

CWDM SDBIP 2014 / 2015

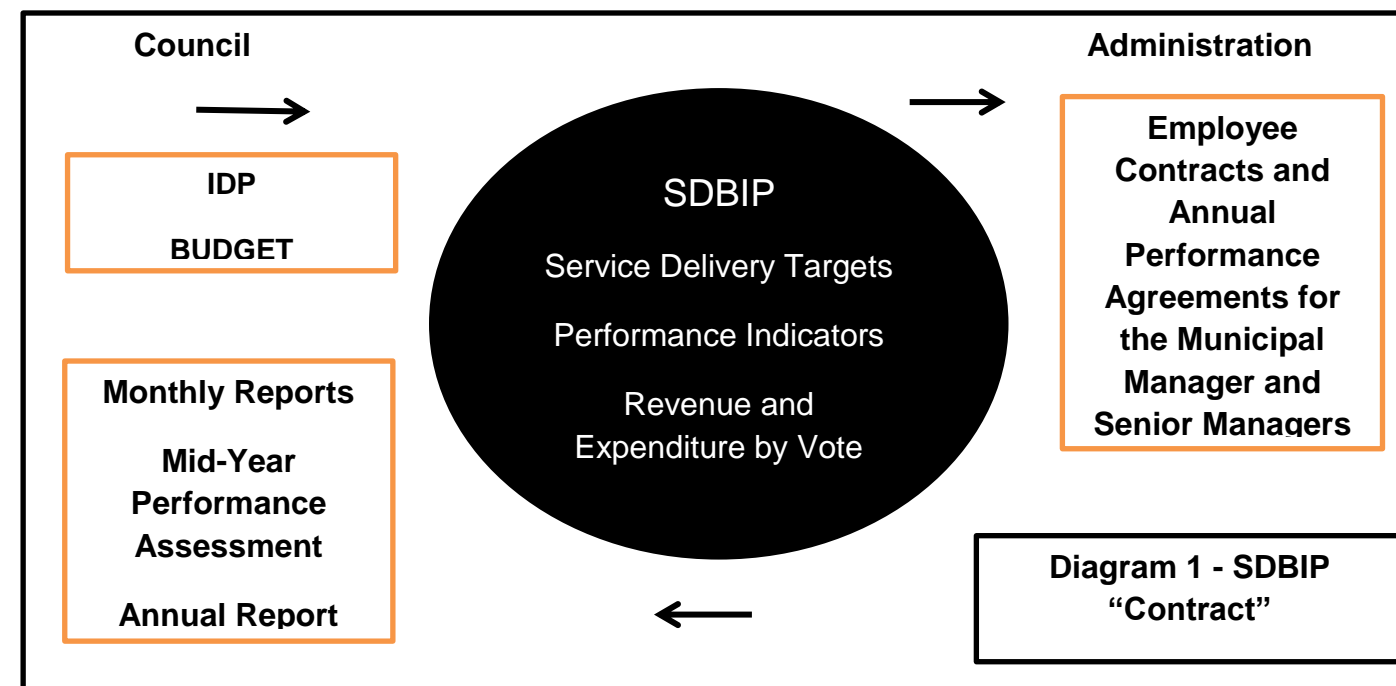


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1. INTRODUCTION

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)(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 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 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 TEN 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. Political Risk 2. Supply Chain Failure / Disruption 3. Funding & Good Financial Management 4. Manage Partnership with other Organisations 5. Global war for Talent 6. Climate Change 7. Aging Infrastructure 8. Ineffective Communication 9. Legal & Regulatory Risk 10. ICT Infrastructure
2. Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	
3. To provide an 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 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 FOR EACH SOURCE

