



DRAFT SDBIP 2024/2025



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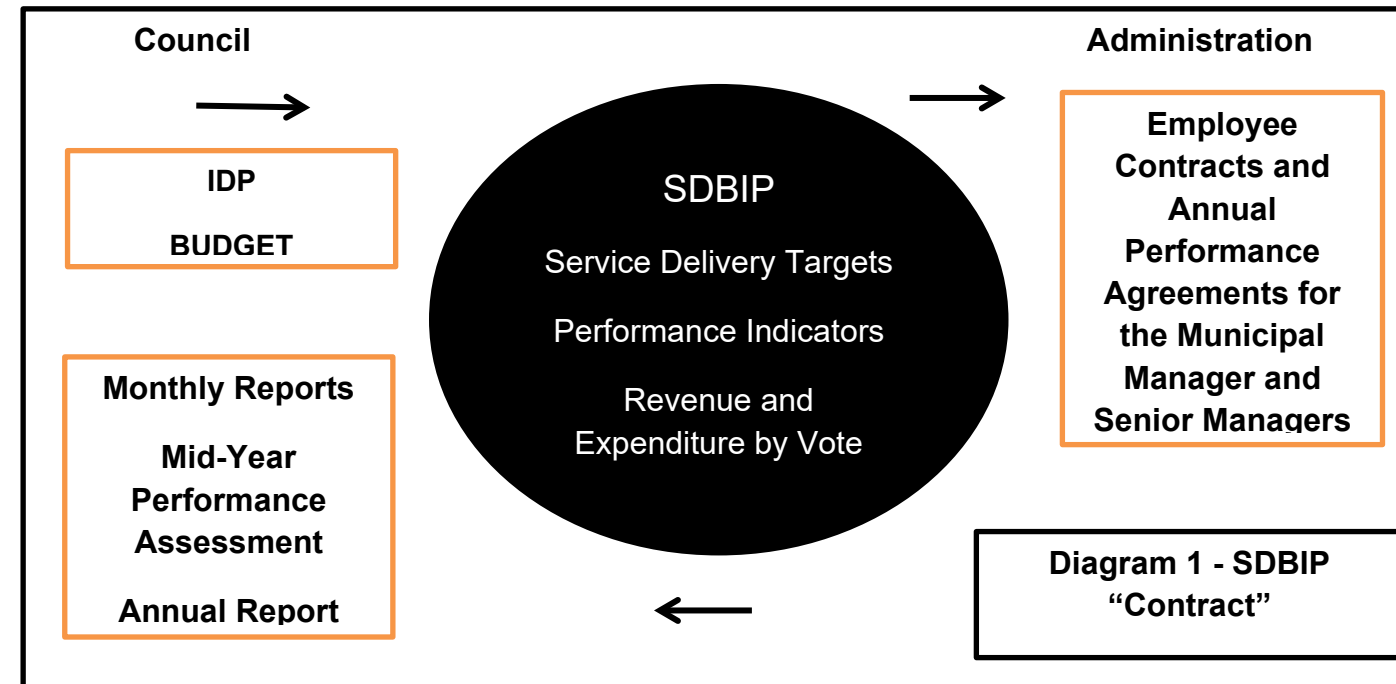
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1. GLOSSARY

