In the metropolitan municipalities development of sector strategies for economic development and transport has been supported.

In the metros a spatialised approach to economic development planning, budgeting, investment and management is being driven through the township economic development, industrial space revitalisation, Central Business District (CBD) renewal and regional economic development nodal (e.g. ports and Special Economic Zones) support projects. An evidence-based approach to spatialised planning has been supported through the demonstration of participatory planning tools, making available anonymised and spatialised tax data through the provision of panel datasets directly to the metros, and pursuing other national administrative data sources that could enhance integrated and spatialised metro planning. A clear lesson that has emerged is the need for quality integrated and participatory planning to take place at all levels of the City – precinct, area-based, district and city-wide.

Little progress has, however, been achieved by metros in the preparation of their long-term public transport plans as outlined in the Integrated Public Transport Network Plan Development Technical Guideline (version 4) which was co-drafted by the National Department of Transport and National Treasury. The Guideline proposes three planning perspectives for Metros, namely (i) a long term (20+ years) strategic plan as referred to in the Public Transport Network Grant Framework; (ii) a medium term (10 years) program perspective consisting of projects and activities called a Public Transport Improvement Program; and (iii) an annualised project plan developed to the level of detail necessary for implementation. The Department of Transport had encouraged Metros to complete their long-term strategic plans as a matter of urgency. In preparing their long-term strategic plans Metros are encouraged to draw guidance from the IPTN Plan Development Technical

Guideline Reports, Toolkits & Guidelines (treasury.gov.za) to ensure the integration and incorporation of public transport initiatives into the SPLUMA as per the MSDF Guidelines (2017).

### 3 Reporting guidance and clarifications

#### 3.1 Clarifying Outcome indicator targets for the local government term of office

One of the practical planning reforms introduced as part of the original MFMA Circular No 88 was to shift the target-setting horizon for Outcome indicators beyond annual targets. While this change and clarification has gone some way to addressing the unintended consequences of creating short-term accountability for medium-term change, there has been requests for clarity and guidance regarding the years for which Outcome indicator targets are set. This Addendum update has therefore simplified the guidance on Outcome indicator target-setting by addressing the source of confusion in the original 2017 circular.

At the time of introducing the reform in 2017, guidance was provided that Outcome indicators should "... include a medium-term target for both the end of the electoral term (5th year) and the outer year of the MTRRF (3rd year shifting out)." This was reiterated with the following guidance "Where baseline data is already available, a target for the horizon of the MTRRF should be set for these indicators ... with performance tracked in relation to this target, as well as the last municipal year of the electoral term". Setting two outcome indicator targets for the end of the local government term and for the MTRRF has proven confusing, particularly because the MTRRF is a rolling target.

Thus, for the sake of simplicity and in applying the lessons learnt from the reform to date, the Outcome indicator target setting guidance is as follows:

**Municipalities are expected to include a medium-term target for Outcome indicators for the electoral term (5<sup>th</sup> year). Following the 2021 Local Government Elections, this means that Outcome indicator targets should be set for the medium-term planning horizon: 2026/27.** It should be noted that Outcome indicators will still be tracked on an annual basis in Annual Performance Reports for monitoring purposes, but that determinations of outcome 'performance' should be linked to medium-term target-setting for the outer year of the local government term of office.

This guidance has already reflected in the planning and reporting templates issued by the DCoG to municipalities other than metropolitan municipalities as part of the 2021/22 pilot process. Updated planning and reporting templates are provided as **Appendices C** and **D** to this update. Figure 1 below provides useful guidance to help understand the different accountability expectations associated with the different types of indicators:

