

# CWDM SDBIP 2016 / 2017

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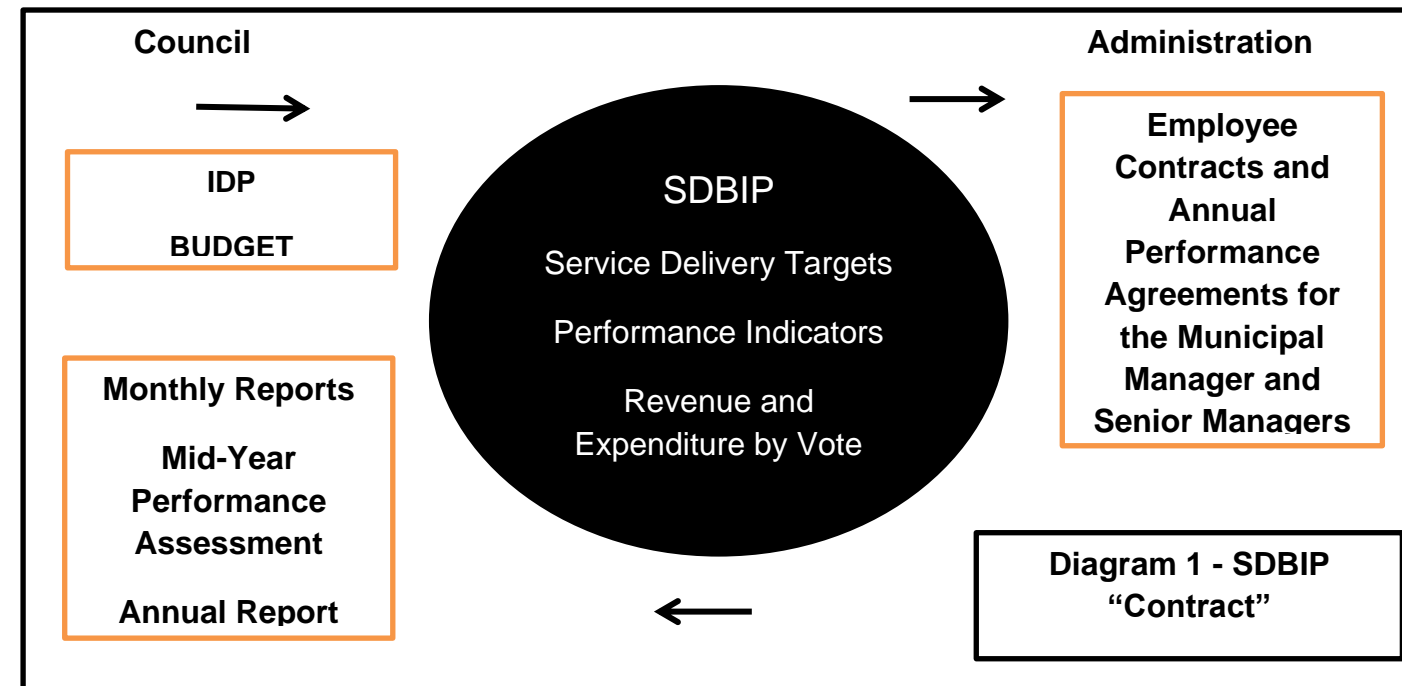


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## 1. INTRODUCTION

The Service Delivery and Budget Implementation Plan (SDBIP) seek 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, set by the council as quantifiable outcomes that can be implemented by the administration over the next financial year as illustrated in Diagram 1.



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)(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 Municipal Systems Act (MSA) for the municipal manager and all senior managers. 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 municipal manager and all senior managers 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 case of the CWDM, Votes indicate a budget allocation for Core Administration as per Strategic Objective.

**2. RISK MANAGEMENT**

The Cape Winelands District Municipality is committed to effective risk management in order to achieve our vision, service delivery on our core business and strategic key objectives to ensure appropriate outcomes. In the course of conducting our day-to-day business operations, we are exposed to a variety of risks. These risks include operational and other risks that are material and require comprehensive controls and on-going oversight.

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 Cape Winelands District Municipality will not only look at the risk of things going wrong, but also the impact of not taking opportunities or not capitalizing on municipal strengths. By adopting this positive approach and taking into consideration the Integrated Developmental Plan it will enable the Municipality to fulfil its performance expectations.

The Council recognizes the wide range of risks to which the Cape Winelands District Municipality is exposed. At the Cape Winelands District Municipality 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 strategic objective to adopt a process of integrated risk management that will assist the Cape Winelands District Municipality in meeting its key goals, most specifically:

- To align the risk-taking behaviour to better achieves the goals and related objectives;
- To protect the reputation and brand name Cape Winelands District Municipality 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 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 programs.

