

CWDM SDBIP 2018 / 2019

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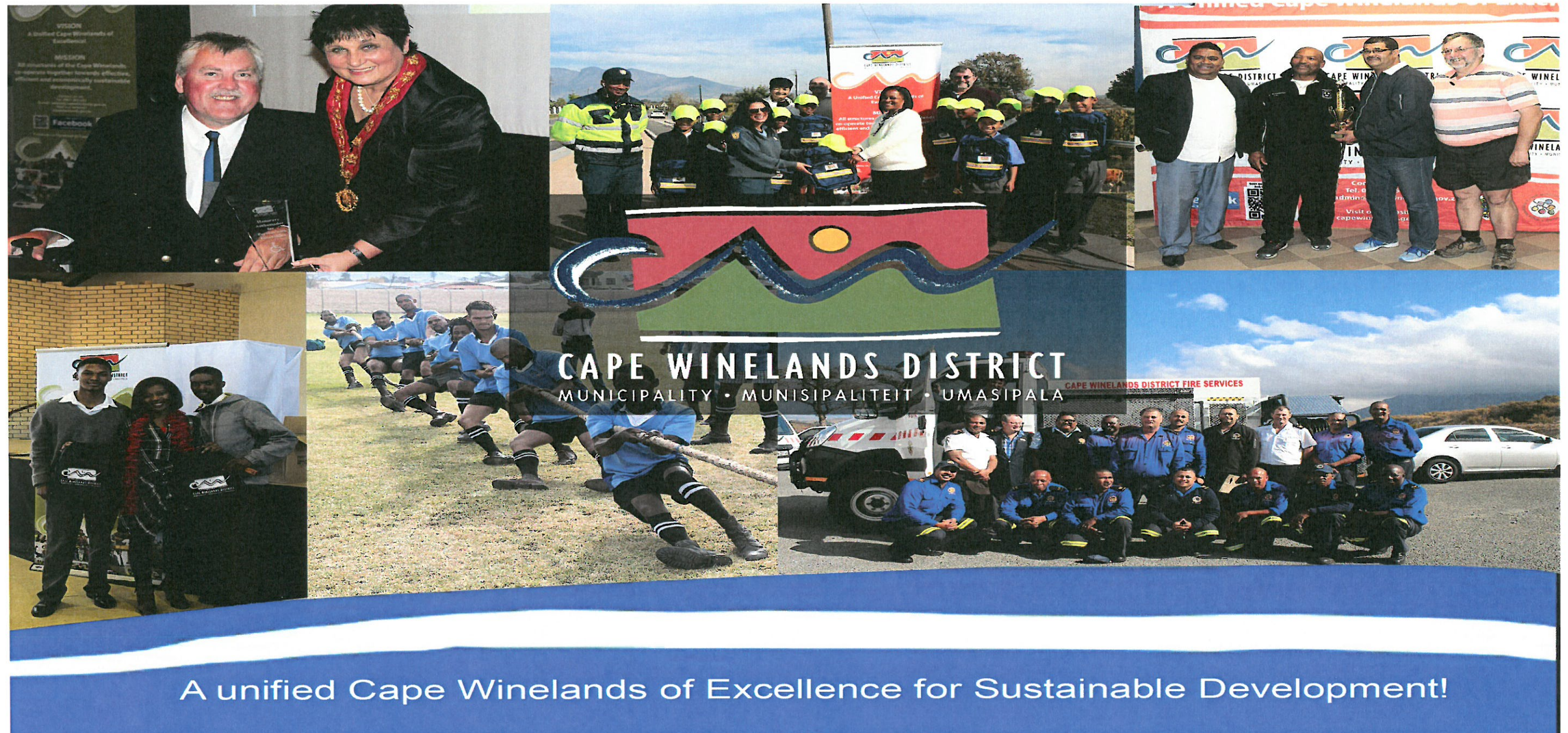
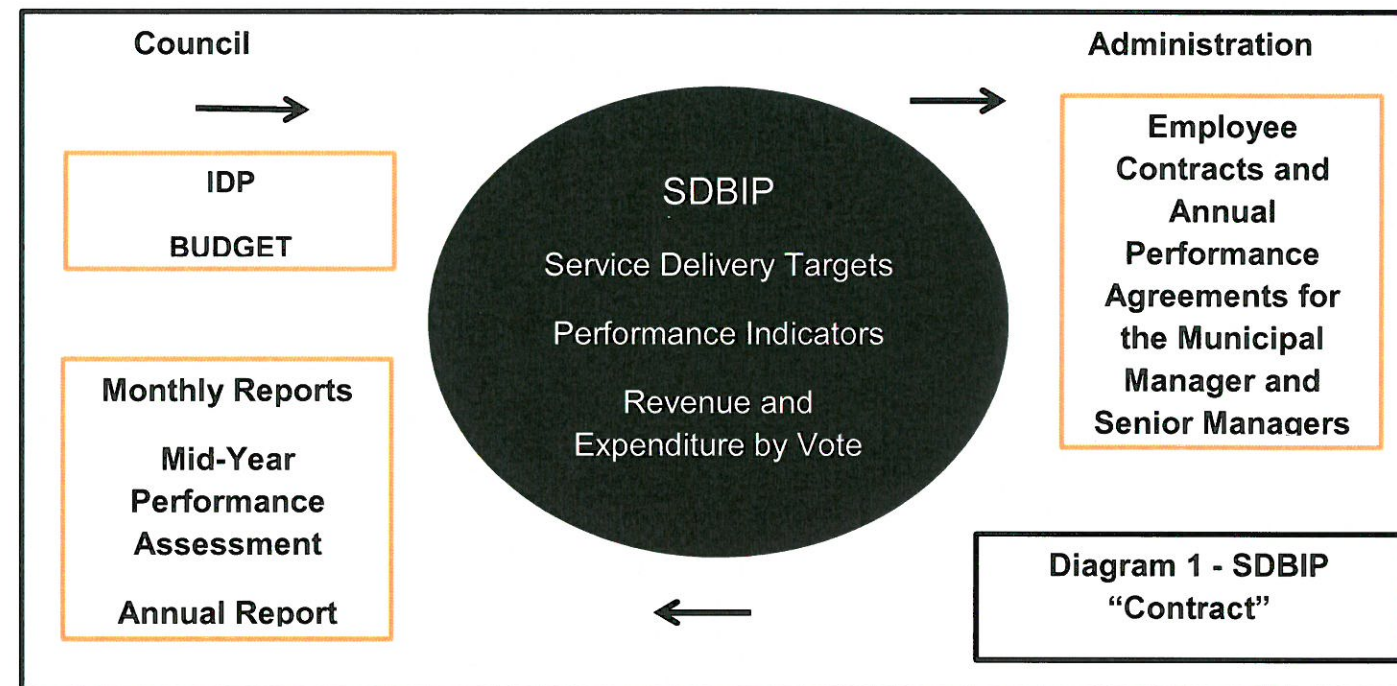


