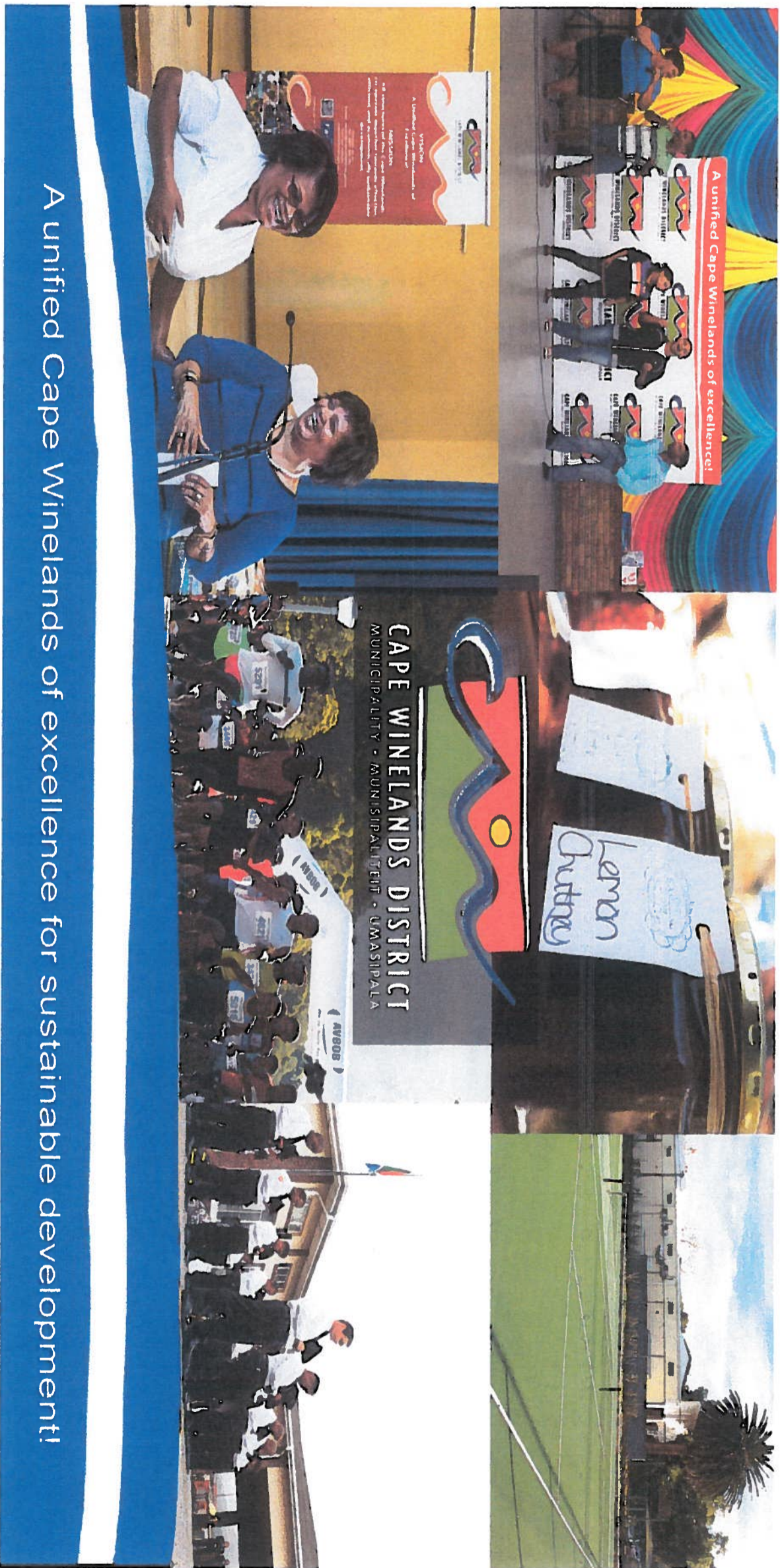


# **ANNEXURE "L"**

**2017/2018 SERVICE DELIVERY AND BUDGET  
IMPLEMENTATION PLAN**

# CWDM SDBIP 2017 / 2018

Draft Tabled on 30 March 2017



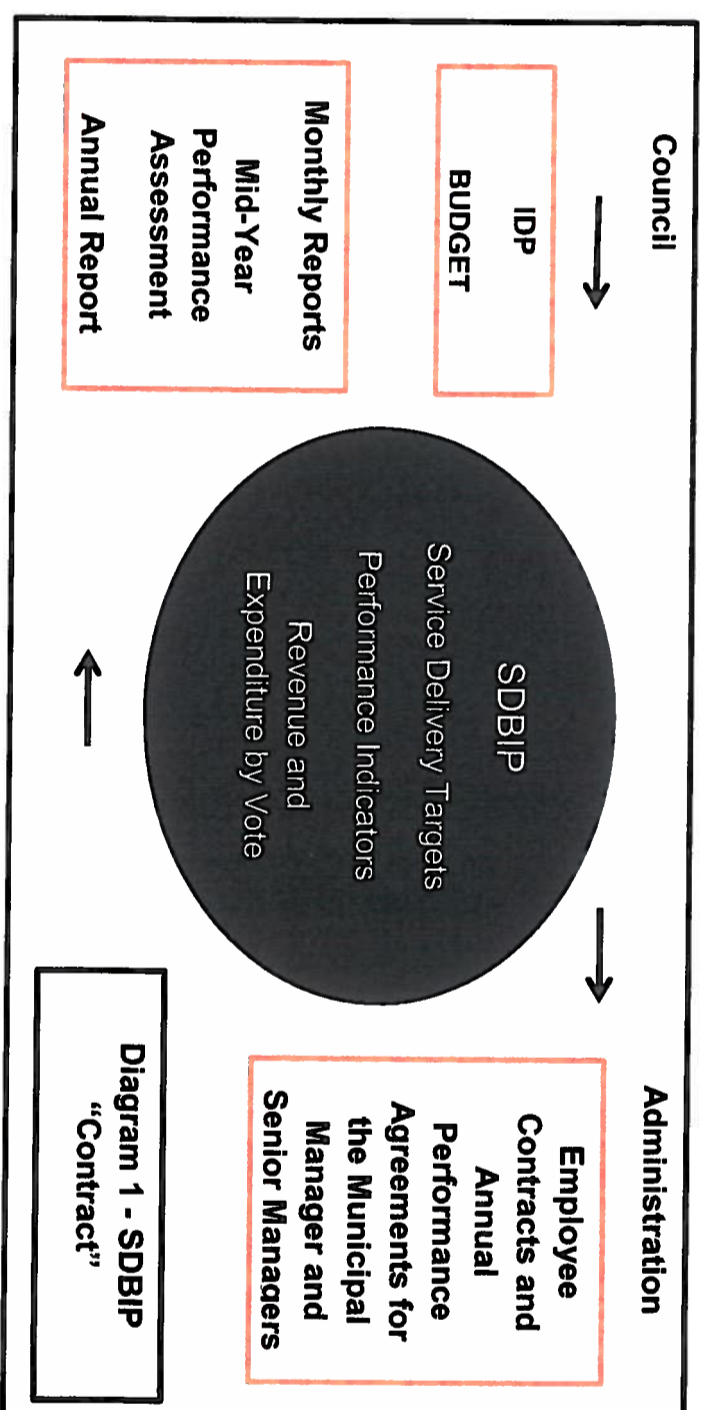
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**1. INTRODUCTION**

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 Development Plan it will enable the Municipality to fulfill 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 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.	<ol style="list-style-type: none"> <li>1. Financial viability of the Municipality</li> <li>2. Lack of business continuity</li> <li>3. Human resource capacity constraints</li> <li>4. Budgetary Constraints</li> <li>5. Climate Change</li> </ol>
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 Cape Winelands District Municipality.	