The table below shows the three strategic objectives (what we want to achieve) and related strategic risks (what prevents us from reaching the outcome)

STRATEGIC OBJECTIVE	TOP FIVE STRATEGIC RISKS
1. To create an environment and forge partnerships that ensures the health, safety, social and economic development of all communities including the empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment.	1. Lack of business continuity due to inadequate disaster recovery and business continuity plans
2. Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	2. Ageing infrastructure and equipment
3. To provide an effective and efficient financial and strategic support services to the Cape Winelands District Municipality.	3. Human resource capacity constraints
	4. Potential litigation for communication initiative
	5. ICT Infrastructure

These strategic objectives will form the basis of the municipality’s sustainable long-term strategy in its five year IDP for 2012/13 – 2016/17. Risk manifest as negative impacts on goals and objectives or as missed opportunities to enhance institutional performance. Stakeholders expect Municipality’s 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.



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

Description	SO	Adjustment Budget 2015/16	Budget 2016/17	Budget 2017/18	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
<b>ADM IN FEES</b>																
DWAF AGENCY ADMIN	1	-354 680	-366 000	-377 000	-	-	-	-	-	-	-	-	-	-	-282 307	-83 693
ROADS AGENCY ADMIN	2	-12 527 560	-12 285 000	-12 900 000	-1023 750	-1023 750	-1023 750	-1023 750	-1023 750	-1023 750	-1023 750	-1023 750	-1023 750	-1023 750	-1023 750	-1023 750
<b>GRANTS AND SUBSIDIES</b>																
EQUITABLE SHARE	3	-6 172 000	-4 090 000	-1869 000	-	-791 164	-	-	-	-	-	-	-3 298 816	-	-	-
EXPANDED PUBLIC WORKS PROGRAMME	2	-1000 000	-1000 000	-	-	-400 000	-	-	-300 000	-	-	-300 000	-	-	-	-
LOC.GOVR.FINAN.MANAGEM. GRANT	3	-1250 000	-1250 000	-1250 000	-1250 000	-	-	-	-	-	-	-	-	-	-	-
WCPG- FINANCE MANAGEMENT GRANT	3	-2 141200	-120 000	-240 000	-	-120 000	-	-	-	-	-	-	-	-	-	-
MUN. SYSTEMS IMPROVEMENT GRANT	3	-930 000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NT TRANSFER:RSC REVENUE REPLACEMENT	3	-210 834 000	-216 780 000	-222 467 000	-	-	-	-	-	-	-	-	-	-	-	-216 780 000
PUBL. SERV. IMPROVEMENT FACILITY GRANT	1	-988 010	-	-	-	-	-	-	-	-	-	-	-	-	-	-
RURAL ROADS ASSET MAN. SYST(DORA)	2	-2 384 000	-2 683 000	-2 817 000	-2 683 000	-	-	-	-	-	-	-	-	-	-	-
PERFORMANCE MANAGEMENT SUPPORT GRANT	3	-236 100	-	-	-	-	-	-	-	-	-	-	-	-	-	-
IDP SUPPORT GRANT	3	-136 212	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NON-MOTORIZED TRANSPORT	2	-394 166	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GREENEST MUNICIPALITY COMPETITION	2	-50 000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CWDM INTEGRATED TRANSPORT PLAN (DORA)	2	-2 035 810	-	-900 000	-	-	-	-	-	-	-	-	-	-	-	-
<b>OTHER INCOME</b>																
COMMUNITY DEVELOPMENT WORKERS (GRANT)	1	-91342	-75 000	-75 000	-	-	-	-	-	-	-	-70 675	-	-	-	-4 325
SPORT AND RECREATION GRANT	2	-212 180	-	-	-	-	-	-	-	-	-	-	-	-	-	-
INCOME: EXIBITIONS	1	-23 340	-25 000	-25 000	-	-3 409	-	-	-15 908	-	-	-	-2 272	-2 954	-454	-3
SETA - REFUNDS	3	-262 250	-271000	-271000	-	-67 750	-	-	-67 750	-	-67 750	-	-	-67 750	-	-
UPGRADE OF RURAL ROADS	2	-381002	-393 000	-	-32 750	-32 750	-32 750	-32 750	-32 750	-32 750	-32 750	-32 750	-32 750	-32 750	-32 750	-32 750
UPGRADE OF RURAL ROADS (DE NOVO)	2	-	-4 120 000	-	-	-	-4 120 000	-	-	-	-	-	-	-	-	-
SUBS. DOW: HIRING OF TOILETS	2	-320 000	-360 000	-360 000	-	-	-	-83 494	-27 831	-26 010	-27 831	-55 663	-	-27 831	-	-111340
<b>SERVICE CHAGERS</b>																
FIRE FIGHTING	1	-164 800	-170 000	-175 000	-	-	-	-	-	-	-	-	-	-	-70 777	-99 223
<b>EXTERNAL INTEREST</b>																
INTEREST EARNED/PAID	3	-34 544 900	-40 188 090	-41478 000	-3 349 008	-3 349 008	-3 349 008	-3 349 008	-3 349 008	-3 349 008	-3 349 008	-3 349 008	-3 349 008	-3 349 008	-3 349 008	-3 349 008
<b>MISCELLANEOUS INCOME</b>																
MISCELLANEOUS INCOME 1	1	-249 260	-258 000	-265 000	-3 573	-38 464	-31487	-28 162	-26 169	-8 103	-5 290	-7 790	-7 790	-8 103	-8 103	-84 966
MISCELLANEOUS INCOME 2	2	-3 740	-5 000	-5 000	-144	-144	-144	-108	-72	-1 108	-72	-108	-108	-72	-108	-2 812
MISCELLANEOUS INCOME 3	3	-377 550	-275 000	-275 000	-150 000	-2 101	-	-14 543	-21872	-	-33 674	-	-35 961	-	-267	-16 582
<b>AGENCY</b>																
ROADS AGENCY	2	-116 601490	-98 862 000	-103 494 000	-13 892 256	-2 595 346	-14 757 986	-2 573 083	-2 575 512	-19 002 442	-2 614 561	-14 929 252	-7 542 761	-11002 655	-2 573 140	-4 803 002
DWAF AGENCY	1	-4 113 090	-4 399 000	-4 531000	-	-	-	-	-	-	-4 399 000	-	-	-	-	-
<b>RENTAL FEES</b>																
RENTAL FEES - GENERAL	3	-127 010	-132 000	-136 000	-9 893	-4 955	-15 385	-23 246	-10 573	-9 678	-9 678	-9 870	-9 485	-9 485	-9 869	-9 883
<b>PRIVATE CONTRIBUTIONS</b>																
CONTRIBUTION FROM PRIVATE LAND OWNERS:ELEC	2	-1000 000	-1350 000	-1400 000	-112 500	-112 500	-112 500	-112 500	-112 500	-112 500	-112 500	-112 500	-112 500	-112 500	-112 500	-112 500
OTHER PUBLIC CONTRIBUTIONS	3	-21750	-23 000	-23 000	-1916	-1916	-1916	-1916	-1916	-1916	-1916	-1916	-1916	-1916	-1916	-1924
		<b>-399 927 462</b>	<b>-389 480 090</b>	<b>-395 333 000</b>	<b>-22 508 790</b>	<b>-8 543 277</b>	<b>-23 444 926</b>	<b>-7 242 560</b>	<b>-7 565 611</b>	<b>-23 567 265</b>	<b>-11 677 780</b>	<b>-19 893 282</b>	<b>-15 417 117</b>	<b>-15 638 774</b>	<b>-7 464 949</b>	<b>-226 515 761</b>