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1. INTRODUCTION

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 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.	1. Ageing ICT infrastructure 2. ICT – Disaster Recovery and Business Continuity 3. Financial Viability of the District Municipality 4. Human Resource capacity constraints 5. Sick leave abuse 6. Budget Constraints 7. Climate Change 8. Contract Management
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	Adj Budget 2017/2018	Budget 2018/2019	Budget 2019/2020	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
ADMIN FEES																	
DWAF AGENCY ADMIN	1	-377 000	-377 000	-377 000	-377 000	-	-	-	-	-	-	-	-	-	-	-	-377 000
ROADS AGENCY ADMIN	2	-16 794 443	-16 814 448	-17 169 336	-17 545 518	-	-	-	-	-	-	-	-	-	-	-	-17 169 336
GRANTS AND SUBSIDIES																	
EQUITABLE SHARE	3	-1 886 000	-1 886 000	-2 057 000	-2 285 000	-	-	-	-	-	-	-	-	-2 057 000	-	-	-
EXPANDED PUBLIC WORKS PROGRAMME	2	-1 000 000	-1 000 000	-1 391 000	-	-	-34 775	-	-	-625 950	-	-	-730 275	-	-	-	-
LOC.GOV.FINAN.MANAGEM.GRANT	3	-1 250 000	-1 250 000	-1 000 000	-1 000 000	-1 000 000	-	-	-	-	-	-	-	-	-	-	-
WCPG- FINANCE MANAGEMENT GRANT	3	-240 000	-1 770 000	-840 000	-280 000	-	-	-	-	-	-	-360 000	-480 000	-	-	-	-
NT TRANSFER RSC REVENUE REPLACEMENT	3	-220 853 000	-220 853 000	-223 157 000	-229 717 000	-	-93 725 940	-	-	-	-75 873 380	-	-	-53 557 680	-	-	-
RURAL ROADS ASSET MAN. SYST(DORA)	2	-2 683 000	-2 683 000	-2 689 000	-2 848 000	-	-	-1 882 300	-	-	-	-806 700	-	-	-	-	-
CWDM INTEGRATED TRANSPORT PLAN (DORA)	2	-900 000	-900 000	-900 000	-900 000	-	-	-	-	-900 000	-	-	-	-	-	-	-
FIRE SERVICE CAPACITY GRANT		-800 000	-800 000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SETA - REFUNDS	3	-271 000	-289 000	-289 000	-289 000	-	-	-96 239	-	-47 979	-	-46 093	-	-	-	-49 344	-49 345
COMMUNITY DEVELOPMENT WORKERS (GRANT)	1	-74 000	-74 000	-74 000	-74 000	-	-	-	-	-	-	-	-74 000	-	-	-	-
LOCAL GOVERNMENT GRADUATE INTERNSHIP GRANT	3	-	-96 000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PERFORMANCE MAN GRANT	3	-	-236 100	-	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER INCOME																	
INCOME. EXIBITIONS	1	-50 000	-50 000	-50 000	-50 000	-	-	-	-	-	-	-4 386	-	-	-	-	-45 614
SALES. TRAINING	3	-108 000	-108 000	-108 000	-108 000	-	-	-	-	-	-	-	-	-	-	-	-108 000
SUBS. DOW. HIRING OF TOILETS	2	-700 000	-700 000	-700 000	-700 000	-	-	-119 883	-59 941	-59 941	-	-119 883	-59 941	-59 941	-59 941	-59 941	-100 588
SERVICE CHARGES																	
FIRE FIGHTING	1	-200 000	-200 000	-200 000	-200 000	-	-2 014	-	-	-17 109	-	-17 109	-	-	-	-	-163 768
EXTERNAL INTEREST																	
INTEREST EARNED	3	-51 850 000	-51 850 000	-51 850 000	-51 850 000	-208 305	-1 225 740	-1 857 151	-2 444 965	-2 472 997	-1 425 354	-3 119 769	-1 400 000	-1 500 000	-3 500 000	-1 500 000	-31 195 719
MISCELLANEOUS INCOME																	
SALE. WASTE PAPER	3	-800	-400	-800	-800	-	-112	-	-	-	-	-248	-48	-48	-48	-48	-248
SALE. TENDER DOCUMENTS	3	-150 000	-100 000	-100 000	-100 000	-1 649	-15 307	-5 180	-16 500	-18 847	-3 333	-667	-7 703	-7 703	-7 703	-7 703	-7 705
TRANSACTION HANDLING FEE	3	-	-51 850	-50 000	-50 000	-4 378	-4 326	-4 304	-4 332	-4 407	-4 474	-4 526	-3 850	-3 850	-3 850	-3 850	-3 853
ELECTRICITY INCOME	2	-4 000	-4 000	-4 000	-4 000	-263	-88	-263	-263	-175	-263	-88	-263	-263	-263	-263	-1 545
SALE. SCRAP MATERIAL	2	-100 000	-100 000	-100 000	-100 000	-	-	-	-	-	-	-	-	-	-	-	-100 000
LICENCE PERMITS & HEALTH CERTIFICATES	3	-250 000	-350 000	-250 000	-250 000	-8 974	-12 862	-38 805	-25 000	-57 133	-14 956	-44 270	-33 000	-	-15 000	-	-
INSURANCE REFUND	3	-150 000	-340 000	-340 000	-340 000	-	-	-	-	-50 000	-3 680	-280 000	-	-6 320	-	-	-
BAD DEBTS RECOVERED	3	-	-200	-	-	-	-	-	-	-	-	-	-	-	-	-	-
AGENCY																	
ROADS AGENCY	2	-96 465 895	-96 465 895	-99 243 164	-91 360 544	-	-9 300 000	-2 314 718	-6 638 459	-9 306 755	-8 500 000	-	-2 500 000	-6 000 000	-10 000 000	-35 000 000	-9 683 232
DWAF AGENCY	1	-4 355 000	-4 355 000	-4 355 000	-4 355 000	-	-	-	-851 526	-	-1 252 480	-	-	-	-	-	-2 250 994
RENTAL FEES																	
RENTAL FEES - GENERAL	3	-131 000	-131 000	-131 000	-131 000	-6 653	-6 104	-17 573	-10 783	-10 117	-10 117	-10 117	-10 916	-10 916	-10 916	-10 916	-15 872
		-401 643 138	-403 834 893	-407 425 300	-404 914 862	-1 230 222	-104 327 288	-6 336 416	-10 051 769	-13 571 410	-87 088 037	-4 813 856	-5 299 986	-63 283 721	-13 597 721	-36 632 065	-61 272 819