Figure 1: Indicator target-setting and reporting guidance



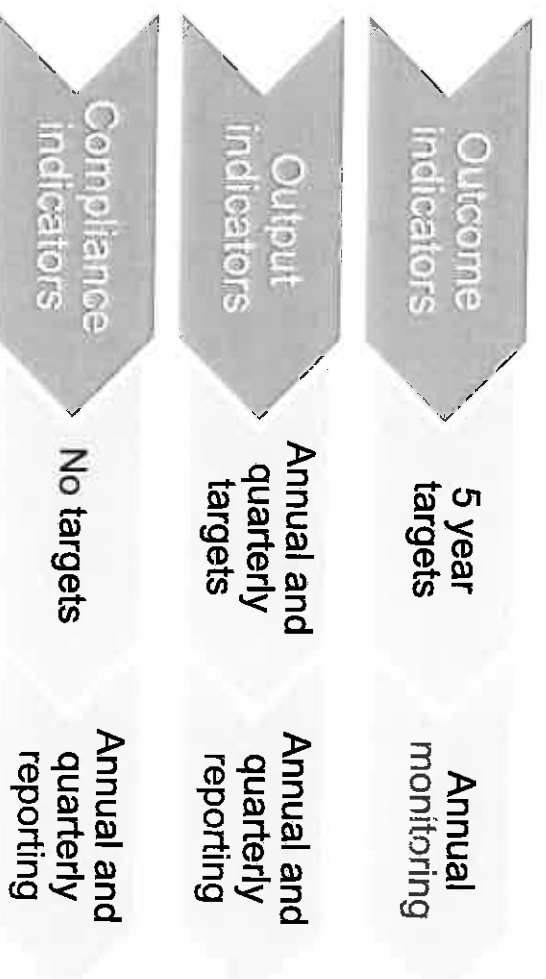


Figure 1 reiterates what was previously communicated in MFMA Circular No. 88 (2017) and the 2<sup>nd</sup> Addendum update (2020) with regards to Output and Compliance indicators. There are no further clarifications or revisions to the previous guidance.

### 3.2 Reflecting Compliance indicators in planning and reporting

Municipalities have asked via consultative fora for greater clarity regarding how to give expression to Compliance indicators. These requests include guidance as to where these should reflect in published planning and reporting documentation. Beyond the application of the templates circulated with this Addendum update, the following guidance is provided for clarity:

- Compliance indicators should reflect as part of the top-layer SDBIP in a separate table (or section of one table) which is clearly labeled. In the case of municipalities other than the metros, in an Annexure to the SDBIP, referring to item 4.4;
- Compliance indicators should include a baseline measure but should not have targets set for them;
- Compliance indicators should be reported on either a quarterly or annual basis as per their Technical Indicator Descriptions (TIDs);
- Reporting against Compliance indicators should reflect in the Annual Performance Reports (not yet in the case of municipalities other than the metros, referring to item 4.4); and
- Municipalities are encouraged to use the templates provided as **Appendices C** and **D** as examples for giving expression to Compliance indicators in their SDBIPs and Annual Performance Reports (or in the Annexure to their SDBIPs and APRs in the case of municipalities other than the metros, referring to item 4.4). Municipalities are further encouraged to automate and build these templates into their financial systems as this will become a requirement when the minimum mSCOA business processes and system specification are regulated.

### 3.3 Timeframes for reporting submissions

For planning and reporting purposes, all municipalities are directed to the following reporting deadlines for all MFMA Circular No. 88 (C88) indicators applicable to their category of municipality.

**Table 3: Reporting timeframes for MFMA Circular No 88 reporting**

Report Title	Due Date for C88 Reporting
Q1 C88 Report (July 2021 – Sept 2021)	31 October 2021
Q2 C88 Report (Oct 2021 – Dec 2021)	31 January 2022
Q3 C88 Report (Jan 2022 – March 2022)	30 April 2022
Q4 C88 Report (April 2022 – June 2022)	31 August 2022
Annual C88 Report Unverified (July 2021 – June 2022)	31 August 2022
Annual C88 Report Verified (July 2021 – June 2022)	31 January 2023

For the 2022/23 financial year, metropolitan municipalities will continue to follow the pre-existing online reporting protocol. All other categories of municipalities will continue to submit their quarterly reports as per the directives and guidance of the DCoG. All municipalities will be subject to the same submission timeframes and deadlines as per the above table.

#### **4 Expanding and revising the indicator set**

The sector and municipal consultations informing this update to MFMA Circular No. 88 were drawn from engagements via the Technical Working Groups (TWGs). The establishment of these structures is central to the institutionalising objectives of the reform and will be the basis through which future indicator expansions and revisions occur in the future. **TWGs have been established to provide an intergovernmental platform for addressing the technical formulation, definition and application of sector indicators applicable at municipal level. The TWGs provide technical recommendations on the introduction, selection, refinement and retiring of indicators for planning, monitoring and reporting in local government.** They have been established as part of the MFMA Circular No. 88 reform process with the intention that they continue to serve as an informant and institutional platform in relation to the review of the Planning and Performance Management Regulations of 2001 issued in terms of the Municipal Systems Act.