4. MONTHLY PROJECTIONS OF OPERATING EXPENDITURE PER STRATEGIC OBJECTIVE

Vote Number	Description	SO	Adjustment Budget 2015/16	Budget 2016/17	Budget 2017/18	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
1000	Expenditure of the Council	3	12 104 060	11 675 000	12 174 000	754 402	2 217 613	887 625	814 386	823 062	806 274	756 281	812 633	796 619	1 200 903	895 019	910 183
1001	Office of the Municipal Manager	3	2 095 260	2 250 000	2 368 000	183 218	182 670	247 338	188 631	209 627	170 253	168 904	192 507	170 820	178 089	163 693	194 250
1002	Sundry Expenditure of Council	3	19 317 424	15 936 000	16 487 000	1 211 014	164 320	486 466	609 845	1 018 774	872 973	633 915	119 855	643 387	649 009	206 409	9 320 033
1003	Office of the Mayor	3	2 855 490	3 119 000	3 259 000	243 689	274 806	291 326	229 161	266 640	234 250	248 731	248 275	259 239	249 605	261 589	311 693
1004	Local Economic Development	1	3 465 000	2 841 000	2 953 000	160 910	161 946	343 978	197 109	329 186	167 105	155 273	155 312	158 307	154 733	217 891	639 250
1005	Office of the Speaker	3	1 534 860	1 600 000	1 680 000	123 472	139 599	156 419	140 490	130 333	119 712	127 630	126 137	132 317	128 214	134 403	141 274
1007	Office of the Deputy Mayor	3	1 592 520	1 808 000	1 888 000	131 449	157 920	175 243	139 399	151 249	136 072	130 099	128 529	133 185	169 833	127 906	227 116
1010	Public Relations	3	3 372 120	3 223 000	3 393 000	107 987	104 974	156 391	246 958	163 619	234 132	93 573	167 227	291 119	277 949	98 288	1 280 783
1020	Audit	3	2 153 830	2 111 000	2 203 000	154 117	153 960	193 145	158 502	172 043	147 445	148 581	154 802	153 623	152 730	137 042	385 010
1101	Councillor Support	3	1 226 490	1 288 000	1 355 000	95 814	123 986	146 408	101 773	123 958	94 079	94 660	101 656	94 664	111 865	82 764	116 373
1102	Admin. Support Services	3	8 852 680	9 166 000	9 583 000	607 748	655 607	801 906	716 921	719 873	742 215	694 168	658 235	818 768	791 273	721 547	1 237 739
1103	Tourism	1	3 679 310	3 989 000	3 926 000	271 247	343 005	384 245	378 129	287 945	249 493	219 281	342 380	476 711	357 779	233 525	445 260
1110	Human Resources Management	3	10 454 390	10 152 000	10 417 000	512 642	649 732	715 689	752 855	604 161	754 494	499 335	554 680	1 396 753	974 611	1 103 028	1 634 024
1164	Property Management	3	14 132 130	14 495 000	15 227 000	612 224	576 026	718 865	1 021 886	2 154 685	854 200	666 176	566 690	872 559	914 203	856 706	4 680 780
1165	Buildings : Maintenance	2	4 629 250	4 618 000	4 551 000	145 006	187 313	372 854	633 671	336 611	431 753	177 225	290 892	284 580	326 878	480 599	950 618
1166	Communication / Telephone	3	4 597 550	4 648 000	4 699 000	385 356	380 416	393 177	387 898	386 642	369 174	388 804	376 082	385 769	380 730	388 015	425 937
1201	Finance Dept.: Management and Finance	3	6 437 640	3 723 000	4 013 000	344 437	341 785	555 026	217 249	460 075	181 348	200 524	199 206	201 710	164 502	228 819	628 319
1202	Financial Management Grant	3	1 250 000	1 250 000	1 250 000	86 251	86 251	152 117	116 805	151 907	86 246	86 246	86 607	60 996	60 996	86 246	189 332
1205	Budget & Financial Service	3	4 398 360	5 647 000	4 889 000	378 384	410 125	490 707	605 869	493 250	435 894	498 660	472 404	467 456	499 313	511 487	383 451
1210	Information Technology	2	10 186 290	15 292 000	15 364 000	984 934	2 523 266	1 196 787	1 370 121	1 348 676	954 769	1 203 058	1 049 244	1 109 168	963 997	1 048 183	1 539 801
1235	Procurement	3	5 540 360	6 230 000	6 518 000	446 898	446 955	608 485	580 557	661 418	427 334	427 636	440 030	442 536	445 653	452 606	849 892
1238	Expenditure	3	3 402 249	3 866 000	4 065 000	282 988	287 654	382 329	212 692	475 371	286 827	304 411	287 648	291 608	348 209	295 418	410 845
1301	Eng. & Infrastructure Serv. : Management	2	1 657 430	1 869 000	1 973 000	151 963	149 477	156 715	151 900	200 799	153 582	147 948	148 579	145 353	150 087	142 641	169 956
1310	Transport Pool	3	4 029 486	3 760 000	3 774 000	12 924	313 634	234 540	322 619	280 256	356 368	271 736	224 590	212 931	289 087	269 011	972 304
1330	Projects and Housing	2	6 519 480	11 717 000	5 991 000	533 103	524 378	1 777 405	618 991	644 864	541 936	1 742 087	552 518	555 274	751 935	961 456	2 513 049
1331	Working for Water (DWAF)	1	4 292 380	5 043 000	5 225 000	117 607	386 263	924 810	596 318	526 636	683 570	384 104	243 862	582 576	183 552	202 137	211 569
1361	Roads-Main/Div. Indirect	2	93 764 860	74 859 000	78 469 000	3 570 830	8 936 089	8 015 034	7 837 881	9 199 005	6 859 859	4 004 931	4 371 105	11 975 509	3 979 253	2 610 374	3 499 130
1362	Roads Management	2	7 551 800	7 689 000	8 206 000	612 893	613 752	863 936	679 940	798 355	682 837	531 093	561 870	550 702	601 485	580 314	611 823