These strategic objectives will form the basis of the municipality's sustainable long-term strategy in its five year IDP for 2017/18 – 2021/22. 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	Budget 2017/18	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
ADMIN FEES														
DWAF AGENCY ADMIN	1	-377 000	-	-	-	-	-	-	-	-	-	-	-	-377 000
ROADS AGENCY ADMIN	2	-16 794 443	-	-	-	-	-	-	-	-	-	-	-	-16 794 443
GRANTS AND SUBSIDIES														
EQUITABLE SHARE	3	-1 896 000	-	-	-	-	-	-	-	-	-1 896 000	-	-	-
EXPANDED PUBLIC WORKS PROGRAMME	2	-1 000 000	-	-250 000	-	-	-450 000	-	-	-300 000	-	-	-	-
LOC GOV.FINAN MANAGEM GRANT	3	-1 250 000	-1 250 000	-	-	-	-	-	-	-	-	-	-	-
WC.PG. FINANCE MANAGEMENT GRANT	3	-240 000	-	-	-	-	-	-	-	-	-240 000	-	-	-
MUN. SYSTEMS IMPROVEMENT GRANT	3	-	-	-	-	-	-	-	-	-	-	-	-	-
NT TRANSFER.RSC REVENUE REPLACEMENT	3	-220 853 000	-93 000 000	-	-	-	-	-74 000 000	-	-	-53 853 000	-	-	-
PUBL. SERV. IMPROVEMENT FACILITY GRANT	1	-	-	-	-	-	-	-	-	-	-	-	-	-
RURAL ROADS ASSETMAN. (SYSDORA)	2	-2 683 000	-	-	-1 483 000	-	-	-1 200 000	-	-	-	-	-	-
PERFORMANCE MANAGEMENT SUPPORT GRANT	3	-	-	-	-	-	-	-	-	-	-	-	-	-
IDP SUPPORT GRANT	3	-	-	-	-	-	-	-	-	-	-	-	-	-
NON-MOTORIZED TRANSPORT GREENEST MUNICIPALITY COMPETITION	2	-	-	-	-	-	-	-	-	-	-	-	-	-
CWDM INTEGRATED TRANSPORT PLAN (DORA)	2	-900 000	-	-	-	-	-	-	-	-	-900 000	-	-	-
LOC GOV. GRADUATE INTERNSHIP	3	-800 000	-	-	-	-	-	-	-	-	-800 000	-	-	-
FIRE SERVICE CAPACITY GRANT														
OTHER INCOME														
COMMUNITY DEVELOPMENT WORKERS (GRANT)	1	-74 000	-	-	-74 000	-	-	-	-	-	-	-	-	-
SPORT AND RECREATION GRANT	2	-	-	-	-	-	-	-	-	-	-	-	-	-
INCOME EXHIBITIONS	1	-50 000	-4 166	-4 166	-4 166	-4 166	-4 166	-4 166	-4 166	-4 166	-4 166	-4 166	-4 166	-4 174
SETA - REFUNDS	3	-271 000	-	-65 417	-	-44 246	-	-	-100 576	-	-30 000	-	-	-30 761
SALES: TRAINING	3	-108 000	9 000	-9 000	9 000	-9 000	9 000	-9 000	9 000	-9 000	-9 000	9 000	-9 000	-9 000
UPGRADE OF RURAL ROADS	2	-	-	-	-	-	-	-	-	-	-	-	-	-
UPGRADE OF RURAL ROADS (DE NOVO)	2	-	-	-	-	-	-	-	-	-	-	-	-	-
SUBS. DOW. HIRING OF TOILETS SERVICE CHARGERS	2	-	-	-	-	-	-	-	-	-	-	-	-	-
FIRE FIGHTING	1	200 000	-16 666	-16 666	-16 666	-16 666	-16 666	-16 666	-16 666	-16 666	-16 666	-16 666	-16 666	-16 674
INTEREST EARNED/PAID	3	-52 000 000	-4 333 333	-4 333 333	-4 333 333	-4 333 333	-4 333 333	-4 333 333	-4 333 333	-4 333 333	-4 333 333	-4 333 333	-4 333 333	-4 333 337
MISCELLANEOUS INCOME														
MISCELLANEOUS INCOME 1	1	-	-	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS INCOME 2	2	-	-	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS INCOME 3	3	-	-	-	-	-	-	-	-	-	-	-	-	-
SALE: WASTE PAPER	3	-800	-66	-66	-66	-66	-66	-66	-66	-66	-66	-66	-66	-74
SALE: TENDER DOCUMENTS	3	-150 000	-12 500	-12 500	-12 500	-12 500	-12 500	-12 500	-12 500	-12 500	-12 500	-12 500	-12 500	-12 500
ELECTRICITY INCOME	2	4 000	-333	-333	-333	-333	-333	-333	-333	-333	-333	-333	-333	-337
SALE: SCRAP MATERIAL	2	-100 000	-8 333	-8 333	-8 333	-8 333	-8 333	-8 333	-8 333	-8 333	-8 333	-8 333	-8 333	-8 337
LICENCE PERMITS & HEALTH CERTIF.	3	-250 000	-20 833	-20 833	-20 833	-20 833	-20 833	-20 833	-20 833	-20 833	-20 833	-20 833	-20 833	-20 837
AGENCY														
ROADS AGENCY	2	-96 466 895	-8 038 825	-8 038 825	-8 038 825	-8 038 825	-8 038 825	-8 038 825	-8 038 825	-8 038 825	-8 038 825	-8 038 825	-8 038 825	-8 038 825
DWAF AGENCY	1	-4 355 000	-	-	-1 000 000	-	-	-	-	-	-	-	-	-3 355 000
RENTAL FEES														
RENTAL FEES - GENERAL	3	-131 000	-10 916	-10 916	-10 916	-10 916	-10 916	-10 916	-10 916	-10 916	-10 916	-10 916	-10 916	-10 924
PRIVATE CONTRIBUTIONS														
CONTRIBUTION FROM PRIVATE LAND OWNERS: ELEC	2	-700 000	-	-250 000	-	-	-250 000	-	-	-200 000	-	-	-	-
OTHER PUBUC CONTRIBUTIONS	3	-401 643 138	-106 704 971	-13 020 367	-15 011 971	-12 499 216	-13 154 971	-87 654 971	-12 555 547	-12 954 971	-70 163 971	-12 454 971	-12 454 971	-33 012 223

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4. MONTHLY PROJECTIONS OF OPERATING EXPENDITURE PER STRATEGIC OBJECTIVE 420