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

2. INTRODUCTION

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



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

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

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

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

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

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

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

3. RISK MANAGEMENT

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

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

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

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

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

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

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

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

Description	SO	Budget 2023/2024	Aug Adj Budget 2023/2024	Feb Adj Budget 2023/2024	Budget 2024/2025	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
GRANTS AND SUBSIDIES																	
EQUITABLE SHARE	3	-3.046.000	-3.046.000	-3.046.000	-3.174.000	-	-	-	-	-	-	-	-	-3.174.000	-	-	-
EXPANDED PUBLIC WORKS PROGRAMME	2	-2.405.000	-2.405.000	-2.271.000	-1.249.000	-	-340.792	-124.975	-139.125	-136.500	-	-	-131.000	-	-	-	-376.608
LOC.GOV.FINAN.MANAGEM. GRANT	3	-1.000.000	-1.000.000	-1.000.000	-1.000.000	-	-393.498	-53.349	-53.349	-53.349	-	-106.698	-53.349	-53.349	-53.349	-53.349	-126.361
NT TRANSFER.RSC REVENUE REPLACEMENT	3	-255.683.000	-255.683.000	-255.683.000	-260.486.000	-107.804.000	-	-	-	-	-87.243.000	-	-	-65.439.000	-	-	-
RURAL ROADS ASSET MAN. SYST(DORA)	2	-2.888.000	-2.888.000	-2.888.000	-3.018.000	-	-	-	-	-	-	-	-	-	-	-	-3.018.000
CWDM INTEGRATED TRANSPORT PLAN (DORA)	2	-	-	-	-939.000	-	-	-	-	-	-	-	-	-	-939.000	-	-
NON MOTORIZED TRANSPORT INFRASTRUCTURE	2	-3.500.000	-3.500.000	-3.500.000	-3.500.000	-	-	-	-	-	-	-	-	-	-3.500.000	-	-
FIRE SERVICE CAPACITY BUILDING GRANT		-500.000	-500.000	-500.000	-500.000	-	-	-	-	-	-	-	-	-500.000	-	-	-
SETA - REFUNDS	3	-334.800	-334.800	-334.800	-334.800	-30.631	-	-	-	-	-189.077	-	-	-	-	-	-115.092
COMMUNITY DEVELOPMENT WORKERS (GRANT)	1	-76.000	-76.000	-90.116	-76.000	-	-	-	-6.000	-5.000	-6.500	-10.000	-	-	-25.000	-23.500	-
LOCAL GOVERNMENT INTERNSHIP GRANT	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MUNICIPAL SERVICE DELIVERY AND CAPACITY BUILDING GRANT	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SAFETY PLAN IMPLEMENTATION - (WOSA)	1	-1.560.000	-1.560.000	-2.315.824	-1.560.000	-	-	-	-	-	-	-	-	-1.560.000	-	-	-
JOINT DISTRICT AND METRO APPROACH GRANT	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LOCAL GOVERNMENT PUBLIC EMPLOYMENT SUPPORT GRANT	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WC MUNICIPAL INTERVENTIONS GRANT	1	-	-	-198.482	-	-	-	-	-	-	-	-	-	-	-	-	-
EMERGENCY MUNICIPAL LOAD-SHEDDING RELIEF GRANT	2	-	-950.000	-950.000	-950.000	-	-	-	-	-	-	-	-	-950.000	-	-	-
MUNICIPAL WATER AND RESILIENCE GRANT	3	-	-	-1.200.000	-	-	-	-	-	-	-	-	-	-	-	-	-
PUBLIC CONTRIBUTIONS AND DONATIONS	2	-51.888	-51.888	-	-100.000	-	-	-	-	-	-	-	-	-	-	-	-100.000
OTHER INCOME																	
INCOME: EXHIBITIONS	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SUBS. DOW. HIRING OF TOILETS	2	-1.120.000	-1.120.000	-1.120.000	-600.000	-	-	-88.288	-44.144	-44.144	-44.144	-	-	-	-	-	-379.280
SERVICE CHARGES																	
FIRE FIGHTING	1	-120.000	-120.000	-120.000	-120.000	-	-	-12.347	-	-	-24.175	-	-	-15.800	-	-35.800	-31.878
SOLID WASTE	2	-	-	-	-10.278.839	-	-	-	-	-	-	-	-	-	-	-	-10.278.839
EXTERNAL INTEREST																	
INTEREST EARNED	3	-63.000.000	-63.000.000	-73.103.481	-83.370.580	-6.947.548	-6.947.548	-6.947.548	-6.947.548	-6.947.548	-6.947.548	-6.947.548	-6.947.548	-6.947.548	-6.947.548	-6.947.548	-6.947.548
MISCELLANEOUS INCOME																	
SALE: WASTE PAPER	3	-800	-800	-800	-800	-	-	-	-	-	-	-	-	-	-	-	-800
SALE: TENDER DOCUMENTS	3	-50.000	-50.000	-50.000	-50.000	-	-	-	-	-	-	-	-	-	-	-	-50.000
TRANSACTION HANDLING FEE	3	-50.000	-50.000	-50.000	-50.000	-6.156	-6.188	-6.229	-6.289	-6.576	-	-6.584	-	-	-	-	-11.978
ELECTRICITY INCOME	2	-4.000	-4.000	-4.000	-4.000	-	-	-	-	-	-	-	-609	-847	-847	-847	-850
SALE: SCRAP MATERIAL	2	-98.100	-98.100	-98.100	-98.100	-3.120	-9.372	-	-	-	-	-	-	-	-	-	-85.608
RECYCLING OF WASTE	2	-50.000	-50.000	-50.000	-50.000	-	-18.433	-4.821	-	-	-	-	-	-	-	-	-26.746
LICENCE PERMITS & HEALTH CERTIFICATES	1	-600.000	-600.000	-600.000	-600.000	-7.948	-89.661	-113.036	-61.731	-50.616	-39.428	-797	-55.000	-45.800	-67.000	-35.000	-33.983
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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MANAGEMENT FEES	3	-11.839.053	-11.839.053	-11.839.053	-13.016.348	-1.084.695	-1.084.695	-1.084.695	-1.084.695	-1.084.695	-1.084.695	-1.084.695	-1.084.695	-1.084.695	-1.084.695	-1.084.695	-1.084.703
MANAGEMENT FEES	2	-	-	-145.000	-1.027.884	-	-	-	-	-	-	-	-	-	-	-	-1.027.884
PLAN PRINTING AND DUPLICATES	2	-400	-400	-400	-400	-	-100	-	-	-	-	-	-	-	-	-	-300
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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AGENCY																	
ROADS AGENCY	2	-127.072.500	-127.072.500	-127.072.500	-133.650.000	-	-	-	-6.430.265	-20.339.084	-	-	-	-	-	-	-106.880.651
ROADS CAPITAL	2	-1.840.200	-1.840.200	-1.055.014	-1.046.000	-	-	-	-	-	-	-13.648	-	-	-	-	-1.032.352
RENTAL FEES																	
RENTAL FEES - GENERAL	3	-240.000	-240.000	-240.000	-240.000	-21.142	-22.294	-20.935	-23.884	-22.294	-22.294	-	-	-6.000	-	-	-101.157
		-477.524.641	-478.474.641	-489.920.470	-521.484.651	-115.905.240	-8.912.581	-8.456.223	-14.797.030	-28.689.806	-95.602.711	-8.209.970	-8.312.201	-79.847.039	-12.630.439	-8.280.739	-131.840.672