	Description	SO	Budget 2014/15	Budget 2015/16	Budget 2016/17	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
1000	Expenditure of the Council	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1001	Office of the Municipal Manager	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1003	Office of the Mayor	3	30 000	-	-	-	-	-	30 000	-	-	-	-	-	-	-	-
1004	Local Economic Development	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1005	Office of the Speaker	3	18 300	-	-	2 000	-	-	16 300	-	-	-	-	-	-	-	-
1007	Office of the Deputy Mayor	3	10 500	-	-	-	-	-	10 500	-	-	-	-	-	-	-	-
1100	Corporate Services	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1101	Councillor Support	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1102	Admin. Support Services	3	126 700	352 400	83 600	-	-	-	122 500	4 200	-	-	-	-	-	-	-
1103	Tourism	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1110	Human Resources Management	3	2 000	2 200	2 400	-	-	-	2 000	-	-	-	-	-	-	-	-
1164	Property Management	3	21900	18 500	12 000	-	-	-	21900	-	-	-	-	-	-	-	-
1165	Buildings : Maintenance	2	3 450 000	1225 000	1080 000	100 000	-	115 000	-	1300 000	-	375 000	1560 000	-	-	-	-
1166	Communication / Telephone	3	7 200	6 000	7 000	-	5 000	-	2 200	-	-	-	-	-	-	-	-
1201	Finance Dept.: Management and Finance	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1205	Budget & Financial Service	3	5 000	-	-	-	5 000	-	-	-	-	-	-	-	-	-	-
1210	Information Technology	2	1843 000	-	-	60 300	1777 700	-	5 000	-	-	-	-	-	-	-	-
1235	Procurement	3	11000	-	-	-	11000	-	-	-	-	-	-	-	-	-	-
1238	Expenditure	3	16 000	-	-	-	16 000	-	-	-	-	-	-	-	-	-	-
1301	Eng. & Infrastructure Serv.: Management	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1310	Transport Pool	3	830 000	913 000	1003 600	-	-	-	830 000	-	-	-	-	-	-	-	-
1330	Projects and Housing	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1331	Working for Water (DWAf)	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1361	Roads-Main/Div. Indirect	2	823 900	416 950	397 700	150 000	-	-	-	253 400	-	-	420 500	-	-	-	-
1401	Manag.: Community and Developmental Services	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1441	Municipal Health Services	1	130 497	-	-	-	-	130 497	-	-	-	-	-	-	-	-	-
1475	Social Development	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1522	Environmental Planning	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1610	Disaster Management	1	392 500	-	-	-	-	-	-	342 500	-	-	-	-	50 000	-	-
1615	Public Transport Regulation	2	-	8 000	-	-	-	-	-	-	-	-	-	-	-	-	-
1620	Fire Service	1	4 665 000	4 530 000	4 462 000	-	-	15 000	-	1700 000	-	2 950 000	-	-	-	-	-