Vote Number	Description	SO	Budget 2017/18	July	August	Sept	October	Nov	Dec	January	Feb.	March	April	May	June
1000	Expenditure of the Council	3	17 996 390	1 499 616,00	1 499 616,00	1 499 616,00	1 499 616	1 499 616	1 499 616	1 499 616	1 499 616	1 499 616	1 499 616	1 499 616	1 499 614
1001	Office of the Municipal Manager	3	3 259 910	271 659,17	271 659	271 659	271 659	271 659	271 659	271 659	271 659	271 659	271 659	271 659	271 659
1002	Sundry Expenditure of Council	3	4 570 200	380 850,00	380 850	380 850	380 850	380 850	380 850	380 850	380 850	380 850	380 850	380 850	380 850
1003	Office of the Mayor	3	3 802 774	316 897,83	316 898	316 898	316 898	316 898	316 898	316 898	316 898	316 898	316 898	316 898	316 898
1004	Local Economic Development	1	5 395 526	449 627,17	449 627	449 627	449 627	449 627	449 627	449 627	449 627	449 627	449 627	449 627	449 627
1005	Office of the Speaker	3	1 714 661	142 898,42	142 898	142 898	142 898	142 898	142 898	142 898	142 898	142 898	142 898	142 898	142 898
1007	Office of the Deputy Mayor	3	1 746 937	145 578,08	145 578	145 578	145 578	145 578	145 578	145 578	145 578	145 578	145 578	145 578	145 578
1010	Public Relations	3	3 652 501	304 375,08	304 375	304 375	304 375	304 375	304 375	304 375	304 375	304 375	304 375	304 375	304 375
1020	Audit	3	2 923 041	243 586,75	243 587	243 587	243 587	243 587	243 587	243 587	243 587	243 587	243 587	243 587	243 587
1101	Councillor Support	3	1 666 992	138 916,00	138 916	138 916	138 916	138 916	138 916	138 916	138 916	138 916	138 916	138 916	138 916
1102	Admin Support Services	3	10 722 099	893 508,25	893 508	893 508	893 508	893 508	893 508	893 508	893 508	893 508	893 508	893 508	893 508
1103	Tourism	1	5 230 626	435 886,50	435 886	435 886	435 886	435 886	435 886	435 886	435 886	435 886	435 886	435 886	435 886
1110	Human Resources Management	3	10 108 678	842 389,83	842 390	842 390	842 390	842 390	842 390	842 390	842 390	842 390	842 390	842 390	842 390
1164	Property Management	3	-	-	-	-	-	-	-	-	-	-	-	-	-
1165	Buildings Maintenance	2	135 000	11 250,00	11 250	11 250	11 250	11 250	11 250	11 250	11 250	11 250	11 250	11 250	11 250
1166	Communication / Telephone	3	-	-	-	-	-	-	-	-	-	-	-	-	-
1201	Finance Dept. Management and Finance	3	4 959 023	413 251,92	413 252	413 252	413 252	413 252	413 252	413 252	413 252	413 252	413 252	413 252	413 252
1202	Financial Management	3	1 250 000	104 166,67	104 167	104 167	104 167	104 167	104 167	104 167	104 167	104 167	104 167	104 167	104 167
1205	Grant & Financial Budget & Financial Service	3	6 362 478	529 373,00	529 373	529 373	529 373	529 373	529 373	529 373	529 373	529 373	529 373	529 373	529 373
1210	Information Technology	2	18 494 272	1 541 189,33	1 541 189	1 541 189	1 541 189	1 541 189	1 541 189	1 541 189	1 541 189	1 541 189	1 541 189	1 541 189	1 541 189
1235	Procurement	3	7 380 251	613 354,25	613 354	613 354	613 354	613 354	613 354	613 354	613 354	613 354	613 354	613 354	613 354
1238	Expenditure	3	5 386 740	448 895,00	448 895	448 895	448 895	448 895	448 895	448 895	448 895	448 895	448 895	448 895	448 895
1301	Eng & Infrastructure Serv. Management	2	2 502 500	208 541,67	208 542	208 542	208 542	208 542	208 542	208 542	208 542	208 542	208 542	208 542	208 542
1310	Transport Pool	3	-	-	-	-	-	-	-	-	-	-	-	-	-
1330	Projects and Housing	2	9 564 248	797 021,00	797 021	797 021	797 021	797 021	797 021	797 021	797 021	797 021	797 021	797 021	797 017
1331	Working for Water (DWAF)	1	4 941 537	411 794,75	411 795	411 795	411 795	411 795	411 795	411 795	411 795	411 795	411 795	411 795	411 795
1361	Roads-Main/Div. Indirect	2	88 112 185	7 342 683,00	7 342 683	7 342 683	7 342 683	7 342 683	7 342 683	7 342 683	7 342 683	7 342 683	7 342 683	7 342 683	7 342 682
1362	Roads Management	2	8 453 700	704 475,00	704 475	704 475	704 475	704 475	704 475	704 475	704 475	704 475	704 475	704 475	704 475
1363	Roads - Workshop	2	-	-	-	-	-	-	-	-	-	-	-	-	-
1364	Roads - Plant	2	16 794 443	1 399 536,93	1 399 537	1 399 537	1 399 537	1 399 537	1 399 537	1 399 537	1 399 537	1 399 537	1 399 537	1 399 537	1 399 537
1441	Municipal Health Services	1	40 178 777	3 348 231,00	3 348 231	3 348 231	3 348 231	3 348 231	3 348 231	3 348 231	3 348 231	3 348 231	3 348 231	3 348 231	3 348 236
1475	Social Development	1	4 462 275	371 856,00	371 856	371 856	371 856	371 856	371 856	371 856	371 856	371 856	371 856	371 856	371 859
1477	Rural Development	1	921 600	76 800,00	76 800	76 800	76 800	76 800	76 800	76 800	76 800	76 800	76 800	76 800	76 800
1478	Management: Rural and Social Development	1	3 967 627	330 636,58	330 636	330 636	330 636	330 636	330 636	330 636	330 636	330 636	330 636	330 636	330 636
1511	Performance Management	3	1 367 702	113 975,17	113 975	113 975	113 975	113 975	113 975	113 975	113 975	113 975	113 975	113 975	113 975
1512	IDP	3	2 202 769	183 564,08	183 564	183 564	183 564	183 564	183 564	183 564	183 564	183 564	183 564	183 564	183 564
1521	Land-use and Spatial Planning	1	1 302 950	108 579,19	108 579	108 579	108 579	108 579	108 579	108 579	108 579	108 579	108 579	108 579	108 579
1522	Environmental Planning	1	839 900	69 741,67	69 742	69 742	69 742	69 742	69 742	69 742	69 742	69 742	69 742	69 742	69 742
1610	Disaster Management	1	5 699 446	474 953,86	474 954	474 954	474 954	474 954	474 954	474 954	474 954	474 954	474 954	474 954	474 954
1615	Public Transport Regulation	2	4 400 911	366 742,58	366 743	366 743	366 743	366 743	366 743	366 743	366 743	366 743	366 743	366 743	366 743
1620	Fire Service	1	55 997 960	4 666 497,00	4 666 497	4 666 497	4 666 497	4 666 497	4 666 497	4 666 497	4 666 497	4 666 497	4 666 497	4 666 497	4 666 493
			<b>368 434 638</b>	<b>30 702 887</b>	<b>30 702 887</b>	<b>30 702 887</b>	<b>30 702 887</b>	<b>30 702 887</b>	<b>30 702 887</b>	<b>30 702 887</b>	<b>30 702 887</b>	<b>30 702 887</b>	<b>30 702 887</b>	<b>30 702 887</b>	<b>30 702 884</b>