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

Vote Number	Description	SO	Budget 2023/2024	Aug Adj Budget 2023/2024	Feb Adj Budget 2023/2024	Budget 2024/2025	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
1000	EXPENDITURE OF THE COUNCIL	3	12.364.347	12.364.347	14.913.540	15.485.990	1.097.511	1.174.205	1.097.611	1.096.211	3.318.571	1.105.331	1.095.919	1.104.599	1.103.269	1.101.379	1.095.985	1.095.399
1001	OFFICE OF THE MM	3	4.301.605	4.789.605	4.769.721	5.035.344	322.325	329.601	323.431	344.371	751.995	334.831	326.907	323.372	325.568	321.462	345.962	985.519
1002	SUNDRY EXPENDITURE OF THE COUNCIL	3	17.091.920	17.078.920	16.163.410	13.970.405	250.950	311.574	589.994	2.099.520	1.159.738	1.199.673	1.006.860	669.708	1.056.686	1.123.073	732.836	3.769.793
1003	Office of the Mayor	3	3.708.594	4.026.594	3.868.623	4.423.434	311.957	298.957	352.603	304.086	465.531	341.007	308.116	329.291	305.088	328.716	305.360	772.722
1004	LOCAL ECONOMIC DEVELOPMENT	1	5.777.810	5.757.810	5.958.740	7.425.860	262.841	263.841	300.591	298.079	473.118	1.425.385	264.206	421.206	707.706	294.680	264.206	2.450.001
1005	OFFICE OF THE SPEAKER	3	1.364.698	1.364.698	1.417.518	1.503.481	123.031	123.031	123.412	123.045	145.906	123.066	122.362	122.362	122.362	122.362	122.362	130.180
1007	OFFICE OF THE DEPUTY MAYOR	3	1.354.840	1.354.840	1.075.966	1.437.536	114.699	114.699	114.907	114.713	153.643	117.035	115.528	115.470	115.177	115.210	114.961	131.494
1010	PUBLIC RELATIONS	3	3.923.025	3.923.025	4.854.743	5.113.979	233.316	247.114	253.553	470.330	551.517	381.589	571.169	363.563	216.461	334.061	216.961	1.274.345
1020	INTERNAL AUDIT	3	3.223.481	3.223.481	3.218.155	4.972.686	240.648	261.995	264.158	262.113	393.018	256.477	223.931	223.931	223.931	223.931	225.731	2.172.822
1101	COUNCILLOR SUPPORT	3	1.428.357	1.428.357	1.397.949	1.508.222	114.240	113.914	113.914	113.914	191.804	117.626	114.150	116.928	113.900	116.158	117.005	164.669
1102	ADMIN SUPPORT SERVICES	3	10.734.406	10.734.406	9.734.234	10.633.439	733.094	779.451	762.350	791.397	1.274.464	976.784	841.589	855.248	850.468	849.511	857.558	1.061.525
1103	TOURISM	1	6.562.899	6.512.899	6.752.283	8.806.271	349.774	582.074	370.590	511.974	834.314	902.349	833.832	591.032	1.187.448	614.132	335.332	1.693.420
1110	HUMAN RESOURCE MANAGEMENT	3	12.452.046	15.437.046	15.488.166	11.697.236	719.055	1.071.986	993.041	588.759	1.389.465	912.443	871.471	880.327	1.131.675	846.177	885.986	1.406.851
1164	PROPERTY MANGEMENT	3	23.021.180	19.908.180	19.908.432	23.841.004	432.219	862.708	1.171.794	3.365.105	1.512.072	1.399.334	1.576.475	2.496.164	1.600.513	1.955.044	3.105.181	4.364.395
1165	BUILDINGS: MAINTENANCE	2	8.173.352	8.173.352	12.652.083	12.813.619	200.331	210.736	399.072	252.925	1.055.573	1.237.530	393.157	870.870	267.094	267.882	262.086	7.396.363
1166	COMMUNICATION/ TELEPHONE	3	463.929	463.929	402.629	457.763	28.275	26.838	26.880	38.674	46.785	42.888	32.637	29.706	38.968	36.315	35.064	74.733
1201	MANAGEMENT: FINANCIAL SERVICES	3	6.628.119	6.628.119	6.351.266	6.417.108	409.452	495.762	436.301	436.966	585.313	464.172	400.272	401.272	405.862	831.322	400.272	1.150.142
1202	FINANCIAL MANAGEMENT GRANT	3	2.153.558	2.153.558	2.156.740	2.234.802	39.246	288.637	101.746	49.096	151.926	101.746	39.246	47.566	101.746	120.171	120.171	1.073.505
1205	BUDGET AND TREASURY OFFICE	3	8.133.591	8.133.591	8.030.154	8.551.433	607.591	653.440	607.591	607.591	923.812	633.941	612.998	1.085.777	612.998	612.998	612.998	979.698
1210	INFORMATION TECHNOLOGY	2	11.947.786	11.947.786	12.101.113	12.494.744	334.948	642.951	845.062	457.853	660.088	1.439.971	584.012	558.907	1.693.146	562.607	1.354.691	3.360.508