4. MONTHLY PROJECTIONS OF OPERATING EXPENDITURE PER STRATEGIC OBJECTIVE

Vote Number	Description	SO	Adj Budget 2017/2018	Budget 2018/2019	Budget 2019/2020	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
1000	Expenditure of the Council	3	11 387 449	11 563 000	12 123 788	881 601,00	881 601,00	912 851,00	882 101,00	881 601,00	912 851,00	885 266,00	885 266,00	916 516,00	885 266,00	885 266,00	1 752 814,00
1001	Office of the Municipal Manager	3	2 073 633	2 363 079	2 498 492	171 318,00	173 318,00	181 318,00	171 318,00	358 201,00	189 068,00	174 001,00	174 001,00	186 001,00	174 001,00	174 001,00	236 533,00
1002	Sundry Expenditure of Council	3	18 791 542	23 992 340	23 947 140	1 299 314,00	1 299 314,00	1 646 314,00	1 299 314,00	1 299 314,00	1 710 464,00	1 300 435,00	1 300 435,00	1 647 435,00	1 300 435,00	1 300 435,00	8 589 131,00
1003	Office of the Mayor	3	2 710 854	2 836 446	2 959 657	189 152,00	189 152,00	254 152,00	189 152,00	238 052,00	316 252,00	190 994,00	190 994,00	255 994,00	190 994,00	190 994,00	440 564,00
1004	Local Economic Development	1	4 430 200	3 828 948	3 976 233	185 585,00	185 585,00	366 460,00	185 585,00	435 387,00	382 002,00	189 717,00	189 717,00	219 342,00	219 717,00	402 557,00	867 294,00
1005	Office of the Speaker	3	1 391 400	1 552 934	1 644 872	121 908,00	121 908,00	127 658,00	121 908,00	155 408,00	127 658,00	122 307,00	122 307,00	128 057,00	122 307,00	122 307,00	159 201,00
1007	Office of the Deputy Mayor	3	1 129 877	1 200 043	1 271 050	91 036,00	91 036,00	97 286,00	91 036,00	127 836,00	97 286,00	91 782,00	91 782,00	98 032,00	91 782,00	91 782,00	139 367,00
1010	Public Relations	3	4 199 000	3 267 408	3 352 110	252 639,00	252 639,00	281 764,00	252 639,00	320 585,00	289 014,00	255 871,00	255 871,00	284 996,00	255 871,00	255 871,00	309 648,00
1020	Audit	3	2 418 700	2 339 144	2 466 815	178 807,00	178 807,00	188 932,00	178 807,00	280 567,00	186 432,00	180 222,00	180 222,00	190 347,00	180 222,00	180 222,00	235 557,00
1101	Councillor Support	3	1 174 480	1 245 746	1 320 228	94 937,00	94 937,00	95 187,00	94 937,00	161 717,00	95 187,00	95 083,00	95 083,00	95 333,00	95 083,00	95 083,00	133 179,00
1102	Admin. Support Services	3	9 678 900	10 139 844	10 628 445	370 528,00	370 528,00	370 528,00	370 528,00	778 628,00	456 578,00	370 528,00	370 528,00	370 528,00	370 528,00	370 528,00	5 569 886,00
1103	Tourism	1	4 511 800	4 678 810	4 855 841	227 483,00	235 212,00	281 584,00	301 575,00	400 656,00	321 134,00	317 702,00	228 799,00	393 549,00	228 799,00	328 799,00	1 413 518,00
1110	Human Resources Management	3	10 707 360	8 762 776	9 018 677	658 833,00	658 833,00	783 833,00	658 833,00	871 469,00	796 633,00	658 833,00	658 833,00	783 833,00	658 833,00	658 833,00	915 177,00
1164	Property Management	3	17 446 374	17 688 293	17 945 257	1 210 413,00	1 210 413,00	1 210 413,00	1 210 413,00	1 450 927,00	1 210 413,00	1 673 822,00	1 673 822,00	1 673 823,00	1 673 823,00	1 673 823,00	1 816 188,00
1165	Buildings : Maintenance	2	5 621 900	5 722 209	5 828 536	144 213,00	144 213,00	456 713,00	144 213,00	224 667,00	659 213,00	901 378,00	241 378,00	553 878,00	241 378,00	241 378,00	1 769 587,00
1166	Communication / Telephone	3	5 834 400	5 881 224	5 930 857	479 934,00	479 934,00	479 934,00	479 934,00	524 878,00	479 934,00	485 650,00	485 650,00	485 650,00	485 650,00	485 651,00	528 425,00
1201	Finance Dept.: Management and Finance	3	4 327 090	4 504 399	4 520 196	308 779,00	308 779,00	431 279,00	308 779,00	408 949,00	431 279,00	315 041,00	315 041,00	437 541,00	315 041,00	315 041,00	608 850,00
1202	Financial Management Grant	3	1 681 800	1 732 244	1 796 315	137 064,00	137 064,00	137 064,00	137 064,00	218 790,00	137 064,00	137 064,00	137 064,00	137 064,00	137 064,00	137 064,00	142 814,00
1205	Budget & Financial Service	3	7 136 000	6 145 517	5 952 406	482 762,92	482 762,92	482 762,92	482 762,92	482 762,92	482 762,92	487 878,92	487 878,92	487 878,92	487 878,92	487 878,92	809 544,92
1210	Information Technology	2	17 005 700	17 253 080	17 515 303	575 290,00	575 290,00	783 665,00	575 290,00	786 230,00	883 715,00	986 189,00	986 189,00	1 194 564,00	986 189,00	986 189,00	7 934 280,00