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5. EXPENDITURE AND DELIVERY (PROJECTS)

421

Description	SO	Budget 2017/18	Budget 2018/19	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
Com. and Dev. Services	1	2 733 000	2 733 000	-	-	77 000	-	360 572	126 790	360 356	360 356	360 356	360 356	360 356	366 858
Technical Services	2	15 540 000	15 859 240	65 456	2 129 7	866 432	62 203	248 644	476 411	2 299 926	2 299 926	2 299 926	2 299 926	2 299 926	2 299 928
Regional Dev. and Planning	1	7 762 000	7 851 000	19 230	86 408	820 275	698 170	872 846	345 302	886 628	886 628	886 628	886 628	886 628	486 629
Rural and Social Dev.	1	7 173 500	10 250 089	631 884	974 581	1 175 729	1 167 245	981 472	1 180 127	177 077	177 077	177 077	177 077	177 077	177 078
		<b>33 208 500</b>	<b>36 693 329</b>	<b>716 570</b>	<b>1 082 285</b>	<b>2 939 436</b>	<b>1 927 617</b>	<b>2 463 534</b>	<b>2 128 630</b>	<b>3 723 987</b>	<b>3 723 987</b>	<b>3 723 987</b>	<b>3 723 987</b>	<b>3 723 987</b>	<b>3 330 493</b>