4. MONTHLY PROJECTIONS OF OPERATING EXPENDITURE FOR EACH VOTE

Vote Number	Description	SO	Budget 2014/15	Budget 2015/16	Budget 2016/17	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
1000	Expenditure of the Council	3	18 592 310	19 123 631	20 428 997	1 143 067	1 030 202	1 351 103	1 144 854	793 610	1 638 175	1 102 304	1 139 794	1 634 819	1 317 242	1 132 048	5 165 092
1001	Office of the Municipal Manager	3	3 051 390	3 149 850	3 298 090	181 673	190 114	256 865	182 346	210 522	277 457	263 261	216 570	217 713	216 031	277 592	561 246
1002	Sundry Expenditure of Council	3	19 344 870	19 357 030	20 152 800	-247 554	191 736	897 429	1 339 894	2 874 765	842 581	109 074	421 384	227 296	2 780 715	51 649	14 890 590
1003	Office of the Mayor	3	3 837 870	4 010 920	4 201 700	480 351	381 958	274 755	310 792	370 878	257 836	230 973	228 084	275 458	423 630	319 304	287 151
1004	Local Economic Development	1	7 558 060	7 919 780	8 292 700	208 523	214 334	597 317	194 824	287 991	1 209 081	293 128	190 199	2 097 456	428 919	365 546	1 470 742
1005	Office of the Speaker	3	1 437 520	1 539 640	1 850 330	106 768	106 353	106 093	86 402	99 813	113 769	99 335	84 937	113 221	96 877	138 184	200 316
1007	Office of the Deputy Mayor	3	1 435 900	1 519 850	2 124 020	130 969	127 713	142 792	107 110	114 452	135 401	126 706	96 403	120 338	110 967	145 664	262 421
1010	Public Relations	3	3 863 000	3 969 310	4 150 310	172 841	191 700	60 220	61 829	482 516	445 425	165 092	223 954	182 392	352 592	220 332	669 723
1020	Audit	3	2 526 290	2 736 680	2 992 340	162 525	94 911	97 744	319 986	103 504	153 434	101 235	86 677	82 500	216 553	138 791	419 760
1021	Risk Management	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1100	Corporate Services	3	-	-	-	-	-	56 956	56 956	56 956	56 956	56 956	56 956	42 247	46 745	55 524	53 526
1101	Councillor Support	3	1 289 550	1 702 180	2 209 870	117 092	116 518	75 180	46 038	76 538	93 191	93 208	51 402	59 694	56 586	131 409	191 396
1102	Admin. Support Services	3	10 740 640	11 814 454	12 188 907	678 539	659 743	530 071	320 036	545 730	735 095	691 396	374 959	460 107	471 454	978 522	1 141 063
1103	Tourism	1	7 069 440	7 367 360	8 159 794	283 468	273 844	1 025 227	178 718	429 179	999 456	368 637	217 556	855 746	260 101	1 316 232	-101 242
1110	Human Resources Management	3	11 190 450	11 551 340	12 924 230	550 883	526 767	401 702	416 253	618 229	217 010	344 374	397 224	718 350	748 428	815 569	2 094 492
1164	Property Management	3	10 519 720	10 984 840	138 560	-67 1425	-568 978	-360 596	-810 829	-713 037	717 773	-693 499	-636 952	-524 012	1 635 395	-544 022	1 303 308
1165	Buildings : Maintenance	2	4 652 570	4 837 660	68 070	-301 007	-300 477	52 254	-237 471	-18 768	-184 488	-269 224	-190 689	30 390	640 382	83 121	468 477
1166	Communication / Telephone	3	-9 890	-10 180	328 580	-269 336	-194 535	170 564	-344 490	-333 871	567 513	9 054	-52 182	-83 077	-27 339	-40 989	262 072
1201	Finance Dept.: Management and Finance	3	2 591 940	2 792 806	4 250 070	216 502	237 189	250 417	213 863	235 310	279 960	214 103	232 624	350 777	337 545	287 477	538 191
1202	Financial Management Grant	3	-468 940	-483 020	1 272 280	45 234	105 649	16 035	840	131 377	704	186 271	26 363	837	2 495	318 866	-258 783
1205	Budget & Financial Service	3	2 910 260	3 106 340	4 096 040	257 228	278 179	213 434	194 918	250 234	234 595	305 175	261 522	235 897	263 417	364 616	411 796