Vote Number	Description	SO	Adjustment Budget 2015/16	Budget 2016/17	Budget 2017/18	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
1363	Roads - Workshop	2	7 049 400	7 805 000	8 527 000	488 462	558 545	706 952	536 313	606 581	597 140	625 713	552 646	616 469	579 906	634 806	1 301 463
1364	Roads - Plant	2	9 389 530	9 950 000	10 480 000	318 647	1 001 305	670 205	990 788	1 211 573	883 147	581 921	764 984	887 866	732 333	621 124	1 286 107
1441	Municipal Health Services	1	30 453 523	32 403 000	33 908 000	2 259 360	2 404 946	3 408 390	2 631 155	3 513 388	2 493 663	2 383 749	2 486 898	2 424 567	2 487 788	2 438 496	3 470 600
1475	Social Development	1	3 274 302	3 076 000	3 224 000	217 317	213 306	340 779	246 495	389 027	246 813	225 021	217 028	246 830	216 803	219 594	296 987
1477	Rural Development	1	1 155 540	798 000	819 000	22 502	22 502	23 299	22 502	40 093	87 091	71 626	49 051	22 496	44 401	76 889	315 548
1478	Management Rural and Social Development	1	2 934 742	2 807 000	2 941 000	202 889	220 133	326 429	234 334	274 899	199 028	213 679	209 919	202 276	218 049	206 596	298 773
1511	Performance Management	3	1 101 005	1 102 000	1 146 000	75 215	89 268	135 883	79 175	129 442	75 823	77 063	76 415	84 164	79 983	76 829	122 740
1512	IDP	3	2 020 622	1 871 000	1 952 000	132 876	120 942	174 349	129 535	189 070	168 892	132 300	120 802	123 204	335 219	98 319	145 492
1521	Land-use and Spatial Planning	1	981 560	1 051 000	1 101 000	90 925	87 242	94 309	87 634	124 919	75 802	75 202	81 667	81 608	81 921	81 306	88 465
1522	Environmental Planning	1	760 250	797 000	843 000	61 278	70 606	76 132	69 338	69 338	51 908	61 199	52 293	88 823	67 329	62 723	66 033
1610	Disaster Management	1	4 191 945	4 988 000	4 988 000	288 056	367 403	529 362	358 192	638 544	671 887	302 679	462 038	336 338	348 422	444 528	240 555
1615	Public Transport Regulation	2	5 512 824	4 005 000	4 130 000	244 387	246 819	584 578	251 819	378 930	240 626	241 916	256 507	300 582	397 740	248 297	612 795
1620	Fire Service	1	54 255 970	52 078 000	51 575 000	3 535 194	3 965 255	4 082 880	4 570 025	4 142 054	4 087 064	4 572 068	4 543 591	4 434 447	4 564 116	4 545 700	5 035 602
			<b>368 173 912</b>	<b>356 595 000</b>	<b>361 534 000</b>	<b>21 160 615</b>	<b>30 861 794</b>	<b>32 982 513</b>	<b>30 235 861</b>	<b>34 826 877</b>	<b>27 913 077</b>	<b>24 569 205</b>	<b>23 507 393</b>	<b>33 513 908</b>	<b>25 610 482</b>	<b>23 252 322</b>	<b>48 160 953</b>

**5. EXPENDITURE AND DELIVERY (PROJECTS)**

Description	SO	Adjustment Budget 2015/16	Budget 2016/17	Budget 2017/18	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
Com. and Dev. Services	1	2 782 550	2 813 000	2 963 000	17 615	23 782	113 138	363 738	128 156	64 482	27 060	142 051	277 222	320 509	556 378	778 869
Corporate Services	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Technical Services	2	15 946 500	16 563 000	16 623 000	305 043	246 393	2 588 202	284 647	207 363	3 738 391	2 902 762	975 200	1 019 727	2 541 754	929 946	823 572
Financial Services	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of the Mun. Man.	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Regional Dev. and Planning	1	5 658 000	5 510 090	5 873 270	54 959	144 709	251 831	394 371	512 179	852 532	156 876	379 408	321 192	926 174	823 874	691 985