As a result of the inputs received from the sector TWGs, there are two important developments related to the indicator set: 1) Indicators with further definitional clarification and revision based on municipal feedback; and 2) The addition of a 'new' Financial Management sector indicator set.

##### **4.1 Definitional clarification and indicator revisions**

As a result of the TWG meetings and the specific purpose Task Teams formed in relation to municipality identified indicators, there are several indicators that have been identified for definitional revision and update. Please refer to **Appendices A and B** that set out the full list of the indicators, their updated Technical Indicator Definitions (TIDs) as well as the detailed clarification and changes per TID in **Appendix E**.

One cross-cutting revision reflected across all MFMA Circular No. 88 indicators in the 2021 Addendum 3 update relates to the convention of including "x 100" in the formula for all "Percentage" indicators. This formula provision has proven redundant and at odds with "%" conventions in the formatting settings on various software. As a result, all indicators that measure a "Percentage of..." have removed the "x 100" provision within their indicator formula as this is considered unnecessary in light of all units of measurement specified as "Percentage of...". All municipalities should please take note of this formula convention alteration for all such indicators.

#### 4.2 The addition of a 'new' Financial Management sector indicator set

Following a series of internal consultations with National Treasury and a sector TWG convened with key centre of government and stakeholder representation, a set of Financial Management indicators is introduced consistent with the existing spirit and rationalization intention of the reform.

The Financial Management indicators contained in the MFMA Circular No.88 are intended to streamline and rationalize the most strategic indicators as it relates to overall financial management in municipalities. Most of these indicators have been extracted from the MFMA Circular No. 71, the State of Local Government Finances and Financial Management (MFMA Report and the Municipal Budgeting and Reporting Regulations (MBRR); and identified to align to the National Treasury's Six Game Changers or key elements (funded budgets, municipal Standard Chart of Accounts (mSCOA), revenue management, supply chain management, asset management and audit outcome).

It is important to note that the introduction of this set of indicators does not replace any existing reporting requirements and National Treasury's compliance monitoring tools. However, MFMA Circular No. 88 has consolidated and prioritised key indicators to provide definitional clarification in the TIDs as a basis for further rationalization and standardization. In the interim, all the pre-existing reporting protocols continue to apply until such time the level of data or credible reporting by municipalities has improved.

In line with the overall policy objective of the reform, it is planned that this initial process of parallel reporting for Financial Management indicators will eventually provide a more strategic, consolidated, and standardized indicator set for reporting in the future.

#### 4.3 Overview of the MFMA Circular No. 88 indicator set for 2022/23

In light of the above additions and development, the following sectors and indicator totals are noted in terms of the overall indicator set given expression to in the latest Addendum update.

**Table 4: Changes in Circular No. 88 indicators from 2020 to 2021 updates**

	2020	2021	NET
Economic Development	25	25	0
Electricity & Energy	21	23	+2
Environment & Waste	24	24	0
Fire & Disaster	3	3	0
Governance	22	21	-1 <sup>1</sup>
Housing & Co. Fac.	22	22	0
Transport & Roads	20	20	0
Water & Sanitation	25	25	0
Financial Management	0	44	+44
Lower ord./Compliance	91	97	+6
	253	304	+51

Table 4 above illustrates the maximum number of indicators per category, inclusive of all levels of readiness, based on the updated indicator set. As these indicators apply on a differentiated basis per municipal category, with the full indicator set originally designed for metropolitan municipalities, the expanded set of indicators does not apply in their entirety to any category of municipality and will be significantly less in each case.<sup>2</sup>

<sup>1</sup> This reflects a shift of one Governance Output indicator to Compliance.

<sup>2</sup> In the case of metropolitan municipalities, which have the greatest reporting burden, 149 indicators apply at Tier 1 and 2 readiness levels, 79 at the level of Compliance indicators - 228 indicators in total.

