

As prescribed by Section 25 of the Local Government Municipal Systems Act, 2000 (Act 32 of 2000)

CAPE WINELANDS DISTRICT
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

The Cape Winelands District Municipality is one of five district municipalities in the Western Cape and is bordered all the other Districts and the City of Cape Town. The Cape Winelands stretches across an area of more 22 000 square kilometers of fertile valleys, majestic mountains and unique fauna and flora. The district is served by five local municipalities namely, Stellenbosch, Drakenstein, Witzenberg, Breede Valley and Langeberg.

The Cape Winelands District is the second most populous district in the Western Cape after the City of Cape Town, accounting for 13,6% of the Western Cape's population and continues to grow. It is natural therefore that the area is also the second largest center of economic activity in the Western Cape and is not only famous because of its wine.

In fact, the Cape Winelands District is the largest exporter of soft fruit in the Southern Hemisphere, has the most diverse tourism related industry, catering for every need and taste and offers internationally renowned educational institutions, including two, that cater specifically to special education. All this available in as little as a half an hour's drive from Cape Town International Airport.



Local Municipal Overview

BREEDE VALLEY
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The Breede Valley includes towns such as Rawsonville, De Doorns, Touws River and Worcester. Worcester, approximately 100km from Cape Town, is the main economic node in the Breede Valley municipal area and is well connected through the N1 and the rail network. The Breede Valley municipal area is well known for its scenic beauty, wine industry and other farming activities

DRAKENSTEIN
MUNISIPALITEIT • MUNICIPALITY • UMASIPALA
A city of excellence

The Drakenstein municipal area is well known for its fruit and wine production and processing, as well as its heritage sites and tourist attractions. Paarl is the main service centre and has a rich history and several tourist attractions. Other towns in the municipal area include Wellington, Saron, Gouda, Hermon, Mbekweni and Simondium. These towns primarily serve as service centres for the local agriculture industry. The Drakenstein municipal area is very well connected, with the N1 traversing the area.

LANGEBERG
MUNISIPALITEIT MUNICIPALITY MASIPALA

The Langeberg municipal area is well known for its wine route (Route 62), which is the longest in the world. The municipal area includes the towns of Robertson, Ashton, Bonnievale, McGregor and Montagu, with Robertson being the main service centre. The towns in the municipal area have a rich history, and the scenic beauty of the area makes it a popular tourist destination

STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

Towns within the Stellenbosch municipal area include Franschhoek, Stellenbosch, Pniël, Klapmuts, Kylemore, Jamestown, Raithby, Ida's Valley, Cloetesville, Kayamandi and Vlottenburg. The town of Stellenbosch is the main economic node within the municipal area and is the second-oldest town in South Africa. The Stellenbosch and Franschhoek areas are well known for their fruit- and wine- production activities, and cultural and heritage attractions. Stellenbosch is also considered a university town, as it houses Stellenbosch University, which attracts both national and international students

WITZENBERG
Municipality • Munisipaliteit • UMasipala Wase

The Witzenberg municipal area consists of five towns, namely Ceres, Tulbagh, Wolseley, Op die Berg and Prince Alfred Hamlet. These towns provide goods and services for the local agricultural industry, with some agro-processing also taking place. The Witzenberg municipal area is well known for producing export- quality deciduous fruit, vegetables and wine, and has also created a footprint as a family and adventure tourist destination

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Executive Mayor Forward



EXECUTIVE MAYOR

Ald (Dr) Elna von Schlicht

As the Executive Mayor, I am delighted to present the second review of our Integrated Development Plan 2024/2025 (IDP).

This document stands as a testament to our commitment to inclusive governance and sustainable development within our municipality. The IDP is not merely a bureaucratic requirement but a blueprint for progress, reflecting the aspirations and priorities of our diverse communities.

As we embark on this second review, we acknowledge the strides made since the inception of our IDP. Yet, we also recognise the challenges that persist and the evolving needs of our residents. Therefore, this review serves as an opportunity for reflection, refinement, and realignment of our strategies to better serve our constituents.

Informed by extensive public engagements like Mayoral Mondays and stakeholder engagements, this plan reflects our commitment to inclusivity and responsiveness to community needs. It is a product of collaboration among stakeholders, including local municipalities, community-based organisations, and residents.

In this process, we reaffirm our dedication to transparency, accountability, and community participation. We recognise the invaluable input of community stakeholders, civil society organisations, and governmental bodies in shaping this plan. Their voices echo throughout these pages, guiding us towards more informed decision-making and effective resource allocation.

We hope with our efforts we can continue to build on, the Cape Winelands District Municipality remarkable milestone, being awarded with the highest score among the 21 District Municipalities in South Africa. The Cape Winelands District Municipality securing the top position in the category of C1 district municipalities. This exceptional recognition underscores our unwavering dedication to service delivery, administration and governance, leadership and management, as well as planning, monitoring, and evaluation.

Together, we can realise a future where every resident, stakeholder and partner enjoy access to quality services, economic opportunities, and a thriving environment. With determination and collaboration, we can transform our aspirations into tangible realities, building a municipality of excellence that we can all be proud of.

Elna von Schlicht

Municipal Manager Forward



Mr Henry Prins

Dear Reader,

It is with great pleasure that I present the second review of our Integrated Development Plan (IDP) for 2024/2025. Throughout this document, you will find evidence of our ongoing commitment to progress, innovation, and organizational excellence, all built upon the foundation of our master plan.

In today's ever-evolving landscape, achievements can only be realized through adaptability, agility in response, and vigilance against potential threats. The IDP serves as our compass, guiding us through the complexities of our environment and ensuring that our actions remain aligned with our strategic objectives. This revised document stands as a testament to the collaborative nature and dedicated spirit of our officials. Through extensive consultation and dialogue with our communities across various levels and platforms, we have refined our strategic priorities, identified new opportunities, and charted a course for continued growth and success.

At its core, the IDP reflects our commitment to continuous improvement and accountability. It outlines clear goals, actionable initiatives, and measurable outcomes, providing the framework for managing progress and evaluating results. Furthermore, it underscores our dedication to harnessing the collective intelligence and creativity of our officials, who drive innovation, efficiency, and excellence in all our endeavours.

Moreover, the IDP embodies our commitment to stakeholder engagement and sustainability. By integrating the perspectives and insights of our diverse stakeholders, we ensure that our initiatives are responsive to community needs and aligned with our values.

As we embark on this next phase of our journey, I am confident that the IDP will serve as a guiding force as we strive for positive change and transformation. I extend my gratitude to all citizens, colleagues, and stakeholders who have contributed to the development of this document. With optimism and determination, I look forward to the collective efforts that will drive its successful implementation.

Henry Prins

WHAT IS THE INTEGRATED DEVELOPMENT PLAN?

What is Integrated Development Planning?

Integrated Development Planning is a process through which municipalities prepare a strategic development plan, for a five-year period. The Integrated Development Plan (IDP) is a product of the integrated development planning process. The IDP is a principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making in a municipality.

What is the legal status of an IDP?

According to the Municipal Systems Act of 2000 all municipalities must undertake an integrated development planning process to produce integrated development plans (IDPs). As the IDP is a legislative requirement it has a legal status, and it supercedes all other plans that guide development at local government level.

Why is it necessary to do IDP's?

Preparing an IDP is a legal requirement in terms of the Municipal Systems Act (MSA), however that it's not the only reason why municipalities must prepare the plans. Municipalities have been awarded major developmental responsibilities to ensure that the quality of life for its citizens is improved. The role of local government includes provision of basic services, creation of jobs, promoting democracy and accountability and eradication of poverty. Preparing and having the IDP therefore enables the municipality to be able to manage the process of fulfilling its developmental responsibilities.

Chapter 1
Introduction and Overview



A unified Cape Winelands of excellence for sustainable development

CAPE WINELANDS DISTRICT
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

Vision
A unified Cape Winelands of excellence for sustainable development

Mission
Working together towards effective, efficient and economically sustainable development

The following core values reflect the character and organisational culture of the municipality:


Commitment to the development of people


Integrity in the performance of our duty


Respect for our natural resources


Transparency in accounting for our actions


Regular consultation with customers on the level and quality of service


Higher levels of courtesy and professionalism in the workplace


Efficient spending and responsible utilization of municipal assets


Celebrating Diversity

Top Administrative Structure



Mr Henry Prins

MUNICIPAL MANAGER

Executive Directors



Mrs Fiona Du Raan-Groenewald

CHIEF FINANCIAL OFFICER

CORPORATE SERVICES



Mr Francois van Eck

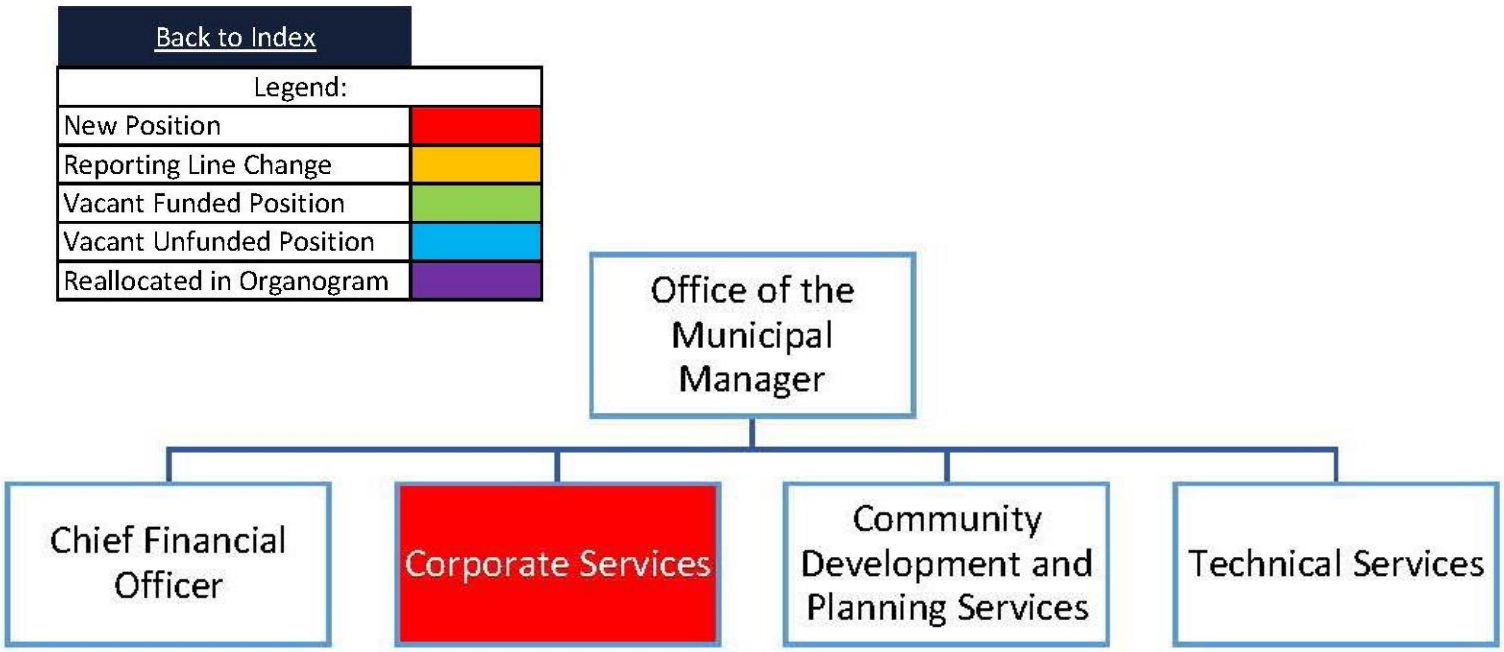
TECHNICAL SERVICES



Mr Pietie Williams

COMMUNITY DEVELOPMENT AND PLANNING SERVICES

CWDM: Macro Structure



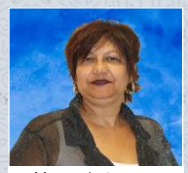
POLITICAL LEADERSHIP OF
CAPE WINELANDS DISTRICT MUNICIPALITY

The Cape Winelands District Municipality is an organ of state within the local sphere of government exercising legislative and executive authority within its area of jurisdiction as specified by the Local Government: Municipal Structures Act No. 117 of 1998.