1235	Procurement	3	6 523 800	6 892 662	7 283 656	526 298,00	526 298,00	526 298,00	526 298,00	526 298,00	526 298,00	529 897,00	529 897,00	529 897,00	529 897,00	529 897,00	1 085 389,00
1238	Expenditure	3	4 017 500	4 258 058	4 513 049	328 277,00	328 277,00	328 277,00	328 277,00	328 277,00	328 277,00	329 642,00	329 642,00	329 642,00	329 642,00	329 642,00	640 186,00
1301	Eng. & Infrastructure Serv. Management	2	1 784 800	2 048 945	2 167 357	152 320,00	154 320,00	161 595,00	152 320,00	176 824,00	161 095,00	154 386,00	153 885,00	162 660,00	153 885,00	156 885,00	308 770,00
1310	Transport Pool	3	3 134 648	3 134 648	3 134 648	50 082,00	50 082,00	504 882,00	50 082,00	50 082,00	574 882,00	145 823,00	145 823,00	600 623,00	145 823,00	145 823,00	670 641,00
1330	Projects and Housing	2	8 175 316	6 800 557	6 931 312	231 039,00	231 039,00	1 044 439,00	231 039,00	301 847,00	1 041 439,00	257 854,00	259 454,00	1 068 254,00	257 854,00	257 854,00	1 618 445,00
1331	Working for Water (DWAf)	1	4 840 800	4 031 246	4 125 893	143 363,00	143 363,00	648 463,00	143 363,00	143 363,00	742 613,00	145 112,00	145 112,00	650 212,00	145 112,00	145 112,00	836 058,00
1361	Roads-Main/Div. Indirect	2	72 806 104	73 917 613	62 678 117	4 160 161,00	4 215 161,00	7 925 209,00	4 160 161,00	6 324 477,00	10 336 209,00	4 213 243,00	4 238 243,00	7 974 291,00	4 213 243,00	4 423 243,00	11 733 972,00
1362	Roads Management	2	8 560 700	9 064 922	9 599 397	706 775,00	706 775,00	706 775,00	706 775,00	1 123 991,00	706 775,00	706 775,00	706 775,00	706 775,00	706 775,00	706 775,00	873 181,00
1363	Roads - Workshop	2	8 110 410	8 554 020	9 024 247	630 815,00	670 815,00	620 815,00	620 815,00	1 058 987,00	630 815,00	626 664,00	626 664,00	626 664,00	626 664,00	808 664,00	1 005 638,00
1364	Roads - Plant	2	10 100 000	10 100 000	10 100 000	674 999,00	724 999,00	874 999,00	774 999,00	974 999,00	774 999,00	1 174 999,00	824 999,00	874 999,00	624 999,00	624 999,00	1 175 011,00
1441	Municipal Health Services	1	33 885 026	35 788 656	37 785 303	2 672 660,00	2 673 660,00	2 786 910,00	2 674 660,00	4 240 780,00	2 910 910,00	2 683 609,00	2 730 109,00	2 799 131,00	2 685 609,00	2 693 609,00	4 237 009,00
1475	Social Development	1	3 070 900	3 246 358	3 432 343	239 376,00	239 376,00	259 816,00	244 376,00	394 772,00	259 816,00	241 142,00	241 142,00	261 582,00	246 142,00	241 142,00	377 676,00
1477	Rural Development	1	330 300	321 020	338 637	22 601,00	22 601,00	22 601,00	42 601,00	38 395,00	28 501,00	22 601,00	22 601,00	22 601,00	22 601,00	22 601,00	30 715,00
1478	Management Rural and Social Development	1	2 712 900	3 002 514	3 179 619	216 442,00	216 442,00	236 067,00	216 442,00	289 132,00	246 067,00	218 842,00	218 842,00	245 967,00	218 842,00	218 842,00	460 587,00
1511	Performance Management	3	2 146 000	2 008 612	2 113 247	140 605,00	140 605,00	143 855,00	145 605,00	233 781,00	143 855,00	148 753,00	178 753,00	147 003,00	148 753,00	173 753,00	263 291,00
1512	IDP	3	722 400	747 552	774 213	36 072,00	38 072,00	66 697,00	46 072,00	66 906,00	130 947,00	36 371,00	36 371,00	71 996,00	41 371,00	36 371,00	140 306,00
1521	Land-use and Spatial Planning	1	1 101 100	1 156 030	1 214 256	76 386,00	76 386,00	77 261,00	76 386,00	118 998,00	164 811,00	77 535,00	77 535,00	78 410,00	77 535,00	77 535,00	177 252,00
1522	Environmental Planning	1	834 800	884 888	937 981	70 432,00	70 432,00	70 432,00	70 432,00	110 076,00	70 432,00	70 432,00	70 432,00	70 432,00	70 432,00	70 432,00	70 492,00
1610	Disaster Management	1	3 752 791	3 887 129	4 029 528	192 027,00	192 027,00	270 227,00	204 027,00	337 919,00	445 237,00	263 843,00	278 843,00	306 343,00	253 843,00	253 843,00	888 950,00
1615	Public Transport Regulation	2	4 087 800	5 090 346	5 199 045	142 582,00	142 582,00	655 082,00	145 582,00	232 334,00	790 082,00	144 330,00	147 330,00	1 561 030,00	144 330,00	144 330,00	840 752,00
1620	Fire Service	1	55 574 240	57 847 793	56 570 248	2 718 207,00	2 917 207,00	3 915 014,00	3 388 207,00	4 528 929,00	6 477 014,00	7 809 947,00	8 494 047,00	4 570 854,00	4 186 724,00	3 514 047,00	5 327 596,00
			369 930 794	379 481 053	374 684 315	22 193 116	22 551 845	31 415 412	23 084 708	32 007 792	37 656 014	29 821 564	29 527 360	34 199 728	24 930 938	24 959 102	67 133 475