Roads: Agency	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rural and Social Dev.	1	7 366 500	7 999 000	8 339 730	84 875	166 181	1 501 686	324 296	914 829	1 437 564	177 534	751 136	90 573	805 797	743 129	1 001 400
		<b>31 753 550</b>	<b>32 885 090</b>	<b>33 799 000</b>	<b>462 492</b>	<b>581 065</b>	<b>4 454 857</b>	<b>1 367 052</b>	<b>1 762 527</b>	<b>6 092 969</b>	<b>3 264 232</b>	<b>2 247 795</b>	<b>1 708 714</b>	<b>4 594 234</b>	<b>3 053 327</b>	<b>3 295 826</b>



6. CAPITAL BUDGET (Three Years)

Description	SO	Budget 2016/17	Budget 2017/18	Budget 2018/2019	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
Expenditure of the Council	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of the Municipal Manager	3	2 000	-	-	-	-	-	2 000	-	-	-	-	-	-	-	-
Office of the Mayor	3	2 000	-	-	-	-	-	-	-	-	2 000	-	-	-	-	-
Local Economic Development	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of the Speaker	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of the Deputy Mayor	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Communication Services	3	76 500	260 000	50 000	-	-	-	-	-	-	76 500	-	-	-	-	-
Internal Audit	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Councillor Support	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Admin. Support Services	3	312 400	2 000	9 800	-	-	-	2 500	-	-	309 900	-	-	-	-	-
Tourism	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Human Resources Management	3	20 000	20 000	-	-	-	-	-	-	-	20 000	-	-	-	-	-
Property Management	3	-	8 000	5 500	-	-	-	-	-	-	-	-	-	-	-	-
Buildings : Maintenance	2	3 404 000	796 000	610 000	-	-	-	-	-	-	2 554 000	-	850 000	-	-	-
Communication / Telephone	3	9 000	10 000	11 000	-	-	-	9 000	-	-	-	-	-	-	-	-
Finance Dept.: Management and Finance	3	7 000	1 500	1 800	-	-	-	-	-	-	7 000	-	-	-	-	-
Budget & Financial Service	3	196 000	67 000	68 000	-	-	-	-	-	-	196 000	-	-	-	-	-
Information Technology	2	6 022 300	2 677 000	2 201 000	1 764 000	-	-	205 500	-	-	4 052 800	-	-	-	-	-
Procurement	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Expenditure	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Eng. & Infrastructure Serv. : Management	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport Pool	3	800 000	-	-	-	-	-	-	-	-	800 000	-	-	-	-	-
Projects and Housing	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Working for Water (DWAF)	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Roads-Main/Div. Indirect	2	1 645 000	1 991 000	26 000	2 200	-	-	-	364 300	-	1 278 500	-	-	-	-	-
Municipal Health Services	1	24 660	3 300	3 400	-	-	-	-	-	-	24 660	-	-	-	-	-
Social Development	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management Comm and Dev Planning Services	1	15 000	-	-	-	-	-	-	-	-	15 000	-	-	-	-	-
Environmental Planning	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Disaster Management	1	227 500	-	-	-	-	-	-	-	-	227 500	-	-	-	-	-
Public Transport Regulation	2	9 500	-	-	-	-	9 500	-	-	-	-	-	-	-	-	-
Fire Service	1	5 721 500	329 000	5 440 000	-	200 000	10 000	595 000	150 000	-	4 766 500	-	-	-	-	-
		<b>18 494 360</b>	<b>6 164 800</b>	<b>8 426 500</b>	<b>1 766 200</b>	<b>200 000</b>	<b>19 500</b>	<b>814 000</b>	<b>514 300</b>	<b>-</b>	<b>14 330 360</b>	<b>-</b>	<b>850 000</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