6. CAPITAL BUDGET (Three Years)

Description	SO	Budget 2017/18	Budget 2018/2019	Budget 2019/2020	July	Aug.	Sept	Oct	Nov	Dec.	Jan.	Feb.	March	April	May	June
Expenditure of the Council	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of the Municipal Manager	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of the Mayor	3	832 500	-	-	-	-	332 500	-	-	-	-	-	-	500 000	-	-
Local Economic Development	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of the Speaker	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of the Deputy Mayor	3	6 600	-	-	-	-	6 600	-	-	-	-	-	-	-	-	-
Communication Services	3	200 000	250 000	200 000	-	-	-	-	-	-	-	200 000	-	-	-	-
Internal Audit	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Councillor Support	3	12 600	-	-	-	-	12 600	-	-	-	-	-	-	-	-	-
Admin. Support Services	3	558 500	313 100	611 700	-	-	2 000	-	300 000	6 500	550 000	-	-	-	-	-
Tourism	1	300 000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Human Resources	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Management	3	914 700	5 500	464 600	-	-	-	-	8 000	6 700	-	900 000	-	-	-	-
Buildings : Maintenance	2	6 125 000	5 246 000	2 640 000	-	195 000	-	-	2 850 000	-	200 000	1 030 000	710 000	1 140 000	-	-
Communication / Telephone	3	10 000	11 000	12 000	-	-	10 000	-	-	-	-	-	-	-	-	-
Finance Dept.: Management and Finance	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Budget & Financial Service	3	208 000	12 000	-	-	-	-	-	196 000	12 000	-	-	-	-	-	-
Information Technology	2	4 798 000	4 534 100	4 975 900	-	-	1 853 000	277 000	140 000	2 100 000	428 000	-	-	-	-	-
Procurement	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Expenditure	3	2 000	-	21 000	-	-	-	-	-	2 000	-	-	-	-	-	-
Eng. & Infrastructure Serv. : Management	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transport Pool	3	1 026 000	1 000 000	1 370 000	-	-	-	-	-	-	-	-	-	1 026 000	-	-
Projects and Housing Working for Water (DWAF)	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Roads -Main/Div. Indirect	2	4 821 400	3 324 300	1 746 000	-	49 000	20 000	278 000	-	-	-	-	-	-	-	-
Municipal Health Services	1	32 685	13 400	-	-	-	-	-	-	200 000	1 200 000	340 000	719 400	935 000	1 080 000	-
Social Development	1	-	-	-	-	-	-	-	-	13 300	19 385	-	-	-	-	-
Management Comm and Dev Planning Services	1	7 200	-	-	-	-	-	7 200	-	-	-	-	-	-	-	-
Performance Management	3	15 000	-	-	-	-	-	-	-	-	15 000	-	-	-	-	-
Environmental Planning	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Disaster Management	1	747 500	450 000	1 600 000	-	-	50 000	90 000	-	49 500	330 000	-	228 000	-	-	-
Public Transport Regulation	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Fire Service	1	7 026 159	1 065 000	6 825 000	2 611 159	244 000	2 284 700	127 000	-	-	-	418 000	420 000	1 400 000	2 050 000	-
		<b>27 643 844</b>	<b>16 224 400</b>	<b>20 466 200</b>	<b>2 611 159</b>	<b>244 000</b>	<b>2 284 700</b>	<b>781 200</b>	<b>3 494 000</b>	<b>2 390 000</b>	<b>2 742 385</b>	<b>2 888 000</b>	<b>2 077 400</b>	<b>5 001 000</b>	<b>3 130 000</b>	<b>-</b>

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6.1 BUDGET LINK IDP / STRATEGIC OBJECTIVES / PREDETERMINED OBJECTIVES

4 2 3

Nr.	Strategic Objective	Budget Allocation 2017/18	Nr.	Pre-determined Objective	Budget Allocation 2017/18
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 146 603 724.00	1.1	Provide a comprehensive and equitable Municipal Health Service including Air Quality Management throughout the CWDM.	R 42 658 277
			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 5 952 946
			1.3	Effective planning and coordination of specialized fire-fighting services throughout the CWDM.	R 55 997 960
			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 25 469 539
			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 16 525 002
2.	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	R 163 997 269.00	2.1	To comply with the administrative and financial conditions of the Western Cape Government roads agency function agreement.	R 113 360 338
			2.2	To implement sustainable infrastructure services.	R 2 637 500
			2.3	To increase levels of mobility in the whole of the CWDM area.	R 14 528 911
			2.4	To improve infrastructure services for rural dwellers.	R 14 976 248
			2.5	To implement an effective ICT support system.	R 18 494 272
3.	Providing effective and efficient financial and strategic support services to the Cape Winelands District Municipality.	R 91 042 145.00	3.1	To facilitate and enhance sound financial support services.	R 25 308 490
			3.2	To strengthen and promote participative and accountable IGR and governance.	R 29 829 962
			3.3	To facilitate and enhance sound strategic support services.	R 35 903 693
Total		R 401 643 138.00			R 401 643 138.00

7. CWDM STRATEGIC OBJECTIVES:

<b>CAPE WINELANDS DISTRICT MUNICIPALITY – STRATEGIC OBJECTIVES:</b>	
<b>Office of the Municipal Manager:</b>	<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>

<b>NO.</b>	<b>STRATEGIC OBJECTIVES</b>
<b>SO 1</b>	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.
<b>SO 2</b>	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.
<b>SO 3</b>	Providing effective and efficient financial and strategic support services to the Cape Winelands District Municipality.