5. EXPENDITURE AND DELIVERY (PROJECTS)

Description	SO	Budget 2017/18	Adj Budget 2017/2018	Budget 2018/19	Budget 2019/20	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June
Com. and Dev. Services	1	2 823 000	2 827 037	1 689 037	1 689 037	-	-	84 250	10 000	-	618 900	-	-	84 250	-	-	891 637
Technical Services	2	15 540 000	13 725 000	9 475 000	9 475 000	-	-	1 998 000	480 000	760 000	2 082 000	140 000	530 000	1 770 000	45 000	-	1 670 000
Regional Dev. and Planning	1	7 762 000	7 712 960	7 912 960	7 912 960	-	100 000	491 000	100 000	400 000	1 385 000	100 000	350 000	1 139 000	300 000	309 000	3 238 960
Rural and Social Dev.	1	7 173 500	7 652 541	6 519 150	5 970 050	299 998	325 688	538 510	517 198	303 798	1 171 710	318 998	74 998	1 145 210	371 998	214 668	1 236 376
		33 298 500	31 917 538	25 596 147	25 047 047	299 998	425 688	3 111 760	1 107 198	1 463 798	5 257 610	558 998	954 998	4 138 460	716 998	523 668	7 036 973

6. CAPITAL BUDGET (Three Years)

Description	SO	Adj Budget 2017/2018	Budget 2018/2019	Budget 2019/2020	Budget 2020/2021	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
Office of the Mayor	3	693 211	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office of the Deputy Mayor	3	6 469	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public Relations	3	91 966	250 000	200 000	-	-	-	-	-	-	250 000	-	-	-	-	-	-
Internal Audit	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Councillor Support	3	33 000	6 000	-	-	-	-	-	-	-	-	6 000	-	-	-	-	-
Admin. Support Services	3	383 930	720 600	406 000	775 400	-	-	2 500	-	2 500	-	82 800	42 800	590 000	-	-	-
Tourism	1	274 000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Property Management	3	907 394	91 900	469 800	21 500	-	-	-	20 000	-	-	-	-	-	71 900	-	-
Buildings : Maintenance	2	2 234 029	4 615 000	7 741 000	5 360 000	-	-	-	-	45 000	50 000	-	-	910 000	1 190 000	640 000	1 780 000
Communication / Telephone	3	10 000	11 000	12 000	13 000	-	-	-	-	-	-	-	11 000	-	-	-	-
Budget & Financial Services	3	202 002	-	-	14 000	-	-	-	-	-	-	-	-	-	-	-	-
Information Technology	2	4 306 047	10 173 900	2 439 400	2 221 500	-	21 400	-	-	-	12 000	18 500	2 122 000	-	50 000	3 200 000	4 750 000
Procurement	3	-	12 000	-	-	-	-	-	-	12 000	-	-	-	-	-	-	-
Expenditure	3	1 120	13 800	21 000	-	-	-	-	-	-	-	13 800	-	-	-	-	-
Transport Pool	3	1 025 798	1 470 000	810 000	1 610 000	-	-	-	-	-	-	-	-	-	1 470 000	-	-
Projects and Housing	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Working for Water (DWAF)	1	-	40 000	-	-	-	-	-	-	-	-	40 000	-	-	-	-	-
Roads-Main/Div. Indirect	2	1 186 561	2 348 100	5 183 500	1 670 000	-	20 000	-	44 000	3 000	-	96 100	155 000	200 000	1 630 000	200 000	-
Municipal Health Services	1	28 579	29 570	238 695	16 200	-	-	-	-	-	-	29 570	-	-	-	-	-
Rural Development	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Management: Com m and Dev Planning Services	1	4 820	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Performance Management	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Disaster Management	1	571 745	419 000	2 828 200	1 243 500	-	-	21 000	3 000	20 000	65 000	-	130 000	-	-	50 000	130 000
Fire Services	1	8 359 499	11 280 000	7 465 000	5 130 000	-	80 000	-	150 000	-	-	430 000	1 250 000	-	9 370 000	-	-
		20 320 170	31 480 870	27 814 595	18 075 100	-	121 400	23 500	217 000	82 500	377 000	716 770	3 710 800	1 700 000	13 781 900	4 090 000	6 660 000

6.1 BUDGET LINK IDP / STRATEGIC OBJECTIVES / PREDETERMINED OBJECTIVES

Nr	Strategic Objective	Budget Allocation 2018/2019	Nr	Predetermined Objective	Budget Allocation 2018/2019