#### 4.4 Institutionalising the reform in other categories of municipalities

The previous addendum 2 update of MFMA Circular No. 88 of 17 December 2020 introduced the MFMA Circular No. 88 indicators for application across local government for the 1<sup>st</sup> time. This entailed a piloting process of the indicators in all municipalities, except the metros, in the 2021/22 financial year. It is the intention of the DCoG that the piloting of the MFMA Circular No. 88 indicators will lead to replacing the Local Government: Planning and Performance Management Regulations of 2001.

The piloting process commenced in the categories of Intermediary Cities, District Municipalities and local municipalities, and municipalities were requested to first provide the planning information in terms of the baselines and targets for the indicators applicable to them, and to start reporting on these on a quarterly basis. Municipalities were requested to report to the provincial departments of Cooperative Governance and Traditional Affairs (CoGTA's) on Quarter 1 by the end of October 2021. Provincial CoGTAs had to provide consolidated information to the national DCoG by the end of November 2021.

The piloting of the indicators will continue in these categories of municipalities in the 2022/23 financial year. For clarity, some of the provisions of the Addendum 2 update are repeated in this addendum to outline what the continuing piloting process in the 2022/23 financial year will entail.

Each MFMA Circular No. 88 indicator has been differentially applied per category of municipality and in terms of the four-tier readiness system. Only Tier 1 and Tier 2 indicators applied to all municipalities from the 2021/22 financial year for the purposes of piloting.

#### 4.5 Continuing special pilot provisions for rollout across local government

In order to get the process of planning and reporting on the indicators going, to test the indicators and for municipalities to get the related planning and reporting processes and systems in place, a staggered pilot process for the rest of local government has been followed in the 2021/22 financial year. This has been informed by audit considerations and in consultation with the Office of the Auditor-General of South Africa (AGSA) to support municipalities to adopt the reform without the risk of receiving audit findings as part of the pilot process.

The existing MFMA Circular No. 88 guidance to give expression to outcome indicators in the IDP (and annual IDP update) and output indicators in the SDBIPs will continue to apply to metropolitan municipalities only.

Due to the continuing pilot process in the 2022/23 financial year, intermediate cities, district and local municipalities, will not be required to incorporate the indicators in their existing performance indicator tables in the IDP and SDBIP. Instead, these indicators should again find expression in a dedicated Annexure to the IDP and SDBIP which clearly indicates the MFMA Circular No. 88 indicators applicable to the municipality at the Tier 1 and 2 levels of readiness.

For the continuing pilot process, the applicable indicators as included in the Annexures, will be monitored and reported on to the DCoG and the provincial CoGTAs on a quarterly and annual basis. **No reporting in the MSA section 46 statutory Annual Performance Report (APR) for municipalities other than metros will be required.**

Municipalities will continue to plan and report on their own KPIs adopted in the indicators tables of the IDP and SDBIP in the section 46 APR as required for 2022/23, but this should be distinct from reporting on the MFMA Circular No. 88 indicator annexure.

This “parallel” pilot process will continue to allow and encourage municipalities to plan, implement and report on the MFMA Circular No. 88 indicators, without limiting their statutory performance planning and reporting in fear of audit findings before they have not adequately institutionalized the process. It will further eliminate a situation where municipalities replace or remove existing indicators on a function in the official IDP and SDBIP, and only include the related MFMA Circular No. 88 indicators with no performance reporting on the function in the statutory section 46 APR due to the pilot process.

Practically, piloting for all categories of municipalities (except metros) means the following as it relates to municipal planning:

- Tier 1 and Tier 2 outcome, output, and Compliance indicators applicable to the municipality to be included in a dedicated Annexure to the IDP and SDBIP which clearly indicates the indicator;
- Baselines should be established for Tier 1 and Tier 2 Outcome<sup>3</sup>, Output and Compliance indicators and reflected in the IDP reviews/updates from 2022/23 onwards;
- Targets for Outcome indicators have been set with a five-year horizon for local government (2026/27);
- Targets for Output indicators should be set on an annual basis (2022/23, with potential quarterly targets depending on the frequency of the indicator); and
- NO targets should be set for Compliance indicators as these are tracked for monitoring purposes only.

Practically, piloting for all categories of municipalities (except metros) means the following as it relates to municipal reporting:

- Quarterly and annual reports will be submitted to Provincial CoGTAs and DCoG for all Tier 1 and Tier 2 Output and Compliance (quarterly and/or annual) and Outcome indicators (annual only); and
- During the continuing pilot, NO reporting through the Section 46 Annual Performance Report (APR) will be required.