1215	TELECOMMUNICATION SERVICES	2	3.936.200	3.936.200	3.636.200	3.936.200	-	-	243.902	245.510	363.372	255.854	23.202	222	300.222	222	222	2.503.472
1235	PROCUREMENT	3	10.456.698	10.456.698	9.222.847	12.645.290	915.291	951.304	961.606	947.292	1.573.913	959.196	889.599	933.820	981.707	889.788	889.599	1.752.175
1238	EXPENDITURE	3	4.365.592	4.365.592	3.444.544	5.022.620	372.443	372.443	372.443	372.443	619.613	375.107	372.781	372.781	372.781	372.781	372.781	674.223
1301	MANAG: ENGINEERING	2	3.167.875	3.167.875	3.311.162	3.423.157	248.867	249.115	249.197	254.462	342.488	252.483	250.129	249.386	253.370	253.931	251.486	568.243
1310	TRANSPORT POOL	3	2.510.080	2.510.080	3.772.080	3.462.080	1.212	42.293	332.190	783.228	44.108	931.550	251.842	462.013	90.711	179.025	73.643	270.265
1330	PROJECTS	2	6.108.976	6.108.976	4.935.050	5.289.889	113.569	111.689	256.462	113.284	236.670	177.148	151.930	122.321	142.368	113.544	114.026	3.636.878
1332	REGIONAL LANDFILL SITE	2	-	-	-	10.278.839	111.276	112.851	119.845	111.276	185.778	118.057	113.935	765.297	176.066	348.205	280.520	7.835.733
1361	ROADS-MAIN/ DIV. INDIRECT	2	95.274.048	95.469.548	94.007.824	95.898.460	6.538.524	6.538.524	6.576.230	6.563.091	8.753.794	7.898.953	6.605.884	6.577.375	6.541.671	6.577.375	6.578.636	20.148.403
1362	MANAGEMENT: ROADS	2	11.075.334	11.079.834	9.472.122	13.120.547	1.013.834	997.165	1.019.161	1.013.416	1.712.578	1.040.455	1.015.874	998.187	1.005.310	996.231	1.020.046	1.288.290
1363	ROADS: WORKSHOP	2	11.706.660	11.556.660	11.088.180	12.592.335	912.650	923.274	923.791	966.696	1.483.710	1.062.256	954.834	948.476	982.898	972.516	962.461	1.498.773
1364	ROADS: PLANT	2	11.324.622	11.274.622	12.444.694	11.992.150	206.459	296.222	2.078.571	1.154.716	683.704	1.982.252	2.122.910	1.318.632	909.513	306.907	347.124	585.140
1441	MUNICIPAL HEALTH SERVICES	1	42.882.083	42.882.083	43.556.672	47.771.812	3.536.849	3.574.207	3.633.452	3.569.561	5.793.360	3.765.176	3.542.231	3.655.731	3.671.833	3.570.231	3.567.231	5.891.950
1475	SOCIAL DEVELOPMENT	1	3.362.491	3.349.491	3.537.635	3.739.152	272.102	272.102	275.102	272.102	461.492	286.602	272.684	284.684	294.684	272.684	292.684	482.230
1477	RURAL DEVELOPMENT	1	395.730	408.730	407.000	413.050	34.291	34.291	34.291	34.291	34.291	34.291	34.291	34.291	34.291	34.291	34.291	35.849
1478	MANAG: RURAL AND SOCIAL	1	3.790.441	3.885.441	3.979.300	4.251.540	273.223	271.582	277.055	291.948	545.696	295.633	296.770	311.387	333.187	338.790	351.790	664.479
1511	PERFORMANCE MANAGEMENT	3	2.024.368	1.359.368	1.472.610	2.376.760	121.240	121.240	121.240	124.430	202.033	121.390	123.787	122.098	123.398	122.598	123.598	949.708
1512	IDP	3	2.425.180	2.425.180	2.682.900	2.703.160	190.199	200.771	190.199	192.495	357.023	194.249	192.577	192.577	192.577	192.577	192.577	415.339
1521	LAND-USE AND SPATIAL PLANNING	1	1.556.513	1.556.513	1.778.727	2.485.457	165.902	469.130	167.920	165.902	273.752	167.002	166.285	167.085	166.585	168.335	167.170	240.389
1610	DISASTER MANAGEMENT	1	10.856.495	10.831.495	10.532.809	8.628.605	369.129	368.129	615.989	368.129	554.279	1.172.486	396.136	393.136	739.196	927.736	394.136	2.330.124
1615	PUBLIC TRANSPORT REGULAT ION	2	2.853.303	2.853.303	2.812.884	3.849.499	111.901	111.921	112.202	113.705	190.550	114.189	112.315	112.715	115.515	113.915	112.315	2.528.256
1620	FIRE SERVICES	1	72.858.257	72.858.257	79.743.649	77.044.073	4.716.114	4.816.114	6.178.626	4.721.226	6.823.254	11.460.517	5.517.009	5.514.509	6.772.711	5.514.509	5.514.509	9.494.975
			447.740.489	447.740.489	457.054.354	489.749.031	27.150.578	29.687.881	33.988.075	34.705.925	47.274.111	46.178.024	33.741.842	35.144.022	36.380.660	33.043.382	33.151.553	99.302.978