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 134 794 539	1.1	Provide a comprehensive and equitable Municipal Health Service including Air Quality Management throughout the CWDM.	R 37 234 193
			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.	R4 130 629
			1.3	Effective planning and coordination of specialized fire-fighting services throughout the CWDM.	R 57 847 793
			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 22 492 882
			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 13 089 042
2.	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.	R 148 026 691	2.1	To comply with the administrative and financial conditions of the Western Cape Government roads agency function agreement.	R 101 636 554
			2.2	To implement sustainable infrastructure services.	R 7 771 154
			2.3	To increase levels of mobility in the whole of the CWDM area.	R 10 218 346
			2.4	To improve infrastructure services for rural dwellers.	R 11 147 557
			2.5	To implement an effective ICT support system.	R 17 253 080
3.	Providing effective and efficient financial and strategic support services to the Cape Winelands District Municipality.	R 122 255 970	3.1	To facilitate and enhance sound financial support services.	R 23 532 881
			3.2	To strengthen and promote participative and accountable IGR and governance.	R 41 144 763
			3.3	To facilitate and enhance sound strategic support services.	R 57 578 326
Total		R 405 077 200			R 405 077 200

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	Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District.
SO 2	Promoting sustainable infrastructure services and a transport system which fosters social and economic opportunities.
SO 3	Providing effective and efficient financial and strategic support services to the 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 knowledge.
1.5	To facilitate, ensure and monitor the development and empowerment of the poor by graduating people out of poverty, social inclusion and improving the livelihood of the poor, vulnerable groups, rural farm dwellers and rural communities.
2.1	To comply with the administrative and financial conditions of the 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

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 - 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 to PGWC on all MHS matters by the 15th of the following month (Sinjani report).	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 air.	1.1.2.1	Submission of the State of Air report to the Western Cape Provincial Government.	0	0		0		1		0		1	
	1.1.3	To improve the livelihoods of rural dwellers.	1.1.3.1	Number of water and sanitation subsidies granted.	NEW KPI	6		6		0		0		12	
1.2	1.2.1	To ensure an effective disaster management division in order to achieve all disaster management objectives set.	1.2.1.1	Review Corporate Disaster Management Plan, submitted to Council for approval.	1	0		0		0		1		1	
1.3	1.3.1	Effective planning and co-ordination of specialized firefighting services.	1.3.1.1	Pre - and post fire season reports, submitted to Council for approval.	NEW KPI	0		1		0		1		2	
	1.3.2	Build fire-fighting capacity.	1.3.2.1	Number of fire officials trained by the CWDM Fire Services Academy.	NEW KPI	30		0		0		30		60	
	1.3.3	To ensure an effective fire services division in order to achieve all fire services objectives set - Fire Prevention.	1.3.3.1	Area in hectares of fire breaks created during the financial year.	NEW KPI	9		9		5		5		28	