Cape Winelands District Municipality Mayoral Committee and Council



Ald (Dr) Elna von Schlicht
(DA)
Executive Mayor



Ald Margie Sampson
(DA)
Executive Deputy Mayor



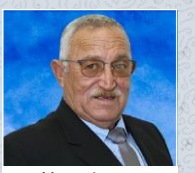
Ald Donovan Joubert
(DA)
Speaker



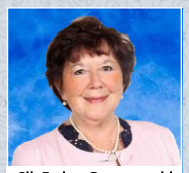
Cllr Thys Blom
(DA)
Whip



Cllr Gideon Carinus
(DA)
Infrastructure Services



Ald Reggie Farao
(DA)
Fire Services



Cllr Esther Groenewald
(DA)
Corporate Services



Cllr Xoliswa Mdemka
(DA)
Municipal Health Services



Ald Clara Meyer
(DA)
Disaster Management



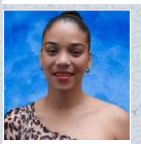
Cllr Minnie Petersen
(DA)
Rural and Social Development



Cllr Koos Steyn
(DA)
Economic Development



Cllr Dirk Swart
(DA)
Sport, Arts and Culture



Cllr Leigh-ann Adams
(PA)



Cllr Nobantu Bushwana
(ANC)



Cllr Doreen Carolissen
(GOOD)



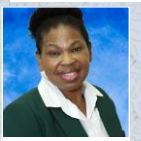
Cllr Attie Du Plessis
(VF Plus)



Cllr Gerrit Fredericks
(DA)



Ald Sammy Goedeman
(DA)



Cllr Vuyiwe Hani
(ANC)



Cllr Frances Jacobs
(DA)



Cllr Barbara Janse
(DA)



Cllr JJ Januarie
(ANC)



Cllr Claire Klaaste
(ANC)



Cllr Jacques Kriel
(DA)



Cllr Jacqueline Maliti
(ANC)



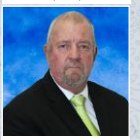
Cllr Shawntie Manuel
(DA)



Cllr Thuso Mpulanyana
(ANC)



Cllr Ronalda Nalumango
(ANC)



Cllr Danie Nel
(VF Plus)



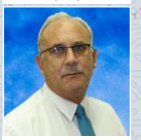
Cllr Lulama Ngwane
(EFF)



Cllr Nomzame Phatsoane
(ANC)



Cllr Moutie Richards
(ANC)



Cllr Nical Sauerman
(DA)



Cllr Hannes Smit
(DA)



Cllr Margaurite Smit
(DA)



Cllr Marius Van Stade
(GOOD)



Ald Joachem Visagie
(DA)



Cllr Colin Wilskut
(BO)



Cllr Hector Yabo
(ANC)

Vision
A unified Cape Winelands of excellence for sustainable development

Mission
Working together towards effective, efficient and economically sustainable development

Last updated 12 April 2024

CWDM COUNCIL PARTY MEMBERS

Democratic Alliance	African National Congress	Economic Freedom Fighters	GOOD	Patriotic Alliance	Freedom Front Plus	Breedevallei Onafhanklik
23	10	1	3	1	2	1

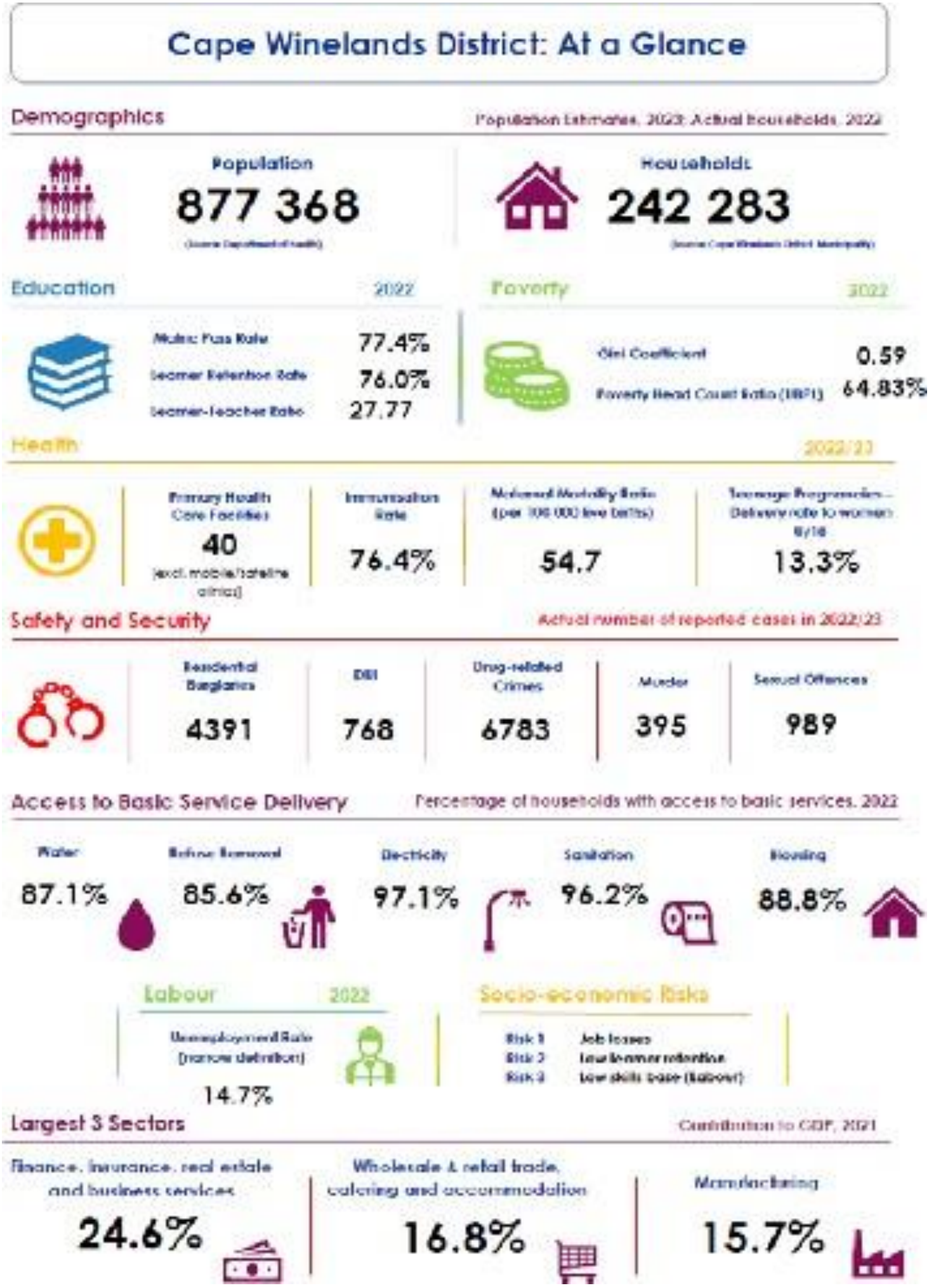
STRATEGIC OBJECTIVES AND DEPARTMENTAL ALIGNMENT

National KPA	SO	Strategic Objectives	*Outcomes*
Municipal Financial Viability and Management	**SO1**	**Provide sustainable strategic financial management and support services**	• *The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability.* • *Resources are efficiently used to maximise contributions to LED and support services.*
Good Governance and Public Participation	**SO2**	**Foster good governance processes as prescribed by legislation and best practice**	• *A foundation for effective governance that promotes political and administrative stability, the mitigation of identified risks, an improved ethical culture and functional oversight, has been established and is adhered to.*
Basic Service Delivery	**SO3**	**Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities**	• *Infrastructure services and resources are financially supported and measured.* • *Municipal infrastructure and transport planning systems are developed in a resilient and well-functioning manner as to result in longevity, and a safe and secure communal environment facilitating socio- economic opportunities*
Basic Service Delivery	**SO4**	**Monitor and promote a clean, healthy and safe living environment whilst providing emergency response services for all residents throughout the district**	• *All residents have equal access to basic service delivery.* • *Resources, including stable infrastructure, technological and spatial resources, as well as the promotion of water services, are efficiently utilized to ensure the long-term well-being and unity of the community.* • *Disaster response plans are well-established and regularly tested, enabling an improved response to incidents, which creates stronger relationships within the district and a well-coordinated disaster management centre* • *A well-coordinated fire services division, establishing a fire safe environment for all.* • *The provision of municipal health services and air quality management.*
Municipal Transformation and	**SO5**	**Establish a skilled workforce and performance orientated**	• *A capable and knowledgeable workforce that positively contribute and*

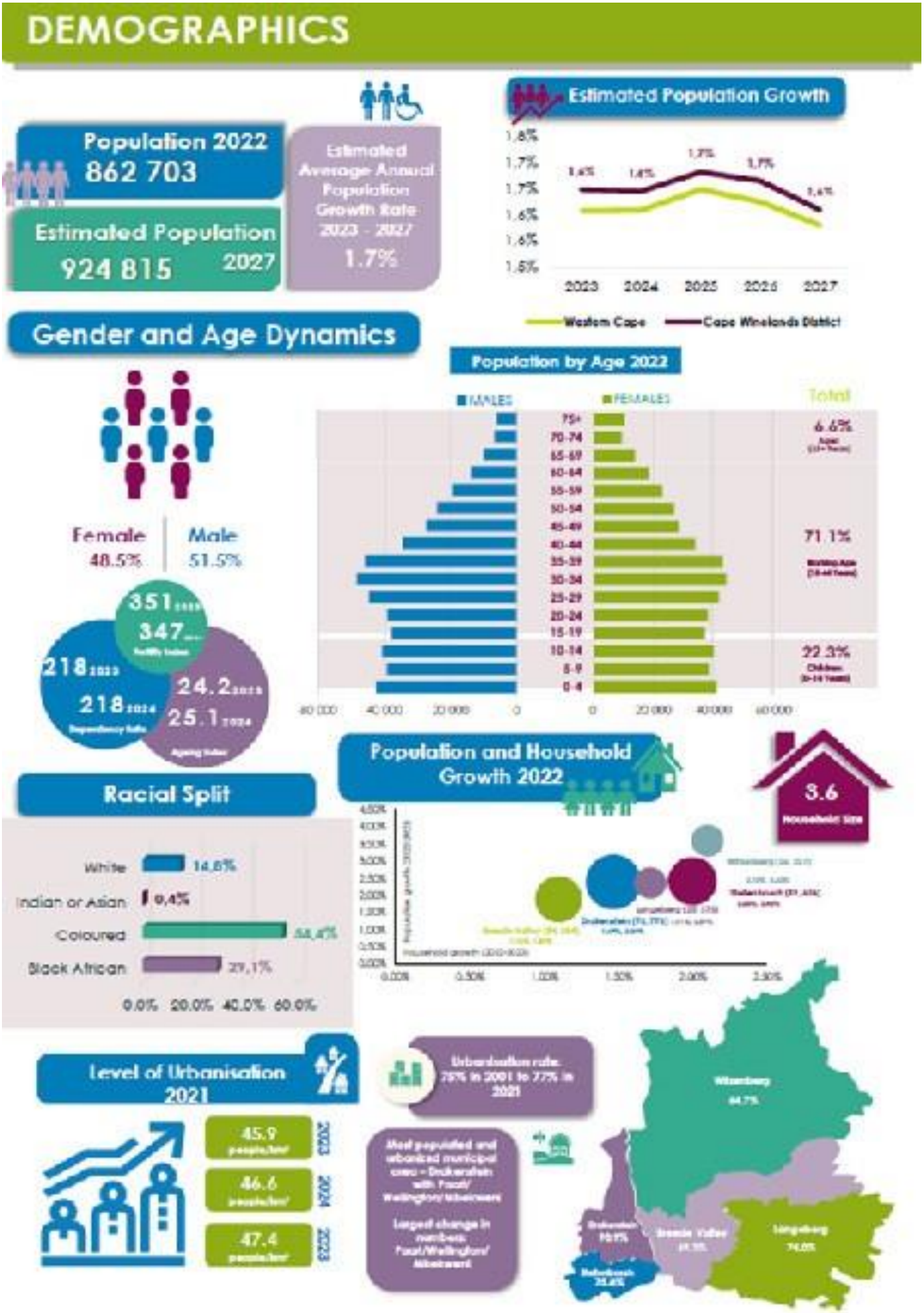
National KPA	SO	Strategic Objectives	*Outcomes*
Institutional Development		**administration to promote the growth and development of the organisation**	*successfully provide high-quality services to the community, and become enablers of development.* • *Consequence/ development management and a performance management system embedded into the functioning of the municipality in order to promote optimal performance.*
Local Economic Development	**SO6**	**Facilitate partnerships that cultivate economic growth and development throughout the district**	• *Achieving an enabled environment by creating inclusive and equitable economies, and developmental growth through the economic benefits generated from niche markets, innovation, and partnerships.*