6. EXPENDITURE AND DELIVERY (PROJECTS)

Description	SO	Aug Adj Budget 2023/2024	Feb Adj Budget 2023/2024	Budget 2024/2025	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
Com. and Dev. Services	1	1.518.537	1.518.537	1.639.000	-	-	-	17.650	-	424.882	10.000	226.000	398.000	290.000	252.700	19.768
Technical Services	2	9.833.000	10.818.000	13.386.000	-	14.000	300.000	656.000	136.257	344.393	-	50.000	-	-	-	11.885.350
Regional Dev. and Planning	1	8.285.000	9.017.150	8.496.008	-	486.108	436.036	832.072	953.444	859.858	324.036	501.536	1.200.500	761.572	1.159.072	981.774
Rural and Social Dev.	1	7.807.415	9.007.415	7.168.112	550.000	736.880	1.130.381	1.196.226	260.049	274.500	522.186	510.635	593.050	740.005	28.450	625.750
		27.443.952	30.361.102	30.689.120	550.000	1.236.988	1.866.417	2.701.948	1.349.750	1.903.633	856.222	1.288.171	2.191.550	1.791.577	1.440.222	13.512.642

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7. CAPITAL BUDGET (Three Years)

Description	SO	Budget 2023/2024	Aug Adj Budget 2023/2024	Feb Adj Budget 2023/2024	Budget 2024/2025	Budget 2025/2026	Budget 2026/2027	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
Office of the Municipal Manager	3	20.000	20.000	13.499	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Local Economic Development	1				60.000										60.000				
Public Relations	3	325.000	325.000	358.986	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internal Audit	3	210.000	210.000	171.050	46.000	-	-	-	-	-	46.000	-	-	-	-	-	-	-	-
Councillor Support	3				1.010.700									4.500	6.000	64.200	36.000	900.000	-
Admin. Support Services	3	142.800	142.800	267.443	48.600	-	-	-	-	3.600	32.500	4.500	-	-	-	8.000	-	-	-
Human Resources Management	3	350.000	350.000	126.148	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Management	3	-	-	-	634.500	55.500	62.000	-	-	16.500	12.000	65.000	-	-	-	-	-	24.000	517.000
Buildings : Maintenance	2	9.426.500	9.766.500	2.444.175	8.256.500	17.059.000	12.240.000	-	-	-	117.752	-	-	14.400	2.000.000	1.500.000	31.500	1.110.000	3.482.848
Finance Dept.: Management and Finance	3	1.348.900	1.348.900	728.456	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Technology	2	8.600.000	8.600.000	8.512.000	5.100.000	7.100.000	5.000.000	-	1.562.103	-	-	-	-	-	-	3.022.713	-	200.000	315.184
Transport Pool	3	8.400	8.400	8.831	35.000	2.000.000	2.000.000	-	-	-	-	-	-	-	-	8.831	-	26.169	-
Projects	2	50.000.000	50.000.000	25.000.000	228.500	-	-	-	-	-	-	-	-	10.000	2.500	31.000	75.000	-	110.000
Regional Landfill Site	2				91.000.000	-	-	-	-	22.750.000	-	-	22.750.000	-	-	22.750.000	-	-	22.750.000
Roads-Main/Div. Indirect	2	1.840.200	1.840.200	1.055.014	1.036.000	3.906.000	16.000	-	-	11.247	-	-	2.401	-	-	202.899	135.865	683.588	-
Municipal Health Services	1	94.600	94.600	58.985	18.000	-	-	-	-	-	-	-	-	-	-	18.000	-	-	-
Disaster Management	1	6.205.000	5.688.000	2.946.106	11.426.000	7.050.000	5.210.000	-	-	-	46.080	23.040	237.916	-	2.000.000	47.420	270.419	474.368	8.326.757
Public Transport Regulation	2				-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fire Services	1	29.097.517	30.224.517	28.529.109	6.871.000	29.510.000	16.110.000	-	254.878	-	-	-	1.445.787	-	1.966.983	1.232.247	500.000	1.471.105	-
		107.668.917	108.618.917	70.219.802	125.770.800	66.680.500	40.638.000	-	1.816.981	22.781.347	254.332	94.941	24.433.703	28.900	6.035.483	28.885.310	1.048.784	4.889.230	35.501.789