Nr.	Strategic Objective	Budget Allocation 2016/17	Nr.	Predetermined Objective	Budget Allocation 2016/17
1.	To create an environment and forge partnerships that ensures the health, safety, social and economic development of all communities including the empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment	R 136 942 090.00	1.1	Provide a comprehensive and equitable Municipal Health Service including Air Quality Management throughout the CWDM.	39 554 000.00
			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.	6 499 000.00
			1.3	Effective planning and coordination of specialized fire-fighting services throughout the CWDM.	53 363 000.00
			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.	20 271 090.00
			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.	17 255 000.00
2.	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	R 162 242 000 000.00	2.1	To comply with the administrative and financial conditions of the Western Cape Government roads agency function agreement.	111 147 000.00
			2.2	To implement sustainable infrastructure services.	2 579 000.00
			2.3	To increase levels of mobility in the whole of the CWDM area.	13 930 000.00
			2.4	To improve infrastructure services for rural dwellers.	19 177 000.00
			2.5	To implement an effective ICT support system.	15 409 000.00
3.	To provide an effective and efficient financial and strategic support services to the Cape Winelands District Municipality.	R 90 296 000.00	3.1	To facilitate and enhance sound financial support services.	24 054 000.00
			3.2	To strengthen and promote participative and accountable IGR and governance.	30 667 000.00
			3.3	To facilitate and enhance sound strategic support services.	35 575 000.00
<b>Total</b>		<b>R 389 480 090.00</b>			<b>389 480 090.00</b>

## 7. 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 Integrated Development Plan 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</li> <li>• A well-defined and operational Communication Unit</li> </ul>

NO.	STRATEGIC OBJECTIVES
<b>SO 1</b>	To create an environment and forge partnerships that ensures the health, safety, social and economic development of all communities including the empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment.
<b>SO 2</b>	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.
<b>SO 3</b>	To provide an effective and efficient financial and strategic support services to the Cape Winelands District Municipality.

CAPE WINELANDS DISTRICT MUNICIPALITY: PREDETERMINED OBJECTIVES	
<b>1.1</b>	Provide a comprehensive and equitable Municipal health Service including Air Quality Management throughout the area of the Cape Winelands District Municipality.
<b>1.2</b>	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.
<b>1.3</b>	Effective planning and coordination of specialized fire-fighting services throughout the area of the Cape Winelands District Municipality.
<b>1.4</b>	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.
<b>1.5</b>	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.
<b>2.1</b>	To comply with the administrative and financial conditions of the Western Cape Government roads agency function agreement.
<b>2.2</b>	To implement sustainable infrastructure services throughout the area of the Cape Winelands District Municipality.
<b>2.3</b>	To increase levels of mobility throughout the area of the Cape Winelands District Municipality.
<b>2.4</b>	To improve infrastructure services for rural dwellers throughout the area of the Cape Winelands District Municipality.

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.

**7.1 NATIONAL KPA's:**

1. Basic Service Delivery.
2. Municipal Institutional Development and Transformation.
3. Local Economic Development (LED)
4. Financial Viability
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%

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

**STRATEGIC OBJECTIVE 1 - To create an environment and forge partnerships that ensures the health, safety, social and economic development of all communities including the empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment.**