Chapter 2
Socio-Economic Profile of the District





2023 Socio-Economic Profile: Cape Winelands District Municipality



2023 Socio-Economic Profile: Cape Winelands District Municipality

EDUCATION

Learner enrolment



Educational facilities 2022

271
Number of schools

76.4%
Proportion of no-fee schools

Number of schools with libraries 129

Education outcomes



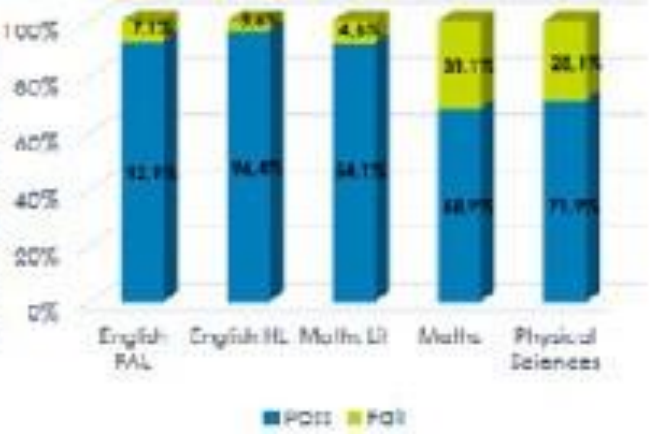
Learner retention 2020 - 2022



Learner-Teacher Ratio 2020- 2022

Cape Winelands	27.8	28.0	27.7
Langeberg	28.4	28.4	27.7
witzenberg	27.9	28.4	27.9
Drakenstein	27.7	28.0	27.4
Stellenbosch	24.8	27.2	26.7
breede valley	28.3	28.0	27.8

Subject Outcomes



2023 Socio-Economic Profile: Cape Winelands District Municipality

HEALTH

Healthcare Facilities

45 Fixed PHC Facilities

31 Mobile Clinics

59 ART Clinics/ Treatment Sites

53 TB Clinics/ Treatment Sites

4 District Hospitals

2 Regional Hospitals

Emergency Medical Services



EMS per 10 000 people	
CWD	2.5
Witzenberg	2.4
Drakenstein	5.1
Stellenbosch	3.2
Breede Valley	1.7
Langeberg	1.3

Maternal Health

CAPE WINELANDS DISTRICT 2023: Maternal Health Indicators

- Maternal deaths in facility : 7
- Deliveries in facility u19 years : 1 720
- Termination of pregnancy : 2 149

Child Health

CAPE WINELANDS DISTRICT 2023: Child Health Indicators

- Live births under 2500g (low birth weight) : 2 188
- Inpatient deaths 6-28 day : 110
- Immunisation u1 year : 16 838
- Severe acute malnutrition u5 years : 204





HIV/AIDS



Tuberculosis



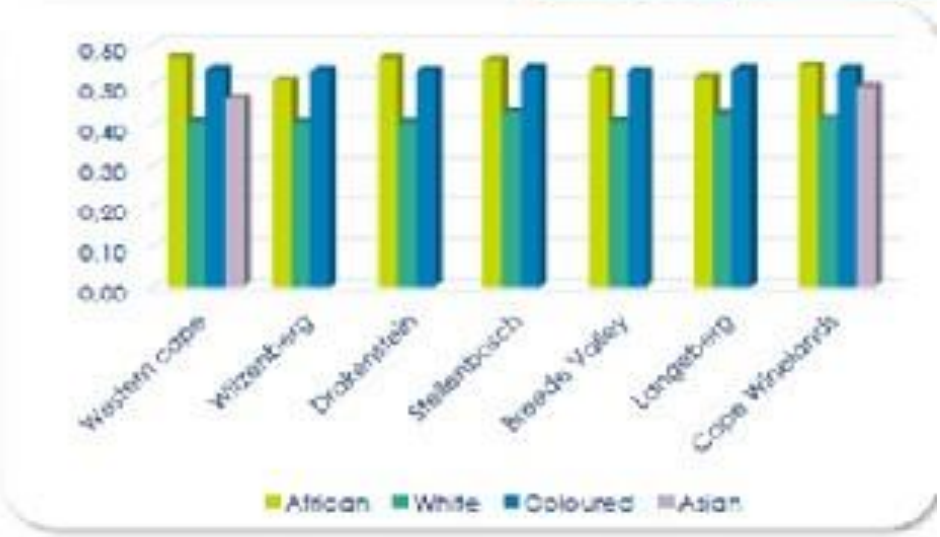
2023 Socio-Economic Profile: Cape Winelands District Municipality

POVERTY

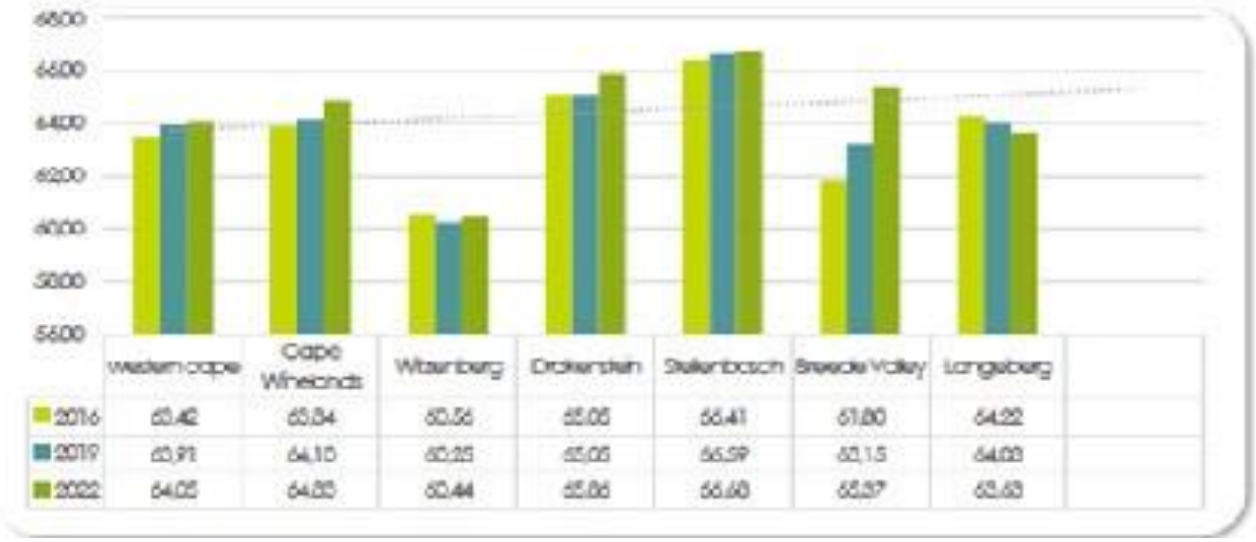
GDP per capita



Income Inequality

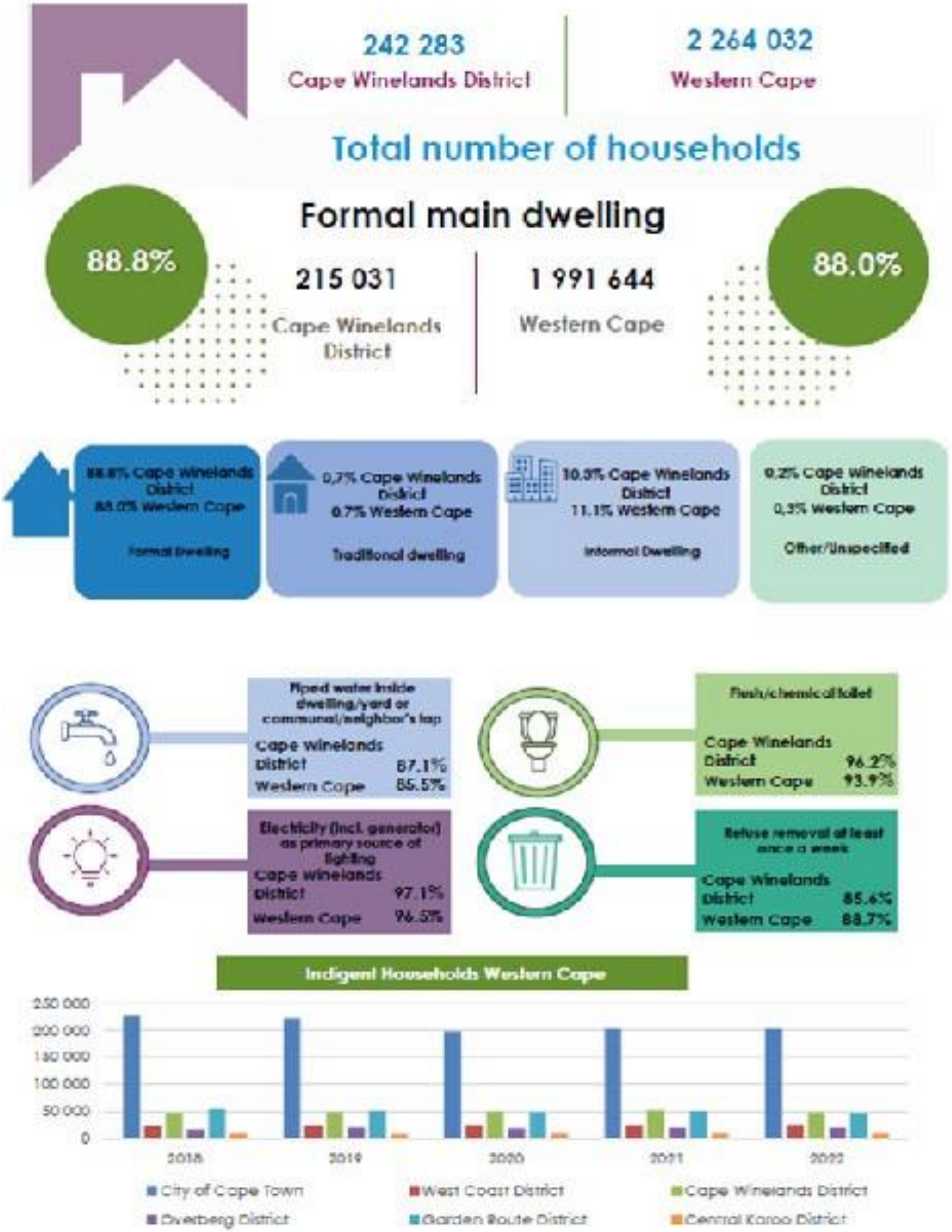


Poverty Line



2023 Socio-Economic Profile: Cape Winelands District Municipality

BASIC SERVICE DELIVERY



2023 Socio-Economic Profile: Cape Winelands District Municipality

SAFETY AND SECURITY





2023 Socio-Economic Profile: Cape Winelands District Municipality

Chapter 3
Strategic Substance of the IDP



CAPE WINELANDS DISTRICT MUNICIPALITY
PUBLIC PARTICIPATION PROCESS

Purpose of Mayoral Monday

The Mayoral Monday is an opportunity for all registered businesses, NGO/NPO's and Community organisations to have one-on-one sessions with the Executive Mayor, Executive Directors and Head of Divisions, to voice challenges, proposals and innovative ideas.