7.1 BUDGET LINK IDP/STRATEGIC OBJECTIVES/PREDETERMINED OBJECTIVES

Nr	Strategic Objective	Budget Allocation 2024/2025	Nr	Predetermined Objective	Budget Allocation 2024/2025
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 177 868 940	1.1	Provide a comprehensive and equitable MHS including AQM throughout the CWDM.	R 49 410 812
			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 8 628 605
			1.3	Effective planning and coordination of specialized fire-fighting services throughout the CWDM.	R 77 044 073
			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 27 213 596
			1.5	To facilitate, ensure, and monitor the development and empowerment of the poor by graduating people out of poverty, social inclusion and improving the livelihood of the: poor; vulnerable groups; rural farm dwellers; and rural communities.	R 15 571 854
2.	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	R 199 075 439	2.1	To comply with the administrative and financial conditions of the PGWC roads agency function agreement.	R 133 603 492
			2.2	To implement sustainable infrastructure services.	R 16 236 776
			2.3	To increase levels of mobility in the Cape Winelands District.	R 11 905 499
			2.4	To improve infrastructure services for rural dwellers.	R 10 619 889
				Regional Landfill Site (New Cost Centre)	R 10 278 839
			2.5	To implement an effective ICT support system.	R 16 430 944
3.	Providing effective and efficient financial and strategic support services to the CWDM.	R 143 493 772	3.1	To facilitate and enhance sound financial support services.	R 34 871 253
			3.2	To strengthen and promote participative and accountable IGR and governance.	R 36 820 846
			3.3	To facilitate and enhance sound strategic support services.	R 71 801 673
Total		R 520 438 151			R 520 438 151

8. CWDM STRATEGIC OBJECTIVES

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

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

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

The Cape Winelands District Municipality is currently in the process of reviewing its strategic objectives, pre-determined objectives and KPIs. The information currently shown in this document is therefore in draft format and will be finalised towards the legislative deadlines in May 2024 (5-year Organisational Scorecard in IDP) and June 2024 (SDBIP). Emanating from the strategic discussions in November 2023 as well as a follow-up in January 2024, the following strategic objectives are currently in draft format:

1. Provide sustainable strategic financial management and support services.

Outcomes: The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability.

Resources are efficiently used to maximise contributions to LED and support services.

2. Foster good governance processes as prescribed by legislation and best practice.

Outcomes: A foundation for effective governance that promotes political and administrative stability, a clean audit, improved ethical culture and functional oversight, has been established and is adhered to.

3. Provide sustainable infrastructure services and a transport system that enables social and economic opportunities.

Outcomes: Infrastructure services and resources are financially supported and measured.

Municipal infrastructure and transport systems are developed in a resilient and well-functioning manner as to result in longevity, and a safe and secure communal environment facilitating social and economic opportunities.

4. Monitor and promote a clean, healthy and safe living environment for all residents of the CWDM area.

Outcomes: All residents have equal access to basic service delivery.

Resources, including stable infrastructure, technological and spatial resources, as well as water security, are efficiently utilized to ensure the long-term well-being and unity of the community.

5. Provide disaster management services to the district.

Outcomes: Emergency response plans are well-established and regularly tested, enabling an improved response to incidents, which creates stronger relationships within the district.

A well-co-ordinated fire services department with easier access to the public, establishing a safe community.

6. Establish a skilled workforce and performance orientated administration to promote the growth and development of the organisation.

Outcomes: A capable and knowledgeable workforce that positively contribute and successfully provide high-quality services to the community and become enablers to inspire development.

Consequence/ development management and a performance management system embedded into the functioning of the municipality in order to promote optimal performance.

7. Facilitate partnerships that cultivate economic growth and development throughout the district

Outcomes: Achieving an enabled environment by creating inclusive and equitable economies, and developmental growth through the economic benefits generated from new markets, innovation, and partnerships.

Further discussions with the various departments and divisions will be taking place in April 2024, to finalise the IDP organisational scorecard as well as the 2024/2025 SDBIP.

8.1 NATIONAL KPA's:

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

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

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

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

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
1.1	1.1.1	To administer an effective environmental health management system in order to achieve the environmental health objectives set.	1.1.1.1	Monthly report to PGWC on all MHS matters by the 15 th of the following month (Sinjani report).	12	3		3		3		3		12	
	1.1.2	To facilitate effective environmental pollution control through identification, evaluation and/or monitoring to prevent air pollution.	1.1.2.1	Submission of the annual Air Quality Officer Report to PGWC.	1	0		0		0		1		1	
	1.1.3	To improve the livelihoods of citizens in the Cape Winelands District.	1.1.3.1	Number of water and/or sanitation subsidies granted to citizens in the Cape Winelands District.	14	5		5		10		5		16	
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.	201	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.	0	0		0		0		1		1	
	1.4.2	Implement environmental management activities to achieve environmental sustainability.	1.4.2.1	Number of hectares cleared through the EPWP Invasive Alien Vegetation Management Project.	2 447.81	0		0		1 000		1 300		2 300	
	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.	34	0		0		24		0		24
1.5.1.2				Number of youths who complete the skills development project.	24	0		0		15		0		15	

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

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
2.1	2.1.1	Roll-out and implementation of the maintenance function and activities for proclaimed roads as an agent on behalf of the Western Cape Department of Transport and Public Works.	2.1.1.1	Conclude the annual MOA or addendum with PGWC.	1	0		0		0		1		1	
			2.1.1.2	Kilometres of roads re-sealed.	0	0		0		0		0		0	
			2.1.1.3	Kilometres of roads bladed.	4 903.99	1 300		1 300		1 200		1 200		5 000	
			2.1.1.4	Kilometres of roads re-gravelled.	2.18	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.	0	0		0		0		1		1	
2.3	2.3.1	Improve pedestrian safety throughout the Cape Winelands District.	2.3.1.1	Annual review, and alignment with review outcome, of the DITP and submit to Council for consideration for approval.	1	0		0		0		1		1	
			2.3.1.2	Number of sidewalks and/or embayments and/or bus shelters completed or upgraded.	2	0		0		0		3		3	
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.	41.10%	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		1		0		1	
			2.4.2.2	Number of solar geysers installed.	78	0		20		30		50		100	

