

# CWDM SDBIP 2016 / 2017

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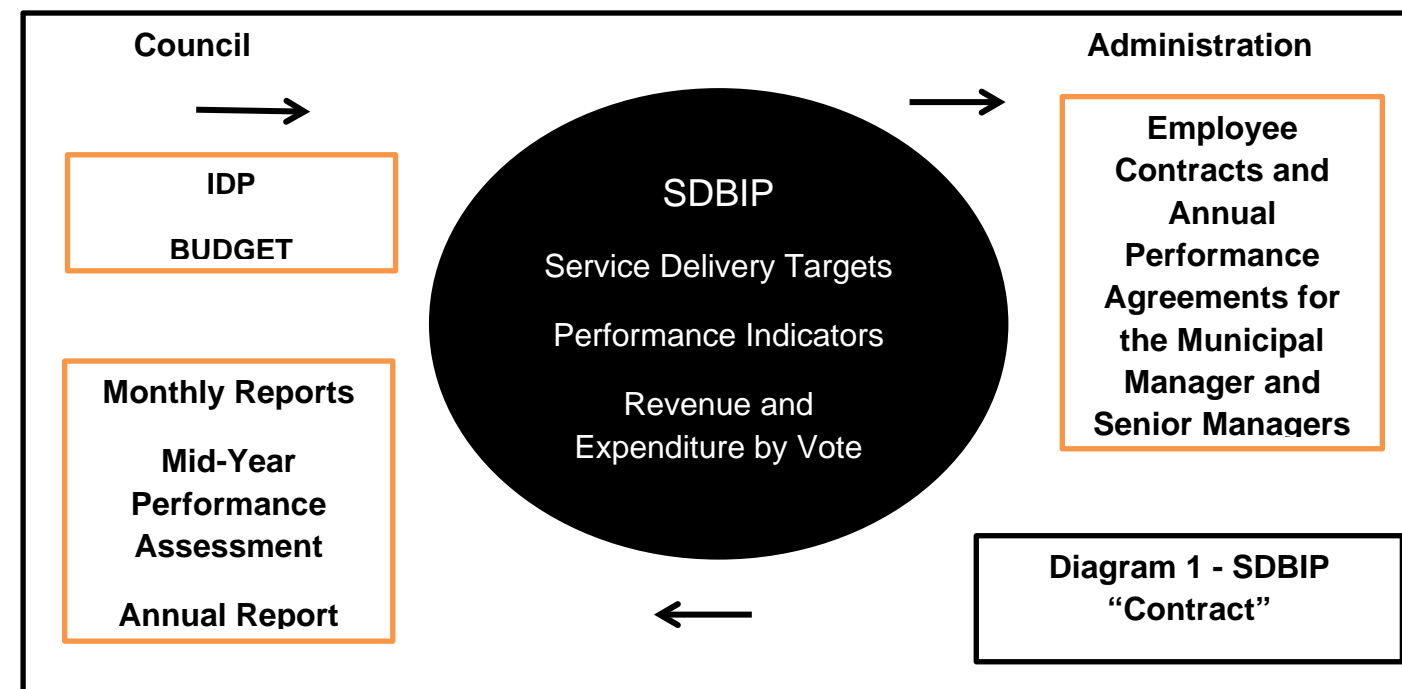


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## 1. INTRODUCTION

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**

Financial targets will be updated after final budget approval.

**4. MONTHLY PROJECTIONS OF OPERATING EXPENDITURE PER STRATEGIC OBJECTIVE**

Financial targets will be updated after final budget approval.

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

Financial targets will be updated after final budget approval.

**6. CAPITAL BUDGET (Three Years)**

Financial targets will be updated after final budget approval.

## 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		1.1	Provide a comprehensive and equitable Municipal Health Service including Air Quality Management throughout the CWDM.	
			1.2	Ensure coordination of multi-disciplinary and sectoral disaster risk reduction through integrated institutional capacity for Disaster Risk management, Disaster Risk Assessment and Response and Recovery	
			1.3	Effective planning and coordination of specialized fire-fighting services throughout the CWDM	
			1.4	To facilitate environmentally sustainable economic development planning through the development and maintenance of strategic partnerships, investment attraction, retention and opportunities, SMME support and development, skills development and information knowledge.	
			1.5	To facilitate, ensure and monitor the development and empowerment of the poor by graduating people out of poverty, social inclusion and improving the livelihood of the poor, vulnerable groups, rural farm dwellers and rural communities.	
2.	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.		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.	
			2.3	To increase levels of mobility in the whole of the CWDM area.	
			2.4	To improve infrastructure services for rural dwellers	
			2.5	To implement an effective ICT support system.	
3.	To provide an effective and efficient financial and strategic support services to the Cape Winelands District Municipality.		3.1	To facilitate and enhance sound financial support services	
			3.2	To strengthen and promote participative and accountable IGR and governance.	
			3.3	To facilitate and enhance sound strategic support services	
<b>Total</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	10% of Quarterly Target		10% of Quarterly Target		35% of Quarterly Target		40% 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		1		0		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		54		64	
1	1.1	1.b	1	Environmental Health Education	114415219	R 425 000		Number of theatre performances	100	0		0		50		30		80	
1	1.1	1.c	1	Greening Project	114415190	R 258 000		Number of trees planted	1500	0		1600		0		0		1600	
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		3		2		2		8	
1	1.4	1.m	3	Tourism Educational	111035311	R 103 000		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 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: .....