Dates

30 October 2023	-	Breede Valley
6 November 2023	-	Witzenberg
13 November 2023	-	Langeberg
20 November 2023	-	Drakenstein
27 November 2023	-	Stellenbosch

MAYORAL MONDAY CLUSTERED INPUTS

Municipal Health Services	EHP safety issues at ECD's Farmworker safety
Fire Services	Fire fighter training needed Upgrading of fire equipment
Roads	Rebuild and upgrade of certain road on R44. Transport infrastructure damage due to floods. R355 and R354 Tankwa Roads in need of maintenance, sidewalk and embayments
Socio-Economic Development	SMME funding and registration ECD funding, registration and compliance. Sports facilities and development Youth development Elderly funding Preservation of historical building Drug prevention Tourism & artisan training Safe house Soup kitchen assistance

District needs raised by B-Municipalities

Stellenbosch Municipality

Needs raised for the district	Ward	Area
Cleaning of pavements in Devon Valley	11	Devon Valley
Resolution of the inconsistency of issuing of health and safety certificates for the registration of ECD	WCO24	Stellenbosch Area
Fumigation of cockroaches in sewerage pipes and mosquitoes in Helderberg Street in Stellenbosch	WCO24	Helderberg Street in Stellenbosch
Development of a plan or strategy to locate persons with disabilities during fires in Kayamandi	12, 13, 14 & 15	Kayamandi
Cleaning and maintenance of the river by Vlottenburg Primary School	20	Vlottenburg
Assist the people of Dennegeur with sporting equipment and sporting gear	11	Dennegeur
Establishment of youth sporting activities and programmes in Kayamandi	12, 13, 14 & 15	Kayamandi
Construction of netball and soccer fields on the sports field at Elsenburg	19	Elsenburg
Establishment and implementation of sporting activities and programmes for youth at Elsenburg	19	Elsenburg
Repairing of holes on sports field in Elsenburg	19	Elsenburg
Installation of irrigation on sports field	19	Elsenburg
in Elsenburg Installation of lights on sports field in Elsenburg	19	Elsenburg
Construction of a netball field on the sports field at Elsenburg	19	Elsenburg
Construction of changing rooms on the sports field at Elsenburg	19	Elsenburg
Upgrading of Sports fields in Kromme Rhee, Vaaldraai, and De Novo	19	Kromme Rhee, Vaaldraai, and De Novo
Repairing and maintenance of spotlights in Kromme Rhee Sports field	19	Kromme Rhee Sports field
Repairing and maintenance of spotlights in De Novo Sports field	19	De Novo Sports field
Upgrading of spotlights at Vaaldraai Sports field	19	Vaaldraai Sports field
Construction of clubhouse in Vaaldraai and De Novo	19	Vaaldraai and De Novo
Upgrade, Repairing and maintenance of Kromme Rhee Clubhouse	19	Kromme Rhee Clubhouse
Construct tennis courts for Vaaldraai / Elsenburg, Kromme Rhee and De Novo. (1 per community) and train more players.	19	Vaaldraai / Elsenburg, Kromme Rhee and De Novo

District needs raised by B-Municipalities

Needs raised for the district	Ward	Area
Construct Soccer fields for Vaaldraai / Elsenburg, Kromme Rhee and De Novo. (2 Fields Per community), like Nietvoorbij (Stellenbosch) Field was built by the Department of Sports, Arts and Culture.	19	Vaaldraai / Elsenburg, Kromme Rhee and De Novo.
Construction of netball fields like Ida's Valley field for Vaaldraai / Elsenburg, Kromme Rhee and De Novo, (2 Fields per community)	19	Vaaldraai / Elsenburg, Kromme Rhee and De Novo
Provision of Chess equipment for ward 19.	19	Vaaldraai / Elsenburg, Kromme Rhee and De Novo / Smartie Town
Construct swimming pools for Vaaldraai / Elsenburg, Kromme Rhee and De Novo.	19	Vaaldraai / Elsenburg, Kromme Rhee and De Novo.
Construct clubhouses at Vaaldraai and De Novo.	19	Vaaldraai and De Novo
Establishment of more youth development programmes and facilities in Vlottenburg, Lynedoch.	20	Vlottenburg, Lynedoch

Langeberg Municipality

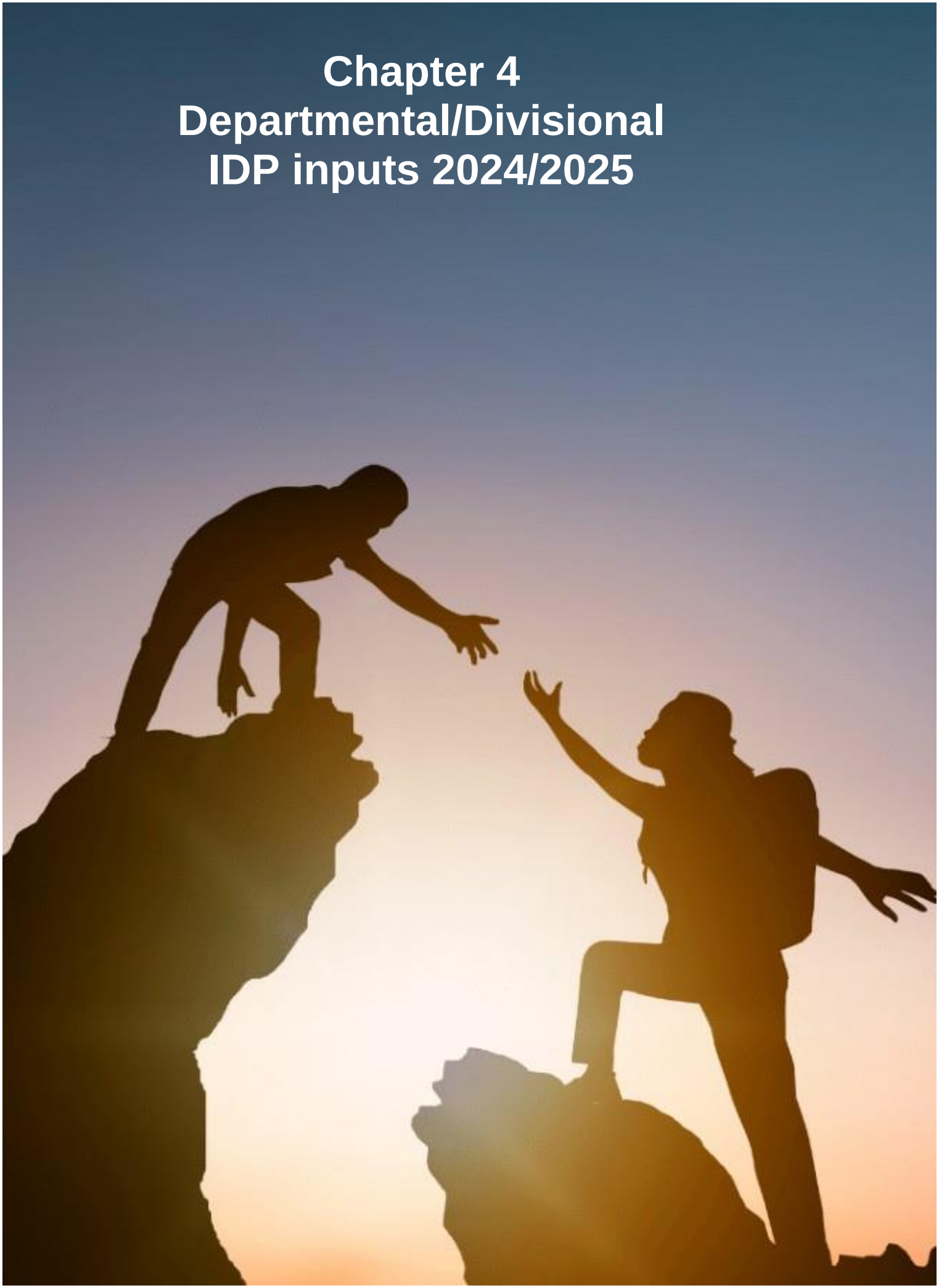
Municipality	Needs raised for the district	Identified area in the district
Langeberg	• Law enforcement towards illegal spaza shops	Whole area
	• Provide land for small scale farmers • Support small scale farmers • Holiday programs for the children	**All Towns**
	• Upgrade Low Water bridges • Repair Konings rivier, Stormsvlei and Steenboksvlakte roads • Cutting of the grass along our roads between Robertson and McGregor, Steenboksvlakte and Stormsvlei gravel roads leading • The river management system should also include rivers in the Mc Gregor area	**McGregor**
	• Cleaning of rivers • Fire break needed in the veld above the houses of Montagu South, from the top of Van Huyssteen all the way across to the top of Brink Street • Montagu needs a Fire Engine in the town itself	**Montagu**
	Rural area • Upgrading of sport field at Wardia and Meelplaas schools • Provide water tanker at Heldersig	

District needs raised by B-Municipalities

Witzenberg Municipality

Municipality	Needs raised for the district	Identified area in the district
Witzenberg	• Broadband connectivity	Ceres, Bella Vista, N'duli
	• Beter mobile clinic services	All rural/farm areas
	• Satellite connectivity	All rural/farm areas
	• Substance abuse escalating under scholars	Witzenberg High Schools
	• Rehabilitation of rest stop areas	R46, R355 and R356
	• Upgrading of main route signage	route signage – to better Tourism industry in the Witzenberg
	• Water security programs	in the previous DMA areas(water security)
	• Small farmers live stock in urban areas	All informal settlements

Chapter 4
Departmental/Divisional IDP inputs 2024/2025





Office of the Municipal Manager

DIVISION

Legal Services

Legislative context for division:

Legal Services' main function is to provide an effective and efficient legal support service to Council and the administration in order to enable it to deliver on its constitutional mandate and to manage and limit the legal risks of the District Municipality. Legal Services play a major role in ensuring that the decisions taken by Council and its Structures, as well as the Administration, are legally compliant and that legal support is available to the various line
departments as and when they require it. This inevitably decreases the legal risks to which the District Municipality is exposed in its decision-making bodies which ultimately promotes service delivery.

DIVISION

Internal Audit

Internal Audit is an independent, objective assurance and consulting activity, designed to add value and improve the organisation's operations.

It helps the organisation to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, controls, and governance processes – Institute of Internal Audit (IIA).

Legislative context for division:

Municipal Finance Management Act

Section 62 of the Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003) (MFMA) determines that the Accounting Officer (AO) of a municipality must take all reasonable steps to ensure that it has and maintains:

- Effective, efficient, and transparent systems of financial and risk management and internal control; and
- An Internal Audit function, operating in accordance with prescribed norms and standards.

Section 165 of the MFMA determines that each municipality must have an independent Internal Audit unit that must:

- Prepare a risk-based audit plan and an internal audit programme for each financial year; and
- Advise the Accounting Officer and report to the Audit and Performance Committee (APC) on the implementation of the Internal Audit Plan.

Municipal Systems Act

Section 45 of the Local Government: Municipal Systems Act, 2000 (Act No 32 of 2000) (MSA) determines that the results of performance measurements must be audited as part of the municipality's internal audit processes.

International Standards for the Professional Practice of Internal Auditing

The core principles for the Professional Practice of Internal Auditing, the Code of Ethics, and the International Standards for the Professional Practice of Internal Auditing (Standards) are mandatory.

Current state of function	Desired state (This section refers to your desired state or position you would like the division to be in at the end of 5-year cycle)
Internal Audit currently consist of three officials: • Chief Audit Executive • Senior Internal Auditor • Internal Auditor	***Internal Audit desire to consist of five officials:*** • Chief Audit Executive • Audit Manager • Senior Internal Auditor • Internal Auditor X2

Planned projects for 2024/2025 (take IDP needs inconsideration)	Purpose of project	Allocated budget
1. None	Not Applicable	Not Applicable

Major operation items for 2025/2026 – 2026/2027	Purpose of item	Allocated budget
1. Procurement of an Automated Internal Audit and Risk Management Software System and Associated Support.	In order to facilitate the Municipality in implementing an integrated approach to assurance, a solution is needed to support the planning, management, execution, monitoring, and implementation of activities related to Internal Audit and Enterprise Risk Management over a three-year period. Additionally, the solution should facilitate the implementation of Combined Assurance within the Municipality.	• License fees for Automated Internal Audit and Risk Management Software System – R250 000.00 • Training for Automated Internal Audit and Risk Management Software System – R55 000.00

Major capital items for 2024/25– 2026/27	Purpose of item	Allocated budget
1. Contracted Services (Update of Internal Audit Policies and External Quality Assurance Assessment).	The new Global Internal Audit Standards were issued on 9 January 2024, and will take effect on 9 January 2025. During a one-year transition period, the previous version, the International Standards for the Professional Practice of Internal Auditing, released in 2017, remains authorised for use. The Internal Audit Division is tasked with updating all policies affected by the new Global Standards. To accomplish this, the services of a Service Provider will be engaged to compile and revise documents such as the Internal Audit Strategy (a requirement under the new standards), Combined Assurance Framework, Internal Audit Manual, Methodology, and the Internal Audit Charter, among others. In light of the issuance of the new Global Standards, the Internal Audit Division must undergo an External Quality Assurance assessment before the new standards take effect. External assessments are required to be conducted at least once every five years by a qualified, independent assessor or assessment team from outside the organisation.	R1 500 000.00

Challenges:

Review date
Not applicable

Capacity Constraints – Operating as a small unit poses significant challenges. The workload has consequently escalated within a highly intricate environment, necessitating enhanced capacity for establishing and executing risk-based plans, aligning internal audit activities with the municipality's objectives, focusing on municipality-exposed risks, and formulating a strategic audit plan guided by a logical process. The Internal Audit division faces substantial workload burdens, compounded by extensive administrative responsibilities that could be efficiently managed at a clerical level. Internal audit stands as one of the municipality's most crucial management tools, offering independent assurance and value-added services. When adequately resourced and objectively operated, internal audit furnishes management with assurance concerning the efficacy of internal control systems, risk management,
and governance processes.
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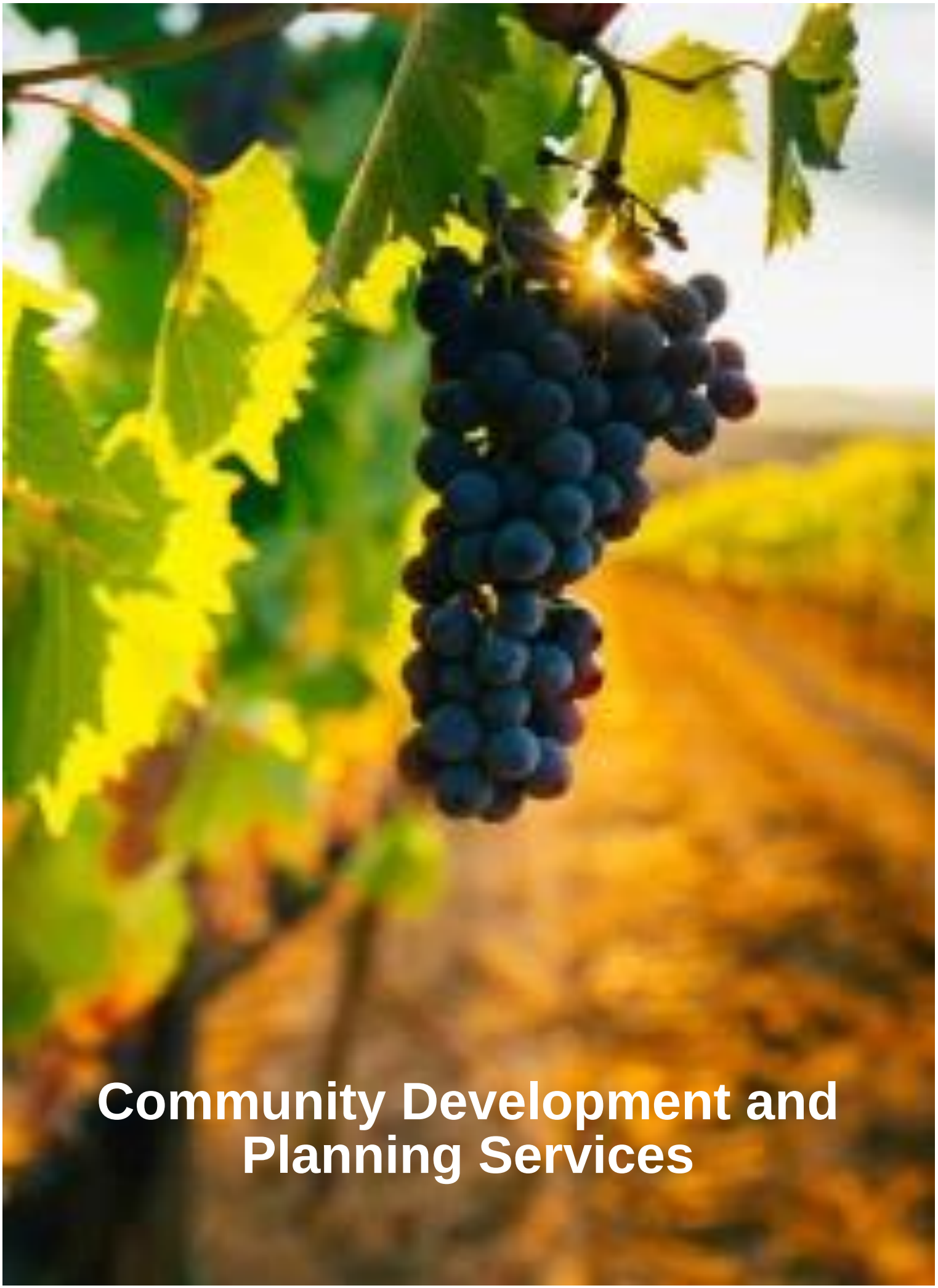
and governance processes.



Community Development and Planning Services

CAPE WINELANDS DISTRICT
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DIVISION

Municipal Health Services

Legislative context for division:

Section 32(1) of the The NATIONAL HEALTH ACT, 2003c(Act 61 of 2003) determines that every metropolitan and district municipality mustensure that appropriate municipal health services are effectively and equitably provided in their respective areas.

Current state of function	Desired state (This section refers to your desired state or position you would like the division to be in at the end of 5-year cycle)
MHS has a well equipped and staffed function although shortcoming have been identified in terms of communication, transport, and staffing ratios.	To have a well equipped and fully functional function in line with national norms and standards with adequate communication tools in place and adequate safe and reliable transport for all staff members.

Planned projects for 2024/2025 (take IDP needs inconsideration)	Purpose of project	Allocated budget
1. WATER AND SANITATION PROJECT	This Project entails the provision of subsidies to farms and rural schools for the provision of water and sanitation. The Project will also be implemented on properties (Hot Spots) where there is a lack of adequate water and sanitation facilities that poses health risks to inhabitants.	R 1 000 000
2. ENVIRONMENTAL HEALTH EDUCATION PROJECT	The project entails a puppet show, using live theatre techniques and pre-recorded music at schools and in communities in order to promote environmental awareness amongst young children and the development of educational material on a variety of environmental health topics.	R 639 000
3. CLEANUP AND REHABILITATION PROJECT	This project aims to clean and rehabilitate identified areas throughout the Cape Winelands District. A secondary objective of this project is job creation.	R 250 000

Major operational items for 2024/25 – 2026/27	Purpose of item	Allocated budget
1. MICROBIOLOGICAL AND CHEMICAL ANALYSES OF FOOD AND WATER SAMPLES	MONITOR AND ENSURE FOOD AND WATER SAFETY	R 1 666 000

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DISASTER MANAGEMENT - CAPE WINELANDS

DIVISION

Disaster Management

Legislative context for division:

The Disaster Management Act 57 of 2002 provides for an integrated & coordinated disaster management policy that focuses on: Prevention; Mitigation; Emergency preparedness; Rapid & effective response; & Post-disaster recovery

Current state of function	Desired state (This section refers to your desired state or position you would like the division to be in at the end of 5-year cycle)
Human Capital: • Capacity Constraints	**Human Capital** • All Post to be filled and Organogram be revised in terms of the new staff regulations.
Infrastructure: • In a process of upgrading Disaster Management Centre	**Infrastructure:** • A fully fledged DM Centre • Satelite – Information with the Communication/Radio Room
Response & Recovery Tools: • Disaster Management fleet not conducive for incidents at rural areas • No mobile internet connectivity	**Response & Recovery Tools:** • 4x4 Vehicles • Cellphones • Internet connectivity when responding to incidents

Planned projects for 2024/2025 (take IDP needs inconsideration)	Purpose of project	Allocated budget
1. Ward Based Risk Assessment (WBRA)	To identify hazards and risks that communities/wards are exposed to.	R 250 000
2. Training of Role Players in Disaster Management	To capacitate internal and eternal role players	R 100 000
3. Peace Officers Training	To improve the safety of communities in the District.	R300 000
4. Awareness campaigns	For disaster prevention and mitigation purposes	R200 000

Major capital items for 2024/25– 2026/27	Purpose of item	Allocated budget
1. Response Vehicle	To respond to incidents	R1 600 000
2. Radio Room Renovations	To be able to communicate with different role players	R250 000
3. Upgrade of Disaster Management Centre (Satellite)	To ensure effective coordination of incdent/disasters	R2 500 000
4. Storage Facility Renovations	To store Disaster Relief items	R290 000
5. Printer	To be able to perform our administrative tasks effectively	R180 000

Sector Plan	Review date
Corporate Disaster Management Plan	2019
Cape Winelands Flood Management Plan	2016

Challenges:

- Capacity constraints
- No Integrated Radio system with Roleplayers
- Lack of degnated Disastee Management staff at local municipalities

DIVISION

Fire Services

Legislative context for division:

- Schedule 4 Part B of the Constitution of the Republic of South Africa Act 108 of 1996 assigns the function Fire Fighting Services to Local Governments.

- The Fire Brigade Act 99 of 1987 provides for the establishment, maintenance, employment, co-ordination and standardization of Fire Brigade Services; and for matters connected therewith.

- 84.(1).(j). of the Municipal Structures amended Act 33 of 2000 further mandates a District Municipality to provide Fire Fighting Services in its area as whole which includes –
  - (i) Planning, co-ordination and regulation of Fire Services
  - (ii) Specialised Fire Fighting Services such as mountain, veld and chemical fire services
  - (iii) Co-ordination of the standardisation of infrastructure, vehicles, equipment and procedures
  - (iv) Training of Fire Officers

Current state of function

Human Capital:
The Cape Winelands Fire Services has a permanent staff compliment of 58 members. The Service consists of the following Sections:
• Fire Services Support which has 7 staff members.
• Fire Services Training has 1 staff member.
• Fire Services Operations has 51 staff members.

The shortage of staff is complimented by reservists and students.

Infrastructure:
Cape Winelands has a major radio network which covers an area of ± 22 000 km², but 100% coverage is not always guaranteed due to the mountainous terrain. It has a control room in Stellenbosch for the taking of emergency calls, recording callers' information and dispatching resources. There are 5 Fire Depots located throughout the District which houses operational personnel, fire fighting vehicles and equipment. The Fire and Rescue Training Academy is accredited by SAESI/IFSAC to conduct internationally recognised courses and provides basic and advance training for fire personnel.

Fire Fighting Resources:
The Fire Services has a substantial compliment of firefighting and HAZMAT vehicles to ensure effective and efficient service delivery. It also contracts helicopters and ground firefighting teams annually to assist during the peak veld fire season.

Mutual Aid Agreements:
The Fire Services have standards and protocols for providing the communities with an effective fire service across jurisdictional and functional boundaries through mutual aid agreements. Cape Winelands District Municipality have Mutual Aid agreements with its Local Municipalities and neighbouring Districts, Western Cape Government and the Winelands Fire Protection Association. They will assist our Fire Service at Major Incidents and when we experienced a high number of fires or major fires and our resources are stretched to the limit.

Desired state (This section refers to your desired state or position you would like the division to be in at the end of 5-year cycle)

Human Capital:
The revised organisational structure must be approved, job descriptions drafted in line with the staffing regulations, post be at TASKED, funded and filled.
The reservists programme to be continued to provide for an accredited training opportunity and skill for unemployed youth in our community, so that they are more employable for the Fire and Rescue industry throughout the world.

Infrastructure:
• An improved radio network with at least 85% coverage, that is compatible with other role players within the Western Cape Province.
• Revamping the control room in Stellenbosch to an Emergency Communication Centre that serves the entire Municipality and our community.
• At least Nuiwedrift Fire Depot is upgraded and repaired.
• The training simulators must be in place and our accreditation maintained and expanded in order to meet the Local Government staffing regulations and upskill Fire Services personnel throughout the District and those of our partners.

Fire Fighting Resources:
It has been proven that an integrated multi-disciplinary response to veld and mountain fires are most effective, to save lives, livelihoods and keep damages to property to a minimum.

Therefore, the compliment of Fire Services vehicles must be well maintained and replaced when it becomes redundant, and budget must be secured for aerial resources and ground firefighting teams.

Mutual Aid Agreements:
Agreements are regularly reviewed and maintained to ensure that assistance is available when required, thus ensuring service delivery to our Community.

Major operational items for 2024/25 – 2026/27	Purpose of item	Allocated budget
1. Ground Crews	These self-sustained groundcrews assist professional fire fighters at veld and mountain fires.	2024/2025 – R 7.400.000 2025/2026 – R 9.351.643 2026/2027 – R 10.790.000
2. Helicopters	Helicopters do water drops on the fire line so that the area is cool enough for fire crews to extinguish the fire.	2024/2025 - R 10.037.754 2025/2026 – R 9.955.000 2026/2027 – R 13.264.330

Major capital items for 2024/25– 2026/27	Purpose of item	Allocated budget
1. Building upgrades/ repairs – Nuiwedrift Fire Depot	To house staff, specialised vehicles and equipment in a healthy and safe environment.	2024/2025 – R15.000.000
2. Major 4x4 Firefighting Vehicle	Replaces aged vehicle which is not fit for purpose anymore.	2025/2026 – R5.300.000 2026/2027 – R5.400.000
3. Building upgrades/ repairs – Robertson Fire Depot	To house staff, specialised vehicles and equipment in a healthy and safe environment.	2026/2027 – R8.000.000

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DIVISION

Socio Economic Development

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Legislative context for division:

Constitution of the Republic of South Africa
152. Objectives of local government:
(c) to promote socio and economic development.
153. Developmental duties of municipalities:
(a) structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community.

Local Government: Municipal Structures Act
84. Division of functions and powers between district and local municipalities
(m) Promotion of local tourism for the area of the district municipality.

National Framework for Local Economic Development (LED) 2018-2028

The National Framework for LED (2018) sets out its understanding of the role and responsibilities of the different spheres of government in terms of LED.