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

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
			2.4.2.3	Number of sport facilities upgraded or completed and/or supplied with equipment.	3	0		0		0		2		2	
2.5	2.5.1	To improve ICT governance in the Cape Winelands District.	2.5.1.1	Annual review, and alignment with review outcome, of the ICT Governance Framework and/or the ICT Strategic Plan and submit to Council for consideration for approval.	1	0		0		0		1		1	

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

CWDM PDO	PDO Nr	Outcome Indicator	KPI Nr	Key Performance Indicator	Baseline	Quarterly Targets								Annual Target	Comments
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4		
3.1	3.1.1	To compile a budget that is available before the start of the financial year.	3.1.1.1	Compilation of a budget and submitted to Council by 31 May.	1	0		0		0		1		1	
	3.1.2	Transparent and accountable reporting to all stakeholders.	3.1.2.1	Compilation of a mid-year assessment (section 72 report), submitted to Council by 31 January.	1	0		0		1		0		1	
	3.1.3	Fair, equitable, transparent, competitive and cost-effective SCM practices.	3.1.3.1	Submit to Council a report on the implementation of SCM (within 30 days after financial year-end).	1	1		0		0		0		1	
	3.1.4	To promote the financial viability of the CWDM through sound financial management practices	3.1.4.1	Maintaining a sound liquidity ratio as at financial year-end.	12.90:1	0		0		0		12.44:1		12.44:1	
			3.1.4.2	Maintaining a sound Impairment of Property, Plant and Equipment and Investment Property and Intangible Assets Ratio	0%	0		0		0		0%		0%	
			3.1.4.3	Maintain a sound Cash / Cost Coverage Ratio as at financial year-end.	19.82 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.	1 197%	0		0		0		100%		100%	
			3.1.4.5	Maintain a sound Net Operating Surplus Margin Ratio as at financial year-end.	12%	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.	29 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	11	1		1		3		2		7
3.2.1.2				Number of MAYCO meetings that are supported administratively	11	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.	73.23%	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	67%	0		0		0		80%		80%	
	3.3.4	To promote good governance in the CWDM.	3.3.4.1	Number of Audit & Performance Audit Committee meetings that are supported administratively	NEW KPI	1		1		1		1		4	
	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	79.55% of appointments	0		0		0		90%		90% of appointments	
	3.3.6	To improve the livelihoods of citizens in the CWDM area	3.3.6.1	Number of work opportunities created (in person days) through CWDM's various initiatives	10 623	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.	7	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	2024/2025 Budget	Unit of Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
1	1.1	1.a	1	Subsidies – Water & Sanitation	R 1 000 000	Number of farms serviced	44	8		16		14		15		53	
1	1.1	1.b	1	Environmental Health Education	R 639 000	Number of theatre performances	0	0		0		45		25		70	
1	1.2	1.d	5	Disaster Risk Assessments	-	Number of community-based risk assessment workshops	0	0		0		0		0		0	
1	1.4	1.e	5	River Rehabilitation (EPWP)	R 100 000	Hectares cleared	99.37	0		0		0		100		100	
1	1.4	1.f	3	Entrepreneurial Seed Funding	R 500 000	Number of SMME's supported	27	0		0		0		20		20	
1	1.4	1.g	3	Business Retention & Expansion	R 550 000	Number of action plans for tourism sector	24	0		2		0		14		16	
1	1.4	1.h	3	Investment Attraction Programme	R 370 000	Number of projects implemented	2	0		0		0		2		2	
1	1.4	1.i	3	Small Farmers Support Programme	R 500 000	Number of small farmers supported	10	0		0		0		8		8	
1	1.4	1.j	3	SMME Training & Mentorship	R 532 000	Number of M & E Reports	2	0		0		1		1		2	
1	1.4	1.k	3	Tourism Month	R 171 000	Tourism month activities	1	1		0		0		0		1	

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2024/2025 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.l	3	Tourism Business Training	R 950 000	Number of training and mentoring sessions	9	0		4		5		0		9	
1	1.4	1.m	3	Tourism Educationals	R 300 000	Number of educationals	8	3		4		3		4		14	
1	1.4	1.n	3	LTA Projects	R 390 000	Number of LTA's participating	14	0		8		6		0		14	
1	1.4	1.o	3	Tourism Events	R 477 008	Number of tourism events	2	12		7		2		7		28	
1	1.4	1.p	3	Tourism Campaigns	R 889 000	Campaigns implemented	3	0		0		0		1		1	
1	1.4	1.q	3	Township Tourism	R 550 000	Number of SMME's linked with formal economy	3	0		1		1		1		3	
1	1.4	1.r	3	EPWP Invasive Alien Management Programme	R 2 217 000	Number of hectares cleared	2 323.87	1		0		1 000		1 200		2200	
1	1.5	1.s	1	HIV/AIDS Programme	R 161 900	Number of HIV/AIDS Programmes Implemented	5	1		3		1		0		5	
1	1.5	1.t	1	Artisan Skills Development	R 300 000	Number of skills development initiatives implemented	1	1		3		1		0		2	
1	1.5	1.u	1	Elderly	R 342 240	Number of Active Age programmes implemented	6	0		0		1		1		4	
1	1.5	1.v	1	Disabled	R 795 990	Number of interventions implemented which focus on the rights of people with disabilities.	6	1		1		1		1		5	
1	1.5	1.w	1	Community Support Programme	R 400 000	Number of Service Level Agreements signed with community-based organisations	28	0		0		50		0		50	