1210	Information Technology	2	6 170 550	6 447 010	109 280	287 080	288 930	357 251	1345 755	293 701	228 209	-2 481 500	182 708	550 998	531 578	-4 825 839	167 017
1225	Income and Collection of Levies	3	583 930	621 960	1 180 840	417 56	39 515	301 050	286 379	304 992	319 312	309 744	290 298	266 934	253 892	298 949	376 391
1235	Procurement	3	5 200 873	6 249 687	7 124 100	425 434	471 058	367 204	245 720	343 919	334 329	453 047	231 762	272 145	260 282	804 904	514 495
1238	Expenditure	3	2 883 320	3 188 340	4 257 010	212 195	206 200	111 429	78 000	125 869	138 308	194 439	73 530	119 743	113 666	322 480	448 700
1301	Eng. & Infrastructure Serv.: Management	2	1 560 280	1 647 120	2 409 400	137 351	154 517	163 509	120 243	159 141	180 374	155 725	140 924	156 507	139 251	169 880	333 988
1310	Transport Pool	3	4 668 380	4 828 070	880	-180 002	-68 915	333 044	133 270	46 812	-22 996	-129 116	3 997	253 707	73 602	-143 618	3 560
1327	Technical Support Services	2	1 390 770	1 395 340	1 493 320	84 727	89 451	31 750	18 471	64 424	26 455	85 404	21 040	22 988	22 929	139 849	122 904
1330	Projects and Housing	2	14 124 030	12 769 330	14 114 980	284 371	700 108	1517 907	411 459	314 182	3 128 329	207 116	300 729	3 707 863	681 041	735 414	2 859 115
1331	Working for Water (DWAF)	1	-5 459 070	-5 560 110	10 061 295	402 233	573 923	407 808	853 767	586 511	582 467	666 744	472 052	445 383	542 324	1366 355	1597 695
1360	Roads-Main/Div. Direct	2	-	-	-	-	-	1572 893	1550 566	1560 079	1587 965	1440 982	2 173 131	1536 799	1475 149	1513 926	1554 350
1361	Roads-Main/Div. Indirect	2	-6 536 560	-6 528 940	73 264 750	3 913 497	3 243 718	1902 801	-919 463	4 654 435	4 473 340	-3 304 968	-2 462 815	4 130 442	932 928	5 482 289	-24 777 958
1362	Roads Management	2	5 776 310	6 177 550	6 606 770	475 669	453 193	425 897	440 530	479 495	488 290	419 156	416 948	428 951	457 481	-44 017	531 510
1363	Roads - Workshop	2	6 467 380	6 884 290	-	474 730	508 028	-213 806	-414 816	-198 850	-157 586	-276 289	-284 402	-705 041	-1138 377	175 214	-820 972
1364	Roads - Plant	2	9 311 510	9 590 860	17 187 850	2 512 648	2 665 635	-567 323	-1074 811	-717 501	-1004 335	-1268 375	-1099 882	-967 289	-1078 716	-1275 189	-1092 662
1401	Manag.: Community and Development al Services	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1441	Municipal Health Services	1	29 340 220	32 181 910	41 447 999	2 149 830	2 192 026	1 180 865	769 678	1562 559	1454 115	1462 128	858 544	1914 129	972 479	1975 952	3 567 630
1475	Social Development	1	5 720 990	5 992 710	8 285 590	361 442	235 727	561 830	271 333	275 657	1704 054	108 477	131 998	822 923	212 795	189 516	255 682
1476	Safe House	1	-	-	-	-	-	9 674	6 831	8 013	6 831	6 831	6 831	6 352	6 352	6 352	6 369
1477	Rural Development	1	1 255 560	1 051 040	3 446 910	61 396	62 159	113 854	115 426	215 810	144 914	241 149	114 750	63 255	63 255	278 806	114 046
1478	Management: Rural and Social Development	1	2 770 370	2 893 920	4 478 710	237 771	246 329	211 175	164 734	243 888	240 723	229 048	181 886	218 682	236 617	235 070	615 405
1511	Performance Management	3	768 310	1 078 020	1 777 260	53 518	48 121	19 604	476	17 271	25 729	13 765	10 152	57 145	42 123	66 132	138 438
1512	IDP	3	2 052 030	2 179 040	3 146 310	207 139	207 989	85 000	152 229	121 299	154 635	93 190	106 034	58 022	85 112	90 632	203 223
1521	Land-use and Spatial Planning	1	2 596 978	2 709 270	3 084 730	148 743	294 198	172 132	43 744	66 073	374 319	-9 837	-14 547	482 433	104 133	119 823	-439 849

1522	Environmental Planning	1	557 075	595 710	637 050	38 209	-	28 234	14 060	34 519	14 060	14 060	14 060	15 047	22 685	13 104	14 973
1600	Manag.: Economic Development and Planning	1	-	-	-	-	-	43 058	43 058	43 058	43 058	44 368	44 368	41 133	41 133	41 133	41 177
1610	Disaster Management	1	5 627 420	5 779 590	7 654 560	438 193	405 952	520 893	380 652	412 634	675 596	525 440	381 031	429 704	595 438	783 758	820 161
1615	Public Transport Regulation	2	21 167 320	11 719 100	13 774 780	321 394	317 350	2 957 048	1 896 801	1 903 984	6 887 881	2 657 246	2 088 785	5 690 737	2 313 663	1 982 640	6 697 013
1620	Fire Service	1	42 141 000	44 523 799	50 129 552	2 514 443	2 387 281	768 637	956 538	1 873 096	1 225 765	3 860 076	3 678 255	3 139 999	2 718 595	840 174	2 148 283

5. EXPENDITURE AND DELIVERY (PROJECTS)

Description	SO	Budget 2014/15	Budget 2015/16	Budget 2016/17	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
Com. and Dev. Services	1	2 770 010	2 622 900	2 701 590	10 408	10 408	43 408	10 408	10 408	454 418	10 408	10 408	870 408	10 408	10 408	13 18 512
Corporate Services	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Eng. and Infrastructure	2	28 291 020	18 949 520	19 326 020	116 666	116 666	2 156 666	116 666	116 666	8 747 305	495 278	174 950	7 119 811	425 249	188 621	8 516 476
Financial Services	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of the Mun. Man.	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Regional Dev. and Planning	1	13 554 500	14 176 350	14 586 659	175 898	250 270	15 12 865	559 373	382 779	2 488 693	318 301	132 438	2 567 253	544 175	102 1542	3 600 913
Roads: Agency	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rural and Social Dev.	1	5 410 000	5 569 300	5 733 380	-	-	755 000	-	69 719	3 060 280	-	-	1 000 000	-	-	525 001
		50 025 530	41 318 070	42 347 649	302 972	377 344	4 467 939	686 447	579 572	14 750 696	823 987	317 796	11 557 472	979 832	1 220 571	13 960 902