The Tourism Act, 1993 (Act No 72 of 1993) as amended
Makes provision for:
i). The promotion of tourism to and in the Republic.
ii). Further regulation and rationalisation of the tourism industry.
iii). Measures aimed at the maintenance and enhancement of the standards of facilities; and iv). Services hired out or made available for the tourism industry.

Tourism Second Amendment Act (Act 70 of 2000)
i) To amend the Tourism Act 1993, so as to insert certain definitions.
ii) To further provide for the training and registration of tourist guides.
iii) To make provision for a code of conduct and ethics for tourist guides.
iv) To regulate the procedure for lodging complaints.
v) To make provision for the endorsement of certain registers.

Western Cape Investment and Trade Promotion Agency Law, 1996 (Act 3 of 1996), and Western Cape Tourism Act (Act 1 of 2004).
This act regulates the formal corporative legislated functions of tourism in the Western Cape Province as follows:

i) To amend the Western Cape Investment and Trade Promotion Agency Law, 1996.
ii) To provide for the amendment of the procedure in terms of which directors are nominated.
iii) To provide for the amendment of the powers and duties of directors.
iv) The funding provisions for the Agency.
v) The repeal of the Western Cape Investment and Trade Agency constitution.
vi) Provide for matters incidental thereto.

Current state of function	Desired state (This section refers to your desired state or position you would like the division to be in at the end of 5-year cycle)
1. LED and Tourism unit in the CWDM has been established during 2003 and in full operation towards the end of 2004.	1. To ensure that all LED and tourism staff adheres to the requirement of the new staff regulations applicable to Local Government
2. The unit is divided into two sub-sections:	2. Continuing building and strengthening partnerships and collaboration by mobilising resources for Social, Economic and Rural Development in the Cape Winelands District
3. LED and Tourism	3. To strive to re-establish the region as the preferred tourism destination for domestic (internal), inbound (national) and outbound (international) tourism.
4. LED is divided into two sub-sections: (a) LED Information and Knowledge Management (b) LED Projects	4. Continue to explore in collaboration with WESGRO new markets for Cape Winelands products and services.
5. Tourism is divided into two sub-sections (a) Tourism Marketing (b) Tourism Product Development	5. Continue to provide a platform for SMMEs in the district to penetrate new markets for their products and services.
6. The LED and Tourism unit has formal working relationships with WESGRO, SAT, 13 LTAs, 5 B-municipalities, DEDAT, Department of Agriculture, DTi, chambers of commerce and the various LED and tourism stakeholders within the region.	6. The Cape Winelands District will endeavour to create a premier location for innovation and new firm creation by both encouraging entrepreneurship and innovation from local residents and attracting aspiring entrepreneurs from outside the region.
7. The unit fulfils the role of regional local economic development and as the regional tourism organisation (RTO) for the CWDM.	7. To strengthen the existing business relationships with WESGRO, SAT, 15 LTAs, 5 B-municipalities and the various tourism stakeholders within the region.
8. The unit is providing financial and non-financial support to the Bs, LTAs and relevant tourism stakeholders regarding marketing, product development, networking, capacity building, training and mentoring.	8. To investigate new approaches in engaging tourists and tourism stakeholders, physically, emotionally, online and in destination, pre/ post and during both high and low seasons, towards increasing visitors into the region.

Tourism

Planned projects for 2024/2025 (take IDP needs inconsideration)	Purpose of project	Allocated budget
1. LTA Projects	Supporting the development of new tourism projects and creating tourism awareness for local communities within the region.	R390 000
2. Tourism Training	Capacity building, training, skills development and mentoring to Tourism Staff and relevant stakeholders.	R950 000
3. Township Tourism	Provision of financial and non-financial support for existing and developing new tourism routes.	R500 000
4. Women In Tourism	Capacity building, empowering and support for Women owned tourism businesses.	R50 000
5. Media Educationals	Promote hidden tourism gems and experiences within the Cape Winelands region	R300 000
6. Tourism Campaign	Promote and market the Cape Winelands District Municipality as a preferred tourism destination during the low tourism season	R439 000
7. Tourism Events	To increase visitors into the region with a special focus on the hinterland areas.	R477 000
8. Tourism Month	To encourage South Africans to travel domestically to increase awareness of local tourism products on offer, help sustain jobs and support the recovery of the economy.	R71 000
9. Mayoral Tourism Awards	To recognise tourism products who contributes positive to the promotion of tourism in the region.	R200 000

LED

Planned projects for 2024/2025 (take IDP needs inconsideration)	Purpose of project	Allocated budget
1. . SMALL SCALE FARMERS SUPPORT PROGRAMME	Small Scale Farmers & Small and Medium Agro-Enterprises (SMAEs) Project. Value-added processing and manufacturing give Cape Winelands producers and agri-businesses exponential benefit from the raw products and services they produce. Facilitate rural diversification through small and medium agro-enterprises (SMAEs) and employment in the rural non-farm economy can help to build resilient livelihoods in rural areas. Value-addition for agricultural products will seriously be considered to advance diversification of the rural economy.	R500 000

LED

Planned projects for 2024/2025 (take IDP needs inconsideration)	Purpose of project	Allocated budget
2. ENTREPRENEURIAL SEED FUND PROGRAMME	Continue with Entrepreneurial Seed Fund Project. Investing in small business by 'Grow your own' through provision of seed funding for small businesses. The Entrepreneurial Seed Fund programme has been a partnership programme between the CWDM and its five local municipalities.	R500 000
3. SMME BUSINESS TRAINING AND MENTORSHIP DEVELOPMENT	Continue with Training and mentorship project. The CWDM training and mentorship programme was developed to assist the SMMEs that were receiving Entrepreneurial Seed & Small-Scale Farmer Support Funding from the municipality through providing business training and one-on-one mentorship to these SMMEs.	R550 590.32
4. BUSINESS RETENTION & EXPANSION PROGRAMME	The Business Retention & Expansion Programme is a comprehensive economic development programme that builds locally based strategies to support businesses, retain and create new jobs and grow opportunities for the district economy. It includes all efforts to encourage the survival and growth of existing businesses by helping firms to become more productive and thus more competitive.	R550 000
5. INVESTMENT ATTRACTION PROGRAMME: • Trade Investment Project (Namibia Tourism Expo) • CW Tourism Expo • Investment Programme: Digital Tourism • Investment Programme: Wine Tourism	Trade Investment Project (Namibia Tourism Expo): Continue to explore in collaboration with WESGRO new markets for Cape Winelands products and services. Continue to provide a platform for SMMEs in the district to penetrate new markets for their products and services. CW Tourism Expo: The CWDM will continue to host a tourism expo in the Cape Winelands that gives wine, tourism, and other related businesses an opportunity to market and sell their products. Investment Programme (Digital Tourism): From numerous surveys conducted internationally, it is now generally known that most millennials would rather text than make a call. From tourism trends we know that they travel more frequently than any other generation before them. It becomes therefore crucial that we need to make the most of mobile tourism marketing. It is important to tell our marketing story where consumers want to see it the most and that is on mobile. Continued support and innovation for the Tourism Town mobile Apps and the Cape Winelands Routes and Events App. CWDM have also embarked on assisting LTAs with capturing visitor data. CWDM will assist LTAs with renewing their license via VINPRO (Flow Networks). CWDM is assisting LTAs with the purchasing of compatible routers and licenses during the 2023/2024 financial year for this specific project. Investment Programme: Wine Tourism. Continue to work with organisations such as VINPRO, WESGRO and Wines of South Africa (WOSA) to support innovative developments and programmes in wine tourism.	R500 00 R2 000 000 R120 000 R250 00

Major operational items for 2024/25 – 2026/27	Purpose of item	Allocated budget
1. Branding items	Gift and promotions items in promoting the region as the preferred tourism destination.	R200 000
2. Tourism exhibitions	Promoting and marketing Cape Winelands region as the preferred tourism destination to domestic, inbound and outbound tourist on various platforms.	R750 000
3. Brochures & e-brochures	Printing, publications and books for tourism marketing purposes.	R190 000

Sector Plan	Review date
Cape Winelands Regional Socio Economic Development Strategy	To be determined

Challenges:

- Lack of buy-in from Stakeholders
- Climate change
- Load Shedding
- Limited funding to support new projects
- Capacity challenges

SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT

Legislative context for division:

a) Spatial Planning:
Cape Winelands District Municipal Spatial Development Framework (CWDM SDF); compile, review and amend internally in terms of the Municipal Systems Act (32 of 2000), the Spatial and Land Use Management Act (16 of 2013), and the Western Cape Land Use Planning Act (3 of 2014).

Municipal Planning Tribunals (MPTs); serve on MPTs in terms of Section 36 of the Spatial and Land Use Management Act (16 of 2013).

b) Environmental Resource Management:
Natural Resource Management programmes; projects pertaining to water and biodiversity conservation in terms of the,
- National Environmental Management: Biodiversity Act, 2004
- National Environmental Management: Protected Areas Act, 2003

c) Geographic Information Systems:
Geographic information systems and spatial data management in accordance with the Spatial Data Infrastructure Act, 2003 (Act No.54 of 2003).

Current state of function	Desired state (This section refers to your desired state or position you would like the division to be in at the end of 5-year cycle)
The Spatial Planning and Environmental Management Division consist of 1 post/warm body. Project output and networking with stakeholders are subject to the availability of a single person. A Job Description for a vacant post to grow the staff component was submitted to the Regional Task Committee for approval.	The desired state is to appoint a Conservation Ecologist & GIS Specialist (single post). Strategic and project outputs across the three functional areas (Spatial Planning, Environmental Management and GIS) will increase as well as networking and taking part in relevant function related initiatives.

Planned projects for 2024/2025 (take IDP needs inconsideration)	Purpose of project	Allocated budget
1. Invasive Alien Vegetation Management		R2 217 000, 00
2. River Rehabilitation		R 100 000, 00

Sector Plan	Review date
CWDM Spatial Development Framework (2021-2026)	2025/2026

Challenges:

Appointment of vacant post; The outcome of the Job Description process is unknown.

RURAL AND SOCIAL DEVELOPMENT

Legislative context for division:

Municipal Finance Management Act

Legislative context for division:

- *Section 153 of the South African Constitution (Act 108 of 1996) defines developmental duties for all categories of Municipalities, stating that a Municipality must:*
  - *(a) Structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community; and to promote the social and economic development of the community; and must*
  - *(b) Participate in national and provincial development programmes.*

- *Constitutional Schedules 4B and 5B define the core functional services of local government, which need to be effectively planned, delivered and regulated, as the foundation for social & community development in our Municipal Integrated Development Plans and performance management systems.*

Policy Alignment

National Development Plan

- ***Chapter 3: Economy and Development*** *(e.g. economic & social infrastructure investment)*
- ***Chapter 6: Inclusive Rural Economy*** *(e.g. EPWP, skills training,)*
- ***Chapter 9: Improving education, training and innovation*** *(e.g. awareness and capacity building programmes)*
- ***Chapter 10: Health Care for all*** *(e.g. HIV/AIDs, TB, Alcohol abuse)*
- ***Chapter 11: Social Protection*** *(e.g. food security, opportunities for unemployed, public employment)*
- ***Chapter 12: Building Safer Communities*** *(e.g.16 days of activism, domestic violence awareness, holiday programmes)*
- ***Chapter 15: Nation Building & Social Cohesion*** *(e.g. sport, recreation, arts and culture)*

Cape Vision 2040

- ***Enterprising Cape*** *(e.g. EPWP; social enterprise creation; entrepreneurship)*
- ***Living Cape*** *(e.g. multi-opportunity communities)*
- ***Educating Cape*** *(e.g. skills development, innovation)*
- ***Leading Cape*** *(Leadership skills training, Grade 12 top achiever's awards)*

Current state of function	Desired state (This section refers to your desired state or position you would like the division to be in at the end of 5-year cycle)
9. Rural and Social development unit in the CWDM has been established during 2008 and in full operation towards mid-year of 2009.	9. To ensure that all Rural and Social development staff adheres to the requirement of the new staff regulations applicable to Local Government
10. The unit is divided into two sub-sections: (c) Tourism Marketing (d) Tourism Product Development	10. To strengthen the existing partnerships with various state departments, NGO's, NPO's and sport federations at large within our region.
11. The Rural and Social development unit has formal working relationships with Department of Social Development, department of Education and department of health in our region, Sport federations, DCAS, NGO's and NPO's within our region.	
12. The unit fulfils the role of support social development and the B- Municipalities on their unfunded mandates.	
13. The unit is providing financial and non-financial support to the NGO's, Sport Federations, Clubs , NPO's and relevant stakeholders regarding rendering social development services to communities.	