<b>CAPE WINELANDS DISTRICT MUNICIPALITY: PREDETERMINED OBJECTIVES</b>	
<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.
<b>2.5</b>	To implement an effective ICT support system.
<b>3.1</b>	To facilitate and enhance sound financial support services.
<b>3.2</b>	To strengthen and promote participative and accountable Governance.
<b>3.3</b>	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

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

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

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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	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	3	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 Review of Air Quality Management Plan, submitted to Council for approval	New KPI	0		0		0		1		1	
1.2	1.2.1 Build Institutional Capacity.	1.2.1.1 Review Corporate Disaster Management Plan, submitted to Council for approval	New KPI	0		0		0		1		1	
1.3	1.3.1 Effective planning and co-ordination of specialized firefighting services in CWDM.	1.3.1.1 Review the effectiveness of the firefighting coordination structures within the Cape Winelands District and report back to the Executive Mayor	New KPI	0		0		0		1		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 Initiate the review of the CWDM Spatial Development Framework (SDF) and report back to Council	New KPI	0		0		0		1		1	
	1.4.2 To fulfil a coordination role in terms of Economic and Tourism Development within the Cape Winelands District.	1.4.2.2 Review the CWDM Local Economic & Social Development Strategy, submitted to Council for approval	New KPI	0		0		0		1		1	

**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.	New KPI	0		0		0		1		1	
2.2	2.2.1	Enhance the planning of infrastructure services in the district.	New KPI	0		0		0		1		1	
				2.2.1.2	Initiate the compilation of the 4th generation Integrated Waste Management Plan and report back to the Executive Mayor								
2.3	2.3.1	Improved pedestrian safety throughout the District	New KPI	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.	95% (cumulative)	5%		20%		40%		95%		95%	
				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)								
2.5	2.5.1	Improving ITC support	New KPI	0		0		0		1		1	
2.5.1.1		Review of the ICT Governance Framework and submitted to Council for approval											

**STRATEGIC OBJECTIVE 3 - Providing 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	End May	0		0		0		1		1	
				3.1.1.1	Compilation of a credible budget and submitted to Council by 31 May 2017								
				3.1.2	Transparent and accountable reporting to all stakeholders	New KPI	0		0		1		0
3.2	3.2.1	To ensure well functional statutory and other committees	New KPI	1		1		1		1		4	
				3.2.1.1	Number of council meetings where section 52 reports are presented, supported administratively								
				3.2.1.2	Number of mayoral committee meetings, supported administratively	New KPI	3		2		3		2
3.3	3.3.1	To ensure skilled and competent workforce in order to realise organisational strategic objectives	1	0		0		0		1		1	
				3.3.1.1	Number of Workplace Skills Plan Submissions to the LGSETA.								
				3.3.2	Improved Labour Relations and Informed Workforce.	1		0		0		1	
3.3.2.1		Number of Employment Equity Report submissions to the Department of Labour											

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

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CWDM SO	CWDM PDO	Project No	National KPI	Project Name	Vote Number	Budget 2017/18	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: 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</b>																			
1	1.1	1.a	1	Subsidies – Water & Sanitation		R 1 880 000		Number of farms serviced - Educationals	69	5	5	5		26		30		66	
1	1.1	1.b	1	Environmental Health Education		R 431 500		Number of theatre performances	60	0	10	30	20	60				60	
1	1.1	1.c	1	Greening Project		R 258 000		Number of trees planted	1200	0	0	0	0	0	1200	1200		1200	
1	1.2	1.d	5	Disaster Risk Assessment		R 253 500		Number of community-based risk assessment workshops	10	0	0	0	0	0	10	10		10	
1	1.4	1.e	5	River Rehabilitation (EPWP)		R 360 000		Hectares cleared	100	0	0	0	0	0	100	100		100	
1	1.4	1.f	3	Entrepreneurial Seed Funding		R 500 000		Number of SMME's supported	17	0	0	0	0	20	0	0	0	20	
1	1.4	1.g	3	Business Retention Expansion Programme		R 700 000		Number of action plans for tourism sector	13	0	1	5		8		8		14	
1	1.4	1.h	3	Investment Attraction Programme		R 400 000		Number of projects implemented	2	0	0	0	0	1	1	1		2	
1	1.4	1.i	3	Small Farmers Support Programme		R 500 000		Number of small farmers supported	6	0	0	0	0	10	0	0	0	10	
1	1.4	1.j	3	SMME Training and Mentorship		R 611 000		Number of M & E Reports	4	1	1	1	1	1	1	1		4	
1	1.4	1.k	3	Tourism Month		R 152 000		Tourism month activities	2	1	0	2	0	1	0	0	0	2	
1	1.4	1.q	3	Township Tourism		R 400 000		Number of SMME's linked with formal economy	New KPI	1	1	1	1	1	1	1		4	
1	1.4	1.l	3	Tourism Business Training		R 850 000		Number of training and mentoring sessions	6	0	3	3	3	3	3	3		9	
1	1.4	1.m	3	Tourism Educational		R 150 000		Number of educationals	7	2	2	2	2	2	2	2		8	
1	1.4	1.n	3	LTA Projects		R 300 000		Number of LTA's participating	15	2	5	5	5	5	5	5		15	
1	1.4	1.o	3	Tourism Events		R 700 000		Number of tourism events	25	9	13	1	5	1	5	5		28	
1	1.4	1.p	3	Tourism Campaign		R 109 000		Campaign implemented	1	0	0	0	0	0	0	1	1	1	
1	1.4	1.r	3	EPWP Invasive Alien Management Programme		R 2 030 000		Number of hectares cleared	650	150	200	400	250	1000	1000			1000	
1	1.5	1.s	1	HIV/AIDS Programme		R 233 000		Number of HIV/AIDS Programmes implemented	15	2	6	2	0	0	0	0	0	10	
1	1.5	1.t	1	Artisan Skills Development (Youth and Women) EPWP		R 200 000		Number of skills development initiatives implemented	4	0	2	0	0	0	0	0	0	2	
1	1.5	1.u	1	Elderly		R 415 500		Number of Active Age programmes implemented	12	2	5	3	0	0	0	0	0	10	