6. CAPITAL BUDGET (Three Years)

	Description	SO	Budget 2014/15	Budget 2015/16	Budget 2016/17	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
1000	Expenditure of the Council	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1001	Office of the Municipal Manager	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1003	Office of the Mayor	3	30 000	-	-	-	-	-	30 000	-	-	-	-	-	-	-	-
1004	Local Economic Development	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1005	Office of the Speaker	3	18 300	-	-	2 000	-	-	16 300	-	-	-	-	-	-	-	-
1007	Office of the Deputy Mayor	3	10 500	-	-	-	-	-	10 500	-	-	-	-	-	-	-	-
1100	Corporate Services	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1101	Councillor Support	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1102	Admin. Support Services	3	126 700	352 400	83 600	-	-	-	122 500	4 200	-	-	-	-	-	-	-
1103	Tourism	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1110	Human Resources Management	3	2 000	2 200	2 400	-	-	-	2 000	-	-	-	-	-	-	-	-
1164	Property Management	3	21900	18 500	12 000	-	-	-	21900	-	-	-	-	-	-	-	-
1165	Buildings : Maintenance	2	3 450 000	1225 000	1080 000	100 000	-	115 000	-	1300 000	-	375 000	1560 000	-	-	-	-
1166	Communication / Telephone	3	7 200	6 000	7 000	-	5 000	-	2 200	-	-	-	-	-	-	-	-
1201	Finance Dept.: Management and Finance	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1205	Budget & Financial Service	3	5 000	-	-	-	5 000	-	-	-	-	-	-	-	-	-	-
1210	Information Technology	2	1843 000	-	-	60 300	1777 700	-	5 000	-	-	-	-	-	-	-	-
1235	Procurement	3	11000	-	-	-	11000	-	-	-	-	-	-	-	-	-	-
1238	Expenditure	3	16 000	-	-	-	16 000	-	-	-	-	-	-	-	-	-	-
1301	Eng. & Infrastructure Serv. : Management	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1310	Transport Pool	3	830 000	913 000	1003 600	-	-	-	830 000	-	-	-	-	-	-	-	-
1330	Projects and Housing	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1331	Working for Water (DWAf)	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1361	Roads-Main/Div. Indirect	2	823 900	416 950	397 700	150 000	-	-	-	253 400	-	-	420 500	-	-	-	-
1401	Manag.: Community and Developmental Services	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1441	Municipal Health Services	1	130 497	-	-	-	-	130 497	-	-	-	-	-	-	-	-	-
1475	Social Development	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1522	Environmental Planning	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
1610	Disaster Management	1	392 500	-	-	-	-	-	-	342 500	-	-	-	-	50 000	-	-
1615	Public Transport Regulation	2	-	8 000	-	-	-	-	-	-	-	-	-	-	-	-	-
1620	Fire Service	1	4 665 000	4 530 000	4 462 000	-	-	15 000	-	1700 000	-	2 950 000	-	-	-	-	-

6.1 BUDGET LINK IDP/STRATEGIC OBJECTIVES/PREDETERMINED OBJECTIVES

Nr.	Strategic Objective	Budget Allocation 2014/15	Nr.	Predetermined Objective	Budget Allocation 2014/15
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 130300093	1.1	Provide a comprehensive and equitable Municipal Health Service including Air Quality Management throughout the CWDM.	R 28 507 250
			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 5 333 840
			1.3	Effective planning and coordination of specialized fire-fighting services throughout the CWDM	R 43 273 160
			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 25 808 853
			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 11 775 930
2.	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	R 131095094	2.1	To comply with the administrative and financial conditions of the Western Cape Government roads agency function agreement.	R 82 912 070
			2.2	To implement sustainable infrastructure services.	R 5 074 820
			2.3	To increase levels of mobility in the whole of the CWDM area.	R 22 577 170
			2.4	To improve infrastructure services for rural dwellers	R 16 493 520
			2.5	To implement an effective ICT support system.	R 8 135 680
3.	To provide an effective and efficient financial and strategic support services to the Cape Winelands District Municipality.	R 104 358 223	3.1	To facilitate and enhance sound financial support services	R 15 231 647
			3.2	To strengthen and promote participative and accountable IGR and governance.	R 84 037 550
			3.3	To facilitate and enhance sound strategic support services	R 16 591 920
Total		R 365 753 410			R 365 753 410