CWDM PDO		Outcome Indicator		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 all environmental health objectives set.	1.1.1.1	Monthly Report (Sinjani report) to PGWC on all MHS matters by the 15th of every following month	12	3		3		3		3		12	
	1.1.2	To ensure effective ENVIRONMENTAL POLLUTION CONTROL via the identification, evaluation, monitoring and prevention of the pollution of soil, water and air, in as far as it relates to health; and to institute remedial action accordance with Regulation 37 of the CWDM Municipal Health By-Law.	1.1.2.1	Number of water samples taken (Wastewater, Water milking sheds, Drinking water, Water sources, water used for recreation).	1957	450		450		450		450		1800	
			1.1.2.2	Annual Air Quality report to DEA in the prescribed format by 30 September of every year.	1	1		0		0		0		1	
1.2	1.2.1	Build Institutional Capacity.	1.2.1.1	Number of Disaster Management Advisory Forum meetings	2	0		1		0		1		2	
1.3	1.3.1	Effective planning and co-ordination of specialized firefighting services in CWDM.	1.3.1.1	One Veld Fire Season preparedness report approved by Council by 31 December 2016.	1	0		1		0		0		1	
1.4	1.4.1	To fulfil a coordination role in terms of Town and Regional Planning within the Cape Winelands District.	1.4.1.1	Number of stakeholder consultations attended or facilitated.	Revised	1		1		1		1		4	
	1.4.2	To fulfil a coordination role in terms of Economic and Tourism Development within the Cape Winelands District.	1.4.2.2	Number of stakeholder consultations attended or facilitated.	Revised	2		2		2		2		8	
1.5	1.5.1	To fulfil a coordination role in terms of Rural and Social Development within the Cape Winelands District.	1.5.1.1	Number of stakeholder consultations attended or facilitated.	Revised	1		1		1		1		4	

STRATEGIC OBJECTIVE 2 - Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.															
CWDM PDO		Outcome Indicator		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	Support the maintenance of proclaimed roads in the district on an agency basis for the provincial roads authority.	2.1.1.1	Monthly report on production figures to Provincial Government (Roads Agency) By the 20th of end of month.	12	3		3		3		3		12	
2.2	2.2.1	Enhance the planning of infrastructure services in the district.	2.2.1.2	Investigate the development of a regional solid waste disposal site.	0	0		0		0		1		1	
2.3	2.3.1	Improved pedestrian safety at rural	2.3.1.1	Review District Integrated Transport Plan.	0	0		0		0		1		1	
2.4	2.4.1	To improve infrastructure services for rural dwellers throughout the area of the Cape Winelands District Municipality.	2.4.1.1	% of project budget spent on rural projects. (Clearing road reserves, provision of water & sanitation to schools, renewable infrastructure and upgrade rural sport facilities)	New KPI	5% of Quarterly Target		5% of Quarterly Target		15% of Quarterly Target		70% of Quarterly Target		95% of Annual Target	
2.5	2.5.1	Improving ITC support	2.5.1.1	Quarterly ICT Reports to Mayoral Committee	New KPI	1		1		1		1		4	

STRATEGIC OBJECTIVE 3 - To provide effective and efficient financial and strategic support services to the Cape Winelands District Municipality.															
CWDM PDO		Outcome Indicator		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	Credible Budget	3.1.1.1	Compilation of the budget.	End May	0		0		0		End May		End May	
	3.1.2	Transparent and accountable reporting to all stakeholders	3.1.2.1	Compilation of Quarterly Section 52 reports to Council (Including Performance Reports)	New KPI	1		1		1		1		4	
	3.1.3	Effective systems, procedures and internal control of expenditure and revenue.	3.1.3.1	Monthly Creditor and Debtor age analysis.(Section 71 reports) to Executive Mayor	12	3		3		3		3		12	
	3.1.4	Fair, Equitable, Transparent, Competitive and cost-effective SCM Policy and Regulatory Framework.	3.1.4.1	Effective Supply Chain Management.	Less than 5% successful appeals	Less than 5% successful appeals		Less than 5% successful appeals		Less than 5% successful appeals		Less than 5% successful appeals		Less than 5% successful appeals	
3.2	3.2.1	To ensure well functional statutory and other committees	3.2.1.1	Number of council and mayoral committee meetings supported administratively (Minutes of all meetings on collaborator)	14	3		3		4		4		14	
3.3	3.3.1	To ensure skilled and competent workforce in order to realise organisational strategic objectives	3.3.1.1	Number of Workplace Skills Plan Submissions to the LGSETA.	1	0		0		0		1		1	
	3.3.2	Improved Labour Relations and informed Workforce.	3.3.2.1	Number of Employment Equity Report submissions to the Department of Labour	1	0		0		1		0		1	