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	2024/2025 Budget	Unit of Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
1	1.5	1.x	1	Families and Children	R 719 700	Programmes and support for vulnerable children	6	2		2		1		1		6	
1	1.5	1.y	1	Sport, Recreation and Culture Programmes	R 3 234 410	Provision of sanitary towels	1	0		0		1		0		1	
						Number of programmes	21	0		0		1		0		18	
1	1.5	1.y.1	1	Youth	R 664 000	Number of youth development programmes	4	5		5		5		3		4	
1	1.5	1.y.2	1	Women	R 349 890	Number of awareness programmes	4	0		2		1		1		5	
1	1.5	1.y.3	1	Early Childhood Development	R 199 982	Number of ECDs supported	34	3		1		0		1		24	

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	20224/2025 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 1 430 000	Kilometres of road reserve cleared	0	0		0		320		320		640	
2	2.1	1.bb	3	Road Safety Education	R 1 556 000	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 600 000	Number of Schools assisted	2	0		0		1		0		1	
2	2.4	1.ee	3	Renewable Infrastructure – Rural Areas	R 500 000	Number of solar geysers installed	78	0		20		30		50		100	
2	2.4	1.ff	3	Upgrading of Sport Facilities	R 2 800 000	Number of Sport Facilities upgraded/completed/supplied with equipment	3	0		0		0		2		2	
2	2.3	1.hh	3	Sidewalks and Embayment's	R 6 500 000	Number of sidewalks and / or embayments and / or bus shelters completed or upgraded	2	0		0		0		3		3	

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:

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11. ANNEXURE A: TECHNICAL DEFINITIONS

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

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

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

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

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

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

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

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

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

1.5.1.2		Number of youths who complete the skills development project.	Implementation of skills development programmes to enhance the employability of the youth and the SMME development amongst youth.	"Youth(s)"	For the CWDM purposes, a "youth" would be an individual between 18 and 35 years of age.
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Strategic Objective 2: Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities					
KPI number	Outcome indicator	KPI	Indicator definition	Technical term	Definition
2.1.1.1	Roll-out and implementation of the maintenance function and activities for proclaimed roads as an agent on behalf of the Western Cape Department of Transport and Public Works.	Conclude the annual MOA or addendum with PGWC.	Each year CWDM signs an agreement with PGWC in terms of the road agency fund. Signed agreements with the objective to support maintenance of proclaimed roads in the district on an agency basis for the provincial road authority. A grant is allocated according to the provincial financial year.	"Proclaimed roads"	Municipalities are responsible for residential roads and roads in built-up areas within its demarcation. For the purposes of CWDM's interpretation, "proclaimed roads" are those roads under the legal ownership of government and are the responsibility of the CWDM to maintain as they are municipal roads within the Cape Winelands District.
2.1.1.2		Kilometres of roads resealed .	<p>This is an activity forming part of the capital funding allocation for PGWC.</p> <p>The resealing of rural provincial roads forms part of the PGWC provincial agency function performed by CWDM on their road network in the Cape Winelands District.</p> <p>Plant and equipment are allocated by PGWC to CWDM, with plant and equipment being the "yellow fleet" which includes <i>inter alia</i> graders and water trucks. This is as per the MOA signed between PGWC and CWDM. CWDM uses their own municipal officials for the work performed in this regard, but all funding forms part of the annual funding based on the financial year of the provincial government.</p> <p>Reseal material consists of stone and bitumen is procured from suppliers.</p>	"Resealed"	For the purposes of CWDM's interpretation, "resealing" is the process of spraying bitumen onto a road pavement and then rolling in a layer of uniformly sized stones to create a new surface. The purpose of this activity is to maintain the surface of the road(s) and benefits thereof include <i>inter alia</i> waterproofing of the surface; protecting the underlying pavement from deterioration; sealing small cracks and imperfections and extending the useful life of the road in the most economic manner.
2.1.1.3		Kilometres of roads bladed .	<p>This is a general maintenance activity forming part of the "current" funding allocation for PGWC.</p> <p>The blading of rural provincial gravel roads with a grader forms part of the provincial agency function performed by CWDM on the PGWC road network within the Cape Winelands District.</p> <p>Plant and equipment are allocated by PGWC to CWDM, with plant and equipment being the "yellow fleet" which includes <i>inter alia</i> graders and water trucks. This is as per the MOA signed between PGWC and CWDM.</p> <p>CWDM use their own officials to complete the blading of the gravel roads. All funding forms part of the</p>	"Bladed"	For the purposes of CWDM's interpretation, "blading" (or "bladed") is a road maintenance activity. The activity is performed by using a motor grader (or "grader") and undertakes to smooth a road's surface.

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

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

12. ANNEXURE B: CIRCULAR 88

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

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

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