7. 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 Integrated Development Plan 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 • A well-defined and operational Communication Unit

NO.	STRATEGIC OBJECTIVES
SO 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.
SO 2	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.
SO 3	To provide an effective and efficient financial and strategic support services to the Cape Winelands District Municipality.

CAPE WINELANDS DISTRICT MUNICIPALITY: PREDETERMINED OBJECTIVES	
1.1	Provide a comprehensive and equitable Municipal health Service including Air Quality Management throughout the area of the Cape Winelands District Municipality.
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 Cape Winelands District Municipality.
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 knowledgement.
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 Western Cape Government roads agency function agreement.
2.2	To implement sustainable infrastructure services throughout the area of the Cape Winelands District Municipality.
2.3	To increase levels of mobility throughout the area of the Cape Winelands District Municipality.
2.4	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

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									
						Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Actual Year-End
1.1	1.1.1	FOOD CONTROL - To provide consumer protection and ensure that all foods during production, handling, storage, processing and distribution are safe, wholesome and fit for human consumption; as prescribed by law.	1.1.1.1	Number of inspections of food premises (Food handling, preparation & production formal and informal).	Revised KPI	1500		1500		1500		1500		6000	
			1.1.1.2	Number of food samples taken.	Revised KPI	250		250		250		250		1000	
	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).	Revised KPI	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.	Revised KPI	1		0		0		0		1	
	1.1.3	To administer an effective ENVIRONMENTAL HEALTH MANAGEMENT SYSTEM, in order to achieve all environmental health objectives set.	1.1.3.1	Monthly Report (Sinjani report) to PGWC on all MHS matters by the 15th of every month.	12	3		3		3		3		12	
1.2	1.2.1	Build Institutional Capacity.	1.2.1.1	Number of Disaster Management Advisory Forum meetings	Revised KPI	0		1		0		1		2	
	1.2.2	Effective co-ordination of Disaster Management in the District	1.2.2.1	Number of meetings with local municipalities	4	1		1		1		1		4	
	1.2.3	Ensure operational preparedness	1.2.3.1	Review of contingency plans and standard operating procedures	Revised KPI	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	Number of workshop / meetings of the Cape Winelands Fire Working Group.	Revised KPI	1		1		0		1		3	
			1.3.1.2	One Veld Fire Season preparedness report approved by Council by 31 December 2014.	Revised KPI	0		1		0		0		1	
	1.3.2	Training of Fire Officers.	1.3.2.1	Number of Fire and Rescue Courses.	Revised KPI	1		2		0		1		4	

1.4	1.4.1	To fulfil a coordination role in terms of Town and Regional Planning, Economic and Tourism Development within the Cape Winelands District.	1.4.1.1	Number of stakeholder consultations attended or facilitated.	Revised KPI	3		3		3		3		12	
	1.4.2	A well informed local government that will be able to make evidenced-based decision-making with regard to sectoral interventions	1.4.2.1	Number of sector studies, strategies, policies developed	Revised KPI	0		1		0		0		1	
	1.4.3	Promote CWDM as an investment/ tourism destination	1.4.3.1	Number of investment attraction, retention and expansion projects undertaken.	Revised KPI	0		0		1		1		2	
1.4.3.2			Number of trade/tourism expo's, missions, roadshows, educationals undertaken.	Revised KPI	0		0		0		2		2		
1.5	1.5.1	Successful implementation of programmes that address the needs of vulnerable groups (women, children, youth, disabled and elderly)	1.5.1.1	Number of awareness programmes that address socio-economic issues.	Revised KPI	4		8		2		1		15	
	1.5.2	Enhanced participation of members of vulnerable groups in sports, arts and recreational activities	1.5.2.1	Number of sport tourism, arts and culture and recreation programmes that enhance participation.	Revised KPI	0		0		1		1		2	
	1.5.3	Creating a high opportunities society within the Cape Winelands District	1.5.3.1	Number of entrepreneurial programmes implemented.	Revised KPI	0		0		1		2		3	
1.5.3.2			Number of education, skills development and training programmes implemented.	Revised KPI	0		0		1		3		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										
				Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Actual Year-End	
2.1	Support the maintenance of proclaimed roads in the district on an agency basis for the provincial roads authority.	2.1.1.1	Distance of re-gravelled roads(km)	5.5	1		1		2		2		6	
		2.1.1.2	Distance of resealed roads(km)	25	5		5		5		10		25	
		2.1.1.3	Pothole repairs (m ²).	4000	1000		1000		1000		1000		4000	
		2.1.1.4	Distance of bladed roads(km)	4000	1500		1500		1500		1500		6000	
		2.1.1.5	Maintain the Yellow Fleet. (% Of maintenance budget spend)	New KPI	20%		20%		20%		30%		90%	