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

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	Vote Number	Budget 2016 17	Actual Spending	Unit of Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Comments
<b>STRATEGIC OBJECTIVE – 1: To create an environment and forge partnerships that ensures the health, safety, social and economic development of all communities including the empowerment of the poor in the Cape Winelands District through economic, environmental and social infrastructure investment.</b>																			
1	1.1	1.a	1	Subsidies – Water & Sanitation	114415210	R 1 880 000		Number of farms serviced(44) Educational's (20 Q4)	40	0		4		6		59		69	
1	1.1	1.b	1	Environmental Health Education	114415219	R 425 000		Number of theatre performances	100	0		0		30		30		60	
1	1.1	1.c	1	Greening Project	114415190	R 258 000		Number of trees planted	1500	0		1200		0		0		1200	
1	1.2	1.d	5	Disaster Risk Assessment	116100449	R 250 000		Number of community-based risk assessment workshops	10	0		0		0		10		10	
1	1.4	1.e	5	River Rehabilitation (EPWP)	115214001	R 360 000		Hectares cleared	New	0		0		0		100		100	
1	1.4	1.f	3	Entrepreneurial Seed Funding	110045037	R 500 000		Number of SMME's supported	54	0		0		20		0		20	
1	1.4	1.g	3	Business Retention Expansion Programme	110045511	R 700 000		Number of action plans for tourism sector	New	0		3		5		5		13	
1	1.4	1.h	3	Investment Attraction Programme	110041079	R 400 000		Number of projects implemented	New	1		0		0		1		2	
1	1.4	1.i	3	Small Farmers Support Programme	110045040	R 500 000		Number of small farmers supported	15	0		0		6		0		6	
1	1.4	1.j	3	SMME Training and Mentorship	110045514	R 495 000		Number of M & E Reports	12	1		1		1		1		4	
1	1.4	1.k	3	Tourism Month	111035307	R 100 000		Tourism month activities	2	1		0		1		0		2	
1	1.4	1.l	3	Tourism Business Training	111035306	R 566 000		Number of training and mentoring sessions	New	1		1		2		2		6	
1	1.4	1.m	3	Tourism Educational	111035311	R 103 000		Number of educationals	7	1		2		1		2		6	
1	1.4	1.n	3	LTA Projects	111035412	R 150 000		Number of LTA's participating	15	6		3		6		0		15	
1	1.4	1.o	3	Tourism Events	111035441	R 500 000		Number of tourism events	29	9		10		2		4		25	
1	1.4	1.p	3	Sport Tourism Winter Campaign	111035430	R 106 090		Campaign implemented	New	0		0		0		1		1	
1	1.4	1.r	3	EPWP Invasive Alien Management Programme	115215140	R 1 030 000		Number of hectares cleared	600	30		120		120		130		400	
1	1.5	1.s	1	HIV/AIDS Programme	114755203	R 250 000		Number of HIV/AIDS Programmes Implemented	5	2		8		0		0		10	
1	1.5	1.t	1	Artisan Skills Development (Youth and Women) EPWP	114750551	R 800 000		Number of skills development initiatives implemented	3	0		1		2		0		3	
1	1.5	1.u	1	Elderly	114751115	R 500 000		Number of Active Age programmes implemented	5	3		3		4		0		10	

1	1.5	1.v	1	Disabled	114771116	R 600 000		Number of interventions focussing on improving the mobility of people with disability. Number of on interventions implemented which focus on the rights of people with disabilities.	3	0		2		2		0		5	
1	1.5	1.w	1	Community Support Programme	114751018	R 700 000		Number of Service Level Agreements signed with community based organisations	100	0		46		0		0		46	
1	1.5	1.x	1	Families and Children (Substance Abuse)	114751118	R 900 000		Programmes and support for vulnerable children	5	10		10		10		0		30	
1	1.5	1.y	1	Sport, Recreation and Culture Programmes	114771134	R 3 499 000		Number of programmes	65	10		20		10		10		50	
1	1.5	1.y.1	1	Youth	114751113	R 500 000		Number of youth development programmes	New KPI	2		5		2		1		10	
1	1.5	1.y.2	1	Women	114751125	R 250 000		Number awareness programmes	New KPI	5		1		0		0		6	
<b>STRATEGIC OBJECTIVE – 2: Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.</b>																			
2	2.1	1.z	3	Clearing Road Reserves	113305094	R 1 400 000		Kilometres of road reserve cleared	600	0		200		250		100		550	
2	2.1	1.bb	3	Road Safety Education	116155018	R 1 114 000		Number of Road Safety Education Programmes	1	0		1		0		0		1	
2	2.2	1.dd	3	Provision of Water to Schools	113305155	R 849 000		Number of Schools	0	0		0		2		2		4	
2	2.4	1.ee	3	Renewable Infrastructure – Rural Areas	113305101 113305102	R 2 000 000		Number of solar systems supply to farmers	425	0		0		100		150		250	
2	2.4	1.ff	3	Upgrading of Sport Facilities	113309195	R 2 700 000		Number of Sport Facilities Upgraded	0	0		3		2		4		9	
2	2.3	1.hh	3	Sidewalks and Embayment's	116155179	R 8 500 000		Number of sidewalks and Embayment's completed	0	0		0		0		3		3	

**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 District. The scorecard in the SDBIP presents a clear mandate to the Councillors in terms of playing their oversight function. Regular reports are presented to the Section 79 Committees in terms of the commitments made in departmental service delivery and budget implementation plans.

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

**Submitted by Mr M Mgajo**

**Municipal Manager:** .....

**Date:** .....

**Approved by Acting Executive Mayor**

**Acting Executive Mayor:** .....

**Date:** .....