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	Review of Cape Winelands District Municipality (CWDM) Spatial Development Framework (SDF), submitted to Council for approval.	1	0	0	0	1	1
	1.4.2	To ensure effective environmental management in order to achieve all objectives set.	1.4.2.1	Number of hectares cleared through the EPWP Invasive Alien Management & River Rehabilitation Programs.	1600	150	200	400	350	1100
	1.4.3	To fulfil a coordination role in terms of Economic and Tourism Development within the Cape Winelands District.	1.4.3.1	Review the CWDM Local Economic & Social Development Strategy, submitted to Council for approval.	1	0	0	0	1	1
			1.4.3.2	Number of LED Forum Meetings held by CWDM.	NEW KPI	1	1	1	1	4
1.5	1.5.1	To improve the livelihoods of citizens in the CWDM area.	1.5.1.1	Number of ECD Centres supported by the CWDM.	NEW KPI	0	30	0	0	30
			1.5.1.2	Number of youth on skills development programme.	NEW KPI	0	30	0	0	30

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	Conclude the annual MoA or addendum to the annual MoA with PGWC.	1	0		0		0		1		1	
			2.1.1.2	Kilometres of roads re-sealed.	NEW KPI	0		0		10		15		25	
			2.1.1.3	Kilometres of roads bladed.	NEW KPI	1250		1250		1250		1250		5000	
			2.1.1.4	Kilometres of roads re-gravelled.	NEW KPI	0		0		10		10		20	
2.2	2.2.1	Enhance the planning of infrastructure services in the district.	2.2.1.1	Complete the 4th generation Integrated Waste Management Plan and submit to Council for approval.	1	0		0		0		1		1	
2.3	2.3.1	Improved pedestrian safety throughout the Cape Winelands District.	2.3.1.1	Review the District Integrated Transport Plan and submit to Council for approval.	1	0		0		0		1		1	
			2.3.1.2	Number of sidewalks and/or embayments and/or bus shelters completed/upgraded.	NEW KPI	0		16		0		2		18	
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).	95%	5% (cumulative)		20% (cumulative)		40% (cumulative)		95% (cumulative)		95%	
			2.4.2.1	Number of schools assisted with ablution facilities and/or water supply.	3	0		26		0		1		27	
	2.4.2	To improve the livelihoods of rural dwellers.	2.4.2.2	Number of solar geysers installed.	300	0		50		50		50		150	
			2.4.2.3	Number of sport facilities upgraded/completed.	7	0		8		0		7		15	
2.5	2.5.1	To improve ICT governance in the Cape Winelands District Municipality.	2.5.1.1	Review the ICT Governance Framework, submitted to Council for approval.	1	0		0		0		1		1	

STRATEGIC OBJECTIVE 3 - Providing effective and efficient financial and strategic support services to the Cape Winelands District Municipality (Chief Financial Officer)															
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	To ensure that a budget is available before the start of the financial year.	3.1.1.1	Compilation of a budget and submitted to Council by 31 May.	1	0		0		0		1		1	
	3.1.2	Transparent and accountable reporting to all stakeholders.	3.1.2.1	Compilation of a mid-year assessment (section 72 report), submitted to Council by 31 January.	1	0		0		1		0		1	
	3.1.3	Fair, equitable, transparent, competitive and cost-effective SCM practices.	3.1.3.1	Submit to Council a report on the implementation of Supply Chain management (within 30 days after financial year-end).	1	1		0		0		0		1	
	3.1.4	To ensure the financial viability of the CWDM through sound financial management practices	3.1.4.1	Maintaining a sound liquidity ratio as at financial year-end.	NEW KPI	0		0		0		1:1		1:1	
			3.1.4.2	Maintaining a sound solvency ratio as at financial year-end	NEW KPI	0		0		0		2:1		2:1	
3.2	3.2.1	To ensure well functional statutory and other committees	3.2.1.1	Number of Council meetings that are supported administratively	NEW KPI	1		1		2		2		6	
			3.2.1.2	Number of MAYCO meetings that are supported administratively	10	2		2		2		2		8	
3.3	3.3.1	To ensure a skilled and competent workforce in order to realise organisational strategic objectives	3.3.1.1	Number of Workplace Skills Plan submissions to the LGSETA by 30 April	1	0		0		0		1		1	
			3.3.1.2	The percentage of a municipality's training budget actually spent on implementing its workplace skills plan	NEW KPI	5% (cumulative)		20% (cumulative)		40% (cumulative)		95% (cumulative)		95%	
	3.3.2	Improved Labour Relations and informed Workforce	3.3.2.1	Number of Employment Equity report submissions to the Department of Labour by 15 January	1	0		0		1		0		1	

STRATEGIC OBJECTIVE 3 - Providing effective and efficient financial and strategic support services to the Cape Winelands District Municipality (Municipal Manager)															
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				
3.3	3.3.3	To ensure that capital funds received are spent, for improved service delivery	3.3.3.1	The percentage of the municipality's capital budget actually spent by the end of the financial year	NEW KPI	0		0		0		95% (cumulative)		95%	
	3.3.4	To ensure a corruption-free Cape Winelands District Municipality	3.3.4.1	Establishment of an externally managed corruption hotline	NEW KPI	0		0		0		1		1	
	3.3.5	To improve the livelihoods of citizens in the CWDM area	3.3.5.1	Number of work opportunities created (in person days) through the municipality's various initiatives	NEW KPI	0		0		0		9 200		9 200	
	3.3.6	To transform the work force of the municipality in terms of representation	3.3.6.1	Number of people from employment equity target groups employed in the 3 highest levels of management in compliance with the municipality's approved employment equity plan	NEW KPI	0		0		0		90% (of appointments)		90% (of appointments)	