2.2	2.2.1	Enhance the planning of infrastructure services in the district.	2.2.1.1	Develop stormwater master plans for local municipalities.	1	0	0	0	0	1	1	
			2.2.1.2	Completed water and sanitation master plans for local municipalities.	1	0	0	0	1	1		
			2.2.1.3	Investigate and planning of regional solid waste disposal sites.	0	0	0	0	1	1		
			2.2.1.4	Developing/maintain of regional solid waste disposal sites.	0	0	0	0	0	Target 2015/16		
2.3	2.3.1	Improved pedestrian safety at rural schools.	2.3.1.1	Number of reflective bands and/or awareness pamphlets issued to learners.	8000	2000	2000	2000	2000	8000		
			2.3.1.2	Number of awareness programmes launched.	2	0	1	0	1	2		
			2.3.1.3	Review District Integrated Transport Plan.	0	0	0	0	1	1		
			2.3.1.4	Number of Transport Month campaigns held.	1	0	0	0	1	1		
			2.3.1.5	Review Safer Journeys to Schools Strategy	1	0	0	0	1	1		
2.4	2.4.1	Roll-out of provincial programs.	2.4.1.1	Housing consumer education training sessions.	9	1	1	1	1	4		
2.5	2.5.1	Improving ITC support	2.5.1.1	Implementing an effective Wide Area Network.	New KPI	0	0	0	1	1		
			2.5.1.2	Implementing/maintaining a shared GIS network.	New KPI	0	0	0	0	Target 2016/17		

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	Actual Year-End	
				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 In - Year Reporting.	202	50		50		50		52	202	
	3.1.3	Effective systems, procedures and internal control of expenditure and revenue.	3.1.3.1	Creditor and Debtor age analysis.	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	Improved intergovernmental relations	3.2.1.1	Number of IGR meetings.	8	2		2		2		2	8	
	3.2.2	To ensure well functional statutory and other committees	3.2.2.1	Number of committee meetings supported administratively (Minutes of all meetings on collaborator	14	3		3		4		4	14	
	3.2.1	To ensure skilled and competent workforce in order to realise organisational strategic objectives	3.2.1.2	Number of Workplace Skills Plan Submissions to the LGSETA.	1	0		0		0		1	1	

3.3	3.3.1	Improved Labour Relations and informed Workforce.	3.3.1.2	Number of Employment Equity Report submissions to the Department of Labour	1	0		1		0		0		1	
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9. QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS (PROJECTS)