Planned projects for 2024/2025 (take IDP needs inconsideration)		Purpose of project	Allocated budget
10.	Community support Programme	Funding is provided to support civil society organizations in rendering services focusing on poverty alleviation and rural development amongst rural poor and impoverished households. This programme enhances the capacity of beneficiary organisations to render service that will contribute to the achievement of our strategic objectives	R400 000
11.	Disabled	This project aims to improve the livelihoods of people with disabilities and to address social barriers that exclude people with disabilities from the various systems of society. Accessibility is important to achieve the principles of full inclusion, equality and participation in mainstream society. Skills training programmes for persons with disabilities provides access to employment in the open Labour market. The provision of assistive devices enhance removes social and educational barriers that exclude persons with disabilities on the basis of their hearing, visual and physical impairments. The commemoration of the International Day for Persons with Disabilities was implemented as part of the interventions in support of breaking barriers and stigma posed to people with disabilities in the district.	R795 9

Planned projects for 2024/2025 (take IDP needs inconsideration)		Purpose of project	Allocated budget
12.	ECD	Chapter 6 of the Children's Amendment Act (2006) clearly states that successful ECD is a joint effort between parents, the community and the government and to which many individuals in the community must contribute. In promoting the rights of the child as enshrined in these policies Municipalities should play a central role in partnership with provincial and national government. For the past years CWDM has invest on various programs to better the education of Early Childhood Development, because it's not about care and protection of children but also the development of young children. Also to ensure that these babies and toddlers go to a crèche that has the facilities to give children a good start in life.	R200 000
13.	Women	Women month's programmes are implemented in partnership with various stakeholders during August. These programmes focus on empowerment of women and raise awareness on issues of Gender Based Violence. The partners included the Worcester Thuthuzela Care Centre, Department of Social Development, Legal Aids South Africa-Worcester; ACVV, FAMSA, BADISA, SAPS and the Women's Network. Material support is provided to survivors of sexual offences through the Thuthuzela Care Centre and SAPS.	R349 890
14.	Families and Children	Families are the corner stone of communities. Dysfunctional families lead to dysfunctional communities. Interventions to support vulnerable families are vital in alleviating abuse, neglect and poverty. The project aims to strengthen the capacity of families and communities to care for and protect children. Through this project poor rural schools were afforded opportunities to embark on educational excursion which are related to the school curriculum	R601 500

Planned projects for 2024/2025 (take IDP needs inconsideration)		Purpose of project	Allocated budget
15.	Youth	Youth Development initiatives are crucial for the economy and the prevention of social crimes. The municipality implement Youth Dialogues; Life Skills Camps; Young People @ Work Workshops; Media Training Workshops for unemployed youth in partnership with Government Departments; Koinonia; B-Municipalities and Civil society organisations. These programmes are implemented to address issues that are affecting youth. Activities like career exhibitions, honouring of the Grade 12 Top Achievers awards, Matric Motivation programmes and Spring school programmes are supported in order to enhance opportunities for Grade 11 and 12 Learners. Youth month initiatives are implemented to raise awareness on available skills training, employment and SMME development opportunities.	R624 000
16.	HIV/AIDS	HIV and AIDS impact on the sustainability of communities and their development conditions. The implementations of interventions are crucial in ensuring that the vulnerability of infected and affected persons are increased. The interventions namely HIV/Aids awareness campaigns, World Aids Day, HIV/Aids &Male circumcision; HIV & breastfeeding and 16 Days of Activism against the Abuse of Women and Children are implemented in partnership with the Multi Sectoral Action Team (MSAT) structures in each B-Municipal area. These programmes focus on reversing the effects of the HIV/AIDS pandemic and support to infected and affected families in the district. Educational items were provided for children living with HIV/AIDS ECD programme. The Ithemba Fun walk is implemented annually in partnership with Department of Education to raise awareness on HIV/AIDS amongst primary schools	R349 890
17.	Elderly	Through the implementation of such a project, the Municipality strives to maintain and protect the status, wellbeing, safety and rights of older persons. This project also aims to promote and create an enabling environment for elderly to participate actively in healthy lifestyle, wellness and cultural activities. The vibrant partnership with Service Centres, Western Cape Older Persons forum, Age –in-Action; B-Municipalities; Department of Health, Department of Social Development and Department of Cultural Affairs and Sport contributes to the successful implementation of this project.	R342 240

Planned projects for 2024/2025 (take IDP needs inconsideration)	Purpose of project	Allocated budget
18. Sport, Recreation and Culture	Sports Statistics have shown that sport and recreation participation plays a big role in the decrease of the crime rate and crime activity in communities who regularly participate in sport and recreation. Community based mass participation recreation, cultural and sports development programmes focus more non-competitive fun rather than competitive sport so as to create and build social cohesion among youth and in communities. The objectives of these programmes are to promote social development, youth empowerment, social cohesion and community upliftment. Sports, recreational and cultural programmes provide opportunities for vulnerable groups to participate in mass participation programmes. It allow children, families, senior citizens, disabled, men and women to participate in and attend numerous events that would have otherwise been denied.	R3 307 410
19. Skills development	Skills development is identified as one of the priority needs for sustainable development in rural communities within the Cape Winelands District Municipality. Violence, social isolation and low education levels makes young unemployed women more vulnerable and increases their risks of sexual exploitation. Economic empowerment opportunities reduce conditions of vulnerability and improve the resilience of young women. Young people and women are the important focus and a priority because the lack of skills development contributes to increasing unemployment rate amongst them in rural areas. Skills development programmes enhance the employability and SMME development amongst women and youth. The municipality identify training needs in partnership with B-municipalities, Department of Social Development and NGOs and rotate amongst the B-municipal areas each year.	R300 000

Challenges:

- Lack of buy-in from B= Municipalities and sector departments
- Climate change
- Load Shedding
- Limited funding to support new projects.
- Capacity challenges

Technical Services



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DIVISION

Roads

Legislative context for division:

- CWDM is performing an Agency-function for WCG in terms of a Memorandum of Agreement.
- Under this mandate CWDM maintains and does limited construction on the 1232km surfaced roads and 3127km gravel roads within its boundaries.
- Under this agreement WCG will supply the fleet and vehicles, with CWDM providing the staff and buildings.
- An annual budget is provided to CWDM by WCG to perform its mandate, with CWDM claiming expenditure monthly.
- CWDM is paid a %-fee to provide supporting services i.t.o. HR, SCM, etc

Current state of function	Desired state (This section refers to your desired state or position you would like the division to be in at the end of 5-year cycle)
Due to a shortage of operators, drivers, graders, water trucks and material from distant commercial quarries, the Roads division is currently struggling to execute its maintenance mandate. Over the last year, continuous floods in the area added to the operational challenges.	Have the manpower, fleet and materials to, at a predetermine schedule, maintain the gravel and tar road network in the region. To provide a service level to the public and farmers that will allow them to travel safe and get produce to markets at acceptable quality. Have minimum complaints on poor gravel roads.

Planned projects for 2024/2025 (take IDP needs inconsideration)	Purpose of project	Allocated budget
1. Fencing of borrow pits	To allow mining of borrow pits and to regravel nearby roads at a cheaper than commercial cost	Tenders to be funded from Road budget – R400 000

Major operation items for 2025/2026 – 2026/2027	Purpose of item	Allocated budget
1. Start boreholes in road reserve programme	To start with wet blading which will allow gravel roads to perform better and last longer between blading cycles	Tenders to be funded from Road budget – R1 000 000 annually for 24/25 – 26/27

Sector Plan	Review date
3-Year BUSINESS Plan (2023 – 2026)	July 2026

Challenges:

Limited budgets allocations from Western Cape Government may lead to postponement of projects.

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DIVISION

Project Management

Legislative context for division:

- **District Municipality**

Section 84 of the Municipal Systems Act (Act 32 of 2000) assigns a function of waste disposal to District Municipalities. Not all District Municipalities are fulfilling this role. However, when the need arises for a Regional Landfill, the District Municipality must perform this role.

- **Local Municipalities**

The NEM:WA (Act 59 of 2008) requires local authorities to implement mechanisms for the provision of waste collection services including collection, storage and disposal. Local authorities are also required to facilitate recycling and waste diversion from landfill and manage waste information appropriately.

Current state of function	Desired state (This section refers to your desired state or position you would like the division to be in at the end of 5-year cycle)
Currently the Waste Function lies with the Local Municipalities but due to the state of the airspace of the Landfill Sites, which have reached the end of their lifespan and needs to be closed, it was important for the District Municipality to start with the process of establishing a Landfill Site to accommodate Langeberg -, Breede Valley - and Witzenberg Municipalities. The implementation of the project was delayed several times due to objections and legal processes pertaining to the said objections.	CWDM's objective is to implement the Landfill Site within the 5-year cycle and to be operational around March 2025. CWDM also foresee the implementation of a Waste Awareness Programme within all the 5 Local Municipalities to assist them with minimization of waste to landfill within the next financial year.

Planned projects for 2024/2025 (take IDP needs inconsideration)	Purpose of project	Allocated budget
1. Construction of Regional Landfill Site	The project will consist of the construction of landfill infrastructure as well as Cell 1 to assist the Langeberg -, Breede Valley - and Witzenberg Municipalities with the solid waste function as all these municipal current landfill sites have a lack of capacity and must be closed down.	R 20 000 000 (2024/25) R 87 000 000 (2025/26)

Major operation items for 2025/2026 – 2026/2027	Purpose of item	Allocated budget
1. Operation of Landfill Site	The CWDM did a Section 78 investigation and as a result, the new Landfill Site will be managed and operated by an external service provider due to capacity and skill shortages in the Technical Services Department.	This tender is still in evaluation phase and the cost will be determined with the awarding of the tender.

Sector Plan	Review date
Integrated Waste Management Plan	April 2024

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DIVISION

Regulation Passenger Transport Services

Legislative context for division:

- **NATIONAL LAND TRANSPORT ACT (NLTA) ACT5 OF 2009**

In terms of the National Land Transport Act (NLTA), Act 5 of 2009 requires all Planning Authorities to compile an Integrated Transport Plan, which is a specific sector plan that feeds into the Integrated Development Plan (IDP) of the relevant authority. The DITP also supports and forms part of the development of the Provincial Land Transport Framework (PLTF).

Current state of function	Desired state (This section refers to your desired state or position you would like the division to be in at the end of 5-year cycle)
The division is functioning well. However, there is a challenge of Shortage of Personnel.	To have enough capacity to perform all the duties of the division.

Planned projects for 2024/2025 (take IDP needs inconsideration)	Purpose of project	Allocated budget
1. Transport Register and Operating Licence for Drakenstein local Municipality.	To guide the municipalities on the award of operating licences for non-contracted un-scheduled minibus-taxi services.	R 939 000
2. Road Safety	Greater road safety awareness and responsibility for own safety on our rural road network	R 928 000
3. Sidewalk and embayment's	Greater road safety awareness and responsibility for own safety on our rural road network	R 3.5 000 000

Sector Plan	Review date
CAPE WINELANDS DISTRICT INTEGRATED TRANSPORT PLAN 2022-2027	Approved date 20 March 2023

Challenges:

Shortage Of Personnel.

Financial Services



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DIVISION

Supply Chain Management

Legislative context for division:

The legal regulation of public procurement is constitutionalised. Section 217(1) of the Constitution provides that organs of state must contract for goods or services in accordance with a system that is fair, equitable, transparent, competitive and cost-effective.

Subsection 217 (1) does not prevent the organs of state referred to in that subsection from implementing a procurement policy providing for—

(a) categories of preference in the allocation of contracts; and
(b) the protection or advancement of persons, or categories of persons, disadvantaged by unfair discrimination.

Section 217(3) stipulates that National legislation must prescribe a framework within which such a policy must be implemented.

The procurement principles enunciated in the Constitution have been given further legislative impetus by, amongst others, section 112(1) of the Municipal Finance Management Act, 2003 which provides:

“The supply chain management policy of a municipality must be fair, equitable, transparent, competitive and cost-effective and comply with a prescribed regulatory framework for municipal supply chain management”.

The same principles are repeated in the Municipal Supply Chain Management Regulations, 2005 which require the accounting officer to develop an effective and efficient supply chain management system that is fair, equitable, transparent, competitive and cost effective.

Current state of function	Desired state (This section refers to your desired state or position you would like the division to be in at the end of 5-year cycle)
Administrative, rigid and reactive supply chain management system operating in isolation of the broader strategic planning and management of the municipality.	Having a Supply chain management (SCM) system that that contributes to efficient, effective and economical spending of municipal budgets, and achieving critical outputs and outcomes identified in the Integrated Development Plan.