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

STRATEGIC OBJECTIVE – 1: Creating an environment and forging partnerships that ensure social and economic development of all communities, including the empowerment of the poor in the Cape Winelands District																	
1	1.1	1.a	1	Municipal Health Assistance – Water & Sanitation	R 1 880 000	R 1 000 000		Number of farms serviced	69	14		16		12		6	48
1	1.1	1.b	1	Environmental Health Education	R 445 537	R 445 537		Number of theatre performances	60	0		0		34		26	60
1	1.1	1.c	1	Greening Project	R 258 000	0		Number of trees planted	1200	0		0		0		0	0
1	1.2	1.d	5	Disaster Risk Assessments	R 243 500	R 243 500		Number of community-based risk assessment workshops	10	0		0		0		10	10
1	1.4	1.e	5	River Rehabilitation (EPWP)	R 360 000	R 360 000		Hectares cleared	100	0		0		0		100	100
1	1.4	1.f	3	Entrepreneurial Seed Funding	R 500 000	R 500 000		Number of SMME's supported	20	0		0		18		0	18
1	1.4	1.g	3	Business Retention & Expansion	R 700 000	R 700 000		Number of action plans for tourism sector	14	0		1		4		5	10
1	1.4	1.h	3	Investment Attraction Programme	R 350 000	R 550 000		Number of projects implemented	2	0		0		1		1	2
1	1.4	1.i	3	Small Farmers Support Programme	R 500 960	R 500 960		Number of small farmers supported	10	0		0		9		0	9
1	1.4	1.j	3	SMME Training & Mentorship	R 611 000	R 611 000		Number of M & E Reports	4	1		1		1		1	4
1	1.4	1.k	3	Tourism Month	R 152 000	R 152 000		Tourism month activities	2	2		0		1		0	3
1	1.4	1.q	3	Township Tourism	R 400 000	R 400 000		Number of SMME's linked with formal economy	4	1		1		1		1	4
1	1.4	1.l	3	Tourism Business Training	R 850 000	R 850 000		Number of training and mentoring sessions	9	0		4		3		2	9
1	1.4	1.m	3	Tourism Educationals	R 150 000	R 150 000		Number of educationals	8	2		2		2		3	9
1	1.4	1.n	3	LTA Projects	R 300 000	R 300 000		Number of LTA's participating	15	2		6		7		0	15
1	1.4	1.o	3	Tourism Events	R 700 000	R 700 000		Number of tourism events	26	8		9		2		5	24
1	1.4	1.p	3	Tourism Campaigns	R 109 000	R 109 000		Campaigns implemented	1	0		0		2		0	2
1	1.4	1.r	3	EPWP Invasive Alien Management Programme	R 2 030 000	R 2 030 000		Number of hectares cleared	1500	150		200		400		250	1000
1	1.5	1.s	1	HIV/AIDS Programme	R 137 500	R 147 500		Number of HIV/AIDS Programmes Implemented	8	1		2		1		1	5
1	1.5	1.t	1	Artisan Skills Development	R 200 000	R 200 000		Number of skills development initiatives implemented	3	0		1		0		0	1
1	1.5	1.u	1	Elderly	R 318 600	R 419 800		Number of Active Age programmes implemented	8	2		5		3		0	10

1	1.5	1.v	1	Disabled	R 794 000	R 653 070		Number of on interventions implemented which focus on the rights of people with disabilities.	6	4		6		1		0		11
1	1.5	1.w	1	Community Support Programme	R 800 000	R 400 000		Number of Service Level Agreements signed with community based organisations	56	0		27		0		0		27
1	1.5	1.x	1	Families and Children	R 797 000	R 812 300		Programmes and support for vulnerable children	20	5		5		5		5		20
								Provision of sanitary towels	1	0		1		0		0		1
1	1.5	1.y	1	Sport, Recreation and Culture Programmes	R 3 919 111	R 2 960 950		Number of programmes	20	5		5		5		3		18
1	1.5	1.y.1	1	Youth	R 564 440	R 603 640		Number of youth development programmes	10	3		3		2		2		10
1	1.5	1.y.2	1	Women	R 121 890	R 121 890		Number of awareness programmes	5	5		0		0		0		5
1	1.5	1.y.3	1	Early Childhood Development	R 0	R 200 000		Number of ECDs supported	NEW KPI	0		30		0		0		30

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	R 1 075 000	R 1 075 000		Kilometres of road reserve cleared	550	0		200		0		200		400
2	2.1	1.bb	3	Road Safety Education	R 1 148 000	R 1 148 000		Number of Road Safety Education Programmes completed	2	0		1		0		1		2
2	2.2	1.dd	3	Provision of Water and/or Sanitation services to Schools	R 500 000	R 500 000		Number of Schools assisted	3	0		26		0		1		27
2	2.3	1.hh	3	Sidewalks and/or embayments and/or bus shelters	R 6 480 000	R 3 980 000		Number of sidewalks and/or embayments and/or bus shelters completed/upgraded	4	0		16		0		2		18
2	2.4	1.ee	3	Renewable Infrastructure – Rural Areas	R 1 250 000	R 1 000 000		Number of solar systems installed	300	0		50		50		50		150
2	2.4	1.ff	3	Upgrading of Sport Facilities	R 3 272 000	R 1 772 000		Number of Sport Facilities completed	7	0		8		0		7		15

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.

Confirmed by:**Municipal Manager - H Prins:**

Date: 28 June 2018

Approved by**Executive Mayor - Ald (Dr) H von Schlicht:**

Date: 28 June 2018