CWDM SO	CWDM PDO	Project No	National KPI	Project Name	Vote Number	Budget - R	Unit of Measurement	Baseline	Target Q1	Actual Q1	Target Q2	Actual Q2	Target Q3	Actual Q3	Target Q4	Actual Q4	Annual Target	Actual Year-End
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.																		
1	1.1	1.a	1	Subsidies – Water & Sanitation	114415210	R 1 771 600	Number of farms serviced	40	0		0		10		40		50	
1	1.1	1.b	1	Environmental Health Education	114415219	R 400 000	Number of theatre performances	100	0		0		50		30		80	
1	1.1	1.c	1	Greening Project	114415190	R 250 000	Number of trees planted	1500	0		375		1125		0		1500	
1	1.2	1.d	5	Disaster Risk Assessment	116100449	R 223 510	Number of community-based risk assessment workshops	10	0		10		0		0		10	
1	1.4	1.e	5	River Rehabilitation (EPWP)	115214001	R 350 000	Hectares cleared	New	0		25		0		25		50	
1	1.4	1.f	3	Entrepreneurial Seed Funding	110045037	R 700 000	Number of SMME's supported	54	52		0		0		0		52	
1	1.4	1.g	3	Business Retention Expansion Programme	110045511	R 700 000	Number of action plans for tourism sector	New	1		1		2		2		6	
1	1.4	1.h	3	Investment Attraction Programme	110041079	R 400 000	Number of projects implemented	New	0		0		0		1		1	
1	1.4	1.i	3	Small Farmers Support Programme	110045040	R 700 000	Number of small farmers supported	15	7		0		0		0		7	
1	1.4	1.j	3	SMME Training and Mentorship	110045514	R 1 396 440	Number of processes implemented	12	3		3		3		3		12	
1	1.4	1.k	3	Tourism Month	111035307	R 115 000	Tourism month activities	2	2		0		0		0		2	
1	1.4	1.l	3	Tourism Business Training	111035306	R 550 000	Number of training and mentoring sessions	New	1		3		2		2		8	
1	1.4	1.m	3	Tourism Educational	111035311	R 130 000	Number of educationals	7	1		3		1		2		7	
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 575 000	Number of tourism events	29	10		10		1		6		27	
1	1.4	1.p	3	Sport Tourism Winter Campaign	111035430	R 500 000	Campaign implemented	New	0		0		0		1		1	
1	1.4	1.q	3	Culture Clinics	111035440	R 200 000	Number of workshops conducted	New	0		1		0		0		1	
1	1.4	1.r	3	EPWP Invasive Alien Management Programme	115215140	R 1 030 000	Number of hectares cleared	600	30		90		90		90		300	

1	1.5	1.s	1	HIV/AIDS Programme	114755203	R 410 000	Number of HIV/AIDS Programmes Implemented	5	2		18		0		0		20
1	1.5	1.t	1	Artisan Skills Development (Youth and Women) EPWP	114750551	R 1 000 000	Number of skills development initiatives implemented	3	0		2		1		0		3
1	1.5	1.u	1	Elderly	114751115	R 500 000	Number of More Living Active Age programmes implemented	5	2		1		1		1		5
1	1.5	1.v	1	Disabled	114771116	R 500 000	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		0		0		2
											1		0				1
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		52		0		0		52
1	1.5	1.x	1	Families and Children	114751118	R 500 000	Support programmes for vulnerable children	5	4		9		4		0		17
1	1.5	1.y	1	Sport, Recreation and Culture Programmes	114751134	R 1 700 000	Number of programmes	2	1		1		1		1		4
STRATEGIC OBJECTIVE – 2: Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.																	
2	2.1	1.z	3	Clearing Road Reserves	113305094	R 2 800 000	Kilometres of road reserve cleared	600	0		150		500		250		900
2	2.2	1.aa	3	Upgrading Infrastructure at various Schools	116155017	R 2 600 000	Number of Sidewalks / embayment's completed	2	0		0		0		1		1
2	2.1	1.bb	3	Road Safety Education	116155018	R 1 050 000	Number of Road Safety Education Programmes	New	0		1		0		1		2
2	2.1	1.cc	3	Impoundment Facility. (Drakenstein)	116155145	R 2 407 020	Number of facilities completed.	1	0		1		0		0		1
2	2.2	1.dd	3	Provision of Water to Schools	113305155	R 824 000	Number of Schools	0	1		1		1		1		4
2	2.4	1.ee	3	Renewable Infrastructure – Rural Areas	113305101	R 2 060 000	Number of solar systems supply to farmers	425	0		100		200		125		425
					113305102												
2	2.4	1.ff	3	Upgrading of Rural Sport Facilities	113305195	R 2 500 000	Number of Sport Facilities Upgraded	0	2		2		3		0		7
2	2.3	1.gg	3	Worcester Transport Precinct	116155132	R 5 600 000	Completed transport precinct	0	0		0		1		0		1
2	2.3	1.hh	3	Sidewalks	116155179	R 5 500 000	Number of sidewalks completed	0	0		0		1		1		2

10. CONCLUSION

The SDBIP provides an excellent basis for the Councillors of the CWDM to monitor the implementation of service delivery programmes and initiatives across the 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. Mike Mgajo

Municipal Manager

Date:.....

APPROVED BY: Ald. CA de Bruyn

Executive Mayor

Date:.....