It is anticipated that the continued pilot rollout outside of established statutory planning and reporting requirements will provide valuable experience and insight to inform further updates ahead of eventual regulatory reform.

## **5 Conclusion**

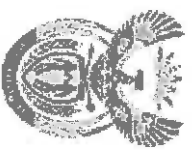
This Addendum and its appendices are an update to the MFMA Circular No. 88 dated 30 November 2017, the original circular, as well as the Addendums dated 4 December 2019 and 17 December 2020 – This Addendum must be read together with the original circular and the 2019 and 2020 updates and the relevant appendices. This Addendum provides guidance to all categories of municipalities.

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<sup>3</sup> Baselines for Outcome indicators have been set in the 2021/22 FY, or need to be revised.



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20 December 2021



MUNICIPAL NAME:

**Performance Indicators**

Indicator	Unit	Target Year	Reported Value	Score	Comments
Performance Indicators	Unit	2027	2027		

Only items in red text are being tracked. Not provided

Indicator	Unit	Target Year	Reported Value	Score	Comments
ENV2.1	Tonnes of municipal solid waste sent to landfill per capita				
ENV2.1(1)	(1) Tonnes of municipal solid waste disposed of in sanitary/licensed landfills				
ENV2.1(2)	(2) Total population of the municipality				
ENV2.2	Tonnes of municipal solid waste cleaned from landfill by 2030				
ENV2.2(1)	(1) Tonnes of municipal waste diverted from landfill through municipal facilities				
ENV2.2(2)	(2) Total population of the municipality				
WSS.1	Frequency of sewer blockages per 100 lots of properties				
WSS.1(1)	(1) Number of blockages in sewers that occurred				
WSS.1(2)	(2) Total sewer length in km				
WSS.2	Frequency of water main failures per 100 km of pipeline				
WSS.2(1)	(1) Number of water main failures (including failures of valves and fittings)				
WSS.2(2)	(2) Total mains length (water) in km				
WSS.3	Frequency of uncleaned waste service interruptions				
WSS.3(1)	(1) Number of unplanned water service interruptions				
WSS.3(2)	(2) Total number of water service connections				
WSS.4	Percentage of drinking water samples complying with SANS241				
WSS.4(1)	(1) Number of water sample tests that complied with SANS241 requirements				
WSS.4(2)	(2) Total number of water samples tested				
WSS.4(3)	(3) Number of wastewater samples sent per determinant that meet compliance at specified water use				
WSS.4(4)	(4) Total wastewater samples tested for all determinants over the municipal financial year				
WSS.1	Percentage of non-revenue water				
WSS.1(1)	(1) Number of kilolitres Water Purchased of Purched				
WSS.1(2)	(2) Number of kilolitres water sold				
WSS.2	Total water losses				
WSS.2(1)	(1) System input volume				
WSS.2(2)	(2) Authorized consumption				
WSS.2(3)	(3) Number of service connections				
WSS.4	Percentage of water reused				
WSS.4(1)	(1) Volume of water recycled and reused (VRM)				
WSS.4(2)	(2) Total volume of treated municipal wastewater (not including irrigation)				
WSS.4(3)	(3) Total volume of treated municipal wastewater for irrigation purposes				
WSS.4(4)	(4) System input volume				
TRE	Number of potholes reported per kilometre of municipal road network				
TRE(1)	(1) Number of potholes reported				
TRE(2)	(2) Kilometres of surfaced municipal road network				
GG1.1	Percentage of municipal skills development levy recovered				
GG1.1(1)	(1) Revenue of municipal skills development levy recovered				
GG1.1(2)	(2) Revenue of the total qualifying value of the municipal skills development levy				
GG2.2	Attendance rate of municipal council meetings by recognized traditional and Khosi San leaders				
GG2.2(1)	(1) Sum of the total number of recognized traditional and Khosi San leaders in attendance at municipal council meetings				
GG2.2(2)	(2) The total number of traditional and Khosi San leaders within the municipality				
GG4.1	Percentage of councillors attending council meetings				
GG4.1(1)	(1) The sum total of councillor attendance of all council meetings				
GG4.1(2)	(2) The total number of council meetings				
GG4.1(3)	(3) The total number of councillors in the municipality				