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	Vote Number	Budget 2017/18	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: 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</b>																			
1	1.5	1.v	1	Disabled		R 1 041 000		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.	11	0		1		0		0		8	
1	1.5	1.w	1	Community Support Programme		R 800 000		Number of Service Level Agreements signed with community based organisations	46	0		56		0		0		56	
1	1.5	1.x	1	Families and Children (Substance Abuse)		R 522 500		Programmes and support for vulnerable children	36	5		5		5		5		20	
1	1.5	1.y	1	Sport, Recreation and Culture Programmes		R 3 356 000		Number of programmes	65	5		5		5		5		20	
1	1.5	1.y.1	1	Youth		R 445 500		Number of youth development programmes	16	3		3		2		2		10	
1	1.5	1.y.2	1	Women		R 160 000		Number awareness programmes	8	4		1		1		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		R 1 400 000		Kilometres of road reserve cleared	550	0		200		250		100		550	
2	2.1	1.bb	3	Road Safety Education		R 1 148 000		Number of Road Safety Education Programmes completed	1	0		1		0		0		1	
2	2.2	1.dd	3	Provision of Water to Schools		R 600 000		Number of Schools assisted	4	0		0		1		3		4	
2	2.3	1.hh	3	Sidewalks and Embayment's		R 8 980 000		Number of sidewalks and Embayment's completed	4	0		0		0		4		4	
2	2.4	1.ee	3	Renewable Infrastructure – Rural Areas		R 700 000		Number of solar systems installed	250	0		100		100		50		250	
2	2.4	1.ff	3	Upgrading of Sport Facilities		R 2 712 000		Number of Sport Facilities completed	7	0		2		2		3		7	



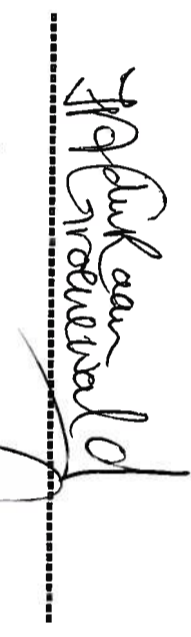
**CONCLUSION**

The SDBIP provides an excellent basis for the Councilors 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 Councilors 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.

**Confirmed by**

**CFO – FA Du Raan-Groenewald:**



Date: 25/5/2017

**Executive Director:**

**Community Development & Planning Services – CV Schroeder:**



Date: 25/5/2017

**Executive Director: Technical Services – F van Eck:**



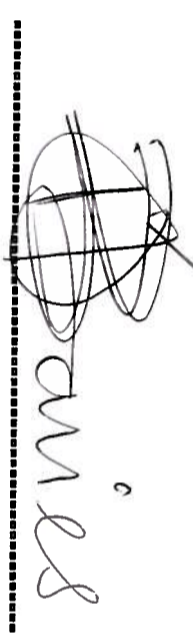
Date: 25.05.2017

**Municipal Manager: M Mgaio:**



Date: 25 May 2017

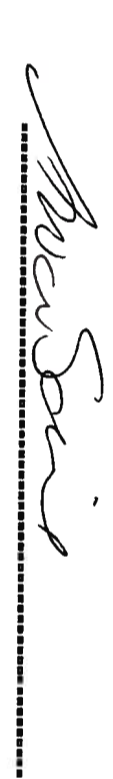
**Director: IDP, Performance & Risk Management – BT Daries:**



Date: 25 May 2017

**Approved by**

**Executive Mayor – Ald (Dr) H von Schlicht:**



Date: 25 May 2017