Challenges:

- Capacity constraints to effectively implement legislative changes and enhanced operational initiatives relevant to t he supply chain management environment.
- Complex, complicated, fragmented, and inconsistent regulatory requirements
- Undesirable Level of Demand Planning
- Lack of Innovative tools and technology

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Corporate Services

DIVISION
Administrative Support Services

Legislative context for division:

- Provide administrative support services to the Council and Mayoral Committee of the Cape Winelands District Municipality, established in terms of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998), as well as any other statutory committees.

- Assist the Municipal Manager with the executive of administrative functions in terms of section 55 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), where applicable.

- Manage the records of the Cape Winelands District Municipality in a well-structured record keeping system in terms of section 9 of the Provincial Archives and Records Service of the Western Cape Act, 2005

(Act No. 3 of 2005).

- Ensure that the District Municipality and its employees comply with the requirements imposed by the Protection of Personal Information Act, 2013 (Act No. 4 of 2013).

Current state of function	Desired state (This section refers to your desired state or position you would like the division to be in at the end of 5-year cycle)
Currently a hybrid administrative model in place	Paperless committee system

	Major operation items for 2025/2026 – 2026/2027	Purpose of item	Allocated budget
1.	Security Services	To safeguard property, assets, employees and visitors of the CWDM	R5,000,000

	Major capital items for 2024/25– 2026/27	Purpose of item	Allocated budget
1.	Sedan vehicles	To ensure that the CWDM has a fit for purpose, safe, reliable and cost-effective vehicle fleet in place	R700,000
1.	Photocopiers	Ensure effective reprography services	R1,200,000

INFORMATION ON RECORDS MANAGEMENT

Section 9 of the Provincial Archives and Records Service of the Western Cape Act, 2005 (Act No. 3 of 2005) requires the Cape Winelands District Municipality to manage its records in a well-structured record keeping system, and to put the necessary policies and procedures in place to ensure that its record-keeping and records management practices comply with the requirements of the Act. Information is a resource of the same importance to good management as other standard resources like people, money and facilities. The information resources
of the Cape Winelands District Municipality must therefore be managed as a valuable asset. Appropriate records management is a vital aspect of maintaining and enhancing the value of this asset.

Records management policy documents of the Cape Winelands District Municipality are developed in accordance with the Provincial Archives and Records Service of the Western Cape Act, 2005 (Act No. 3 of 2005) as well as to the National Archives and Records Service of South Africa Act (Act No. 43 of 1996). In order to support continued service delivery and provide the necessary accountability, the District Municipality should create and maintain authentic, reliable and usable records.

Sound records management is fundamental for good governance and effective and efficient administration. It also provides a basis for accountability and protects the rights of individuals. The Cape Winelands District Municipality must ensure that the integrity of the records is protected for as long as they are required as evidence of business operations by managing the information resources for good records management practices stipulated in
the legislation.

All personal information provided to the Registry will thus not be distributed to third parties and will be used only for the benefit of the Cape Winelands District Municipality and for the purposes it was collected for. In addition, all personal information will be filed and stored securely in an appropriate filing facility which will not be accessible to
any unauthorized person and digital copies of personal information will be safeguarded by a variety of native ssecurity mechanisms. Once the personal information is no longer required, it will be destroyed according to the prescribed and approved retention schedules. Records management policy documents also provide the mandate, mission and objectives of the District Municipality to ensure appropriate physical care of records.

Management has a responsibility to ensure that Cape Winelands District Municipality creates and have access to complete and credible information resources to enable the decision-making process to be in the best interest of the public. Information is one of the key resources required to run an efficient organization.

For example, well-organized records:

(a) Enable an organization to find the right information easily and comprehensively.

(b) Enable the organization to perform its functions successfully and efficiently and in an accountable manner.

(c) Support the business, legal and accountable requirements of the organization.

(d) Ensure the consistent delivery of services.

(e) Support and document policy formation and administrative decision-making.

(f) Provide continuity in the event of a disaster.

(g) Protect the interest of the organization and the rights of employees, clients and present and future stakeholders; and

(h) Support and document the organization's activities, development and achievements.

DIVISION

Human Resources

Current state of function	Desired state *(This section refers to your* desired state or position you would like the division to be in at the end of 5-year cycle)
Human Resources ensures that the Cape Winelands District Municipality employs the best and suitable qualified employees to serve our communities, within the context of relevant legislative arrangements, policies and collective agreements. Cape Winelands District Municipality realized that skilling of its own workforce is key in achieving its strategic objectives as noted in the Integrated Development Plan by developing and building the capacity of employees to perform their tasks in an effective, economic and accountable manner and to report on training bi-monthly, as well as the annual submission of the Workplace Skills Plan. Cape Winelands District Municipality's ensures the development of the workforce in order to improve productivity in the workplace and the competitiveness of the employees. Cape Winelands District Municipality (CWDM), Council and employees are fully committed to educate, train and develop all employees within the financial muscle and resources available. **IMPROVED LABOUR RELATIONS AND INFORMED WORKFORCE** Cape Winelands District Municipality recognizes that in order for service delivery to be maintained and improved, every employer requires labour peace, hence CWDM continuously promotes a sound and dynamic labour relations environment by	The demand for strategic, consultative, and collaborative HR services continues to grow. During the next five years, a broad set of organisational challenges must be addressed that have managerial/leadership, workforce, and technological implications for the Municipality. How we respond to these challenges will impact our ability to maximise organizational capacity, increase individual potential, and position the Municipality as an employer of choice. These trends and challenges include: • Creating an Agile Organisation — Changing demand for services requires flexible structures and work delivery models. The Municipality continues to experience changes and challenges relating to services, technology, staffing, and citizen expectations. The fast-paced environment requires the organization to be nimble, providing structures that are flexible and adaptive. • Deploying New Approaches to Talent Sourcing — Shifting strategy from recruiting to marketing. The new employment environment, with talent networks, social media, competing employment choices, and shifting skill-set demands, will require innovative marketing and communication strategies to attract, source, and recruit qualified candidates. • Changing Workforce and Strategic Talent Management Strategy — Continuing to design and implement succession planning initiatives to increase organisational capacity and workforce diversity and inclusion. In the upcoming years, we will focus on creating leadership pipelines to ensure knowledge transfer and continuity of excellent

Current state of function	Desired state *(This section refers to your* desired state or position you would like the division to be in at the end of 5-year cycle)
facilitating an atmosphere of collective bargaining at the workplace and employer-employee relations. In addition, to this also to promote equal opportunities and fair treatment to all in the workplace by eliminating unfair discrimination; and to implement affirmative action measures to redress the disadvantages in employment experienced in the past by members from designated groups. Employee relations at the Cape Winelands District Municipality are enhanced by continuous interaction between management and employees through executive management road shows at least once annually, and through publication in the internal newsletter and regular staff circulars. Maintaining good employee relations helps to reduce workplace conflict, raise staff morale and increase overall productivity. **ORGANISATIONAL DEVELOPMENT** Organisational development within the Cape Winelands District Municipality (CWDM) continuously focus on the increase of the District Municipality's effectiveness and efficiency in order to develop the CWDM to its full potential and seeking to increase effectiveness in terms of the strategic objectives as defined in the Integrated Development Plan. The objective of organisational development is to improve the District Municipality's capacity to handle its internal and external functioning and relationships, inclusive of more effective communication, enhanced ability to cope with organisational challenges, more effective decision-making processes, more appropriate leadership styles, improved skills and higher levels of trust and cooperation among employees. Organizational development further focuses on improving performance at individual and organisational level and improving the District Municipality's ability to effectively respond to changes in its external environment, and increasing internal capabilities by ensuring the organisational structures, human resources systems, communication systems, and leadership/managerial processes fully harness	services. The development and implementation of a comprehensive strategy for engaging and retaining leadership will be vital. • Promoting Employee Engagement — Expanding opportunities to drive passion and engagement in the workforce. The HR Department will continue to support the Municipality's commitment to creating a culture of employee engagement by providing information, resources, and services to staff which promotes collaboration, connection, and commitment to their work, colleagues and the goals of the organization. • Enhancing and Expanding Strategic Partnerships — Identifying and creating opportunities to collaborate with customers to increase organisational effectiveness. The HR Department will communicate its service commitments and consultative services to customer-departments • Maximising Labour Relations — Identifying strategies to sustain workforce costs. The HR Department will continue to work with labour to ensure agreements align with our current and anticipated economic conditions and operational needs. Also, changes in legislation and labour organization leadership will require increased communication regarding changes and continued collaboration to maintain positive employee/employer relationships. • Managing Complex Labour Laws — Identifying and addressing legal trends and employer-employee changes to determine impact to the organization. • Maximising HR Technology — Expanding and integrating technology to streamline services, remain competitive, and increase transparency through consumer access to information and resources.

Current state of function	Desired state *(This section refers to your* desired state or position you would like the division to be in at the end of 5-year cycle)
human motivation and help employees function to their full potential. Cape Winelands District Municipality (CWDM) embarked on a comprehensive process to have all posts on the approved staff establishment evaluated in terms of the TASK Job Evaluation System. In terms of Chapter 7 (Local Public Administration and Human Resources) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), the Minister for Cooperative Governance and Traditional Affairs promulgated the Local Government: Municipal Staff Regulations No. 890 and issued the Local Government: Guidelines for the Implementation of the Municipal Staff Regulations No. 891 in Government Gazette No. 45181, dated 20 September 2021 in terms of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) setting uniform standards for municipal staff systems and procedures for all municipal staff and senior managers, where applicable. This Regulation and Guidelines for implementation took effect on 01 July 2022. The Cape Winelands District Municipality appointed a Service Provider to analyse and address gaps in terms of processes, procedures, strategies and policies, in accordance with the relevant Chapters of the Local Government: Municipal Staff Regulations (GN 890) and Guidelines (GN 891) and to provide and implement a proven compliance performance management and-development system and software application that supports the implementation of the system within the specified regulatory timeframes. The CWDM proactively kick-started its efforts to ensure full compliance with these regulations and to date, the municipality has developed and amended most of its relevant policies to this effect. The Service Provider in consultation with the Division: Human Resources and CWDM personnel drafted a Human Resources Strategy and Human resource Plans that spells out the actions that will	

Current state of function	Desired state *(This section refers to your* desired state or position you would like the division to be in at the end of 5-year cycle)
be embarked with the Division: Human Resources over the following five years.	

OPERATIONAL 5-YEAR PLAN

The tables below indicate the necessary measures and achievable timeframes in terms of each financial year in order to fulfil the detail in the HR Strategy:

Strategic Human Resources Management:	2023/24	2024/25	2025/26	2026/27	2027/28
Review HR Strategy annually (with relevant HR Policies)		x	x	x	x
Conduct a staff establishment diagnosis annually through a in terms of Municipal Staff Regulations	x				x
Review Job Descriptions every 5 years, and when changes in functions of organogram.	x				
Conclude an annual Staff Regulations Readiness Review Report for submission to Council	x	x	x	x	x
Develop a HR Risk Profile and Plan for inclusion in the HR Strategy		x			
Develop HR SDBIP for all HR Levels for inclusion in the HR Strategy		x			
Annual HR Maturity Assessment	x	x	x	x	x
Develop an Implementation plan to address the findings and review annually	x	x	x	x	x
Establishment of a Municipal Staffing Regulations Steering Committee that meets on a regular basis and includes members of all Directorates as well as Internal Audit	x				
Develop an HR Analytics system and analyse the data (Metrics)			x		
Develop an Implementation Plan on how to address the results stemming from the analysis				x	
Develop a process to ensure that all employees at all levels have access to information, all policies	x				
Review all HR policies older than 5 years annually	x	x	x	x	x

Recruitment, Selection and Workplace Planning:	2023/24	2024/25	2025/26	2026/27	2027/28
Align the Recruitment Policy to the HR Strategy / Plan and Municipal Staff Regulations	x				
Keep record of the following and note effectiveness thereof (in order to recommend changes annually during revision of the Recruitment Policy):		x			
a) Time taken to fill each vacant post, measured from when the HR division is informed of the vacant post until acceptance of appointment by the successful candidate.			x		
b) The relevant success of various recruitment channels utilized in relation to each post level, measured by documenting the channel(s) through which successfully shortlisted candidates applied for a specific post.				x	
c) The total cost of each recruitment channel used for a specific post and the efficiency thereof in terms of relevant applications received					
Develop an induction and onboarding Policy to align with the Staffing Regulations		x			
Develop strategy to fill vacancies, reduce turnaround times, fill funded vacancies within 6 months from becoming vacant	x				
Revise the Probation Policy and align with Staffing Regulations	x				
Implement Behaviour Assessment as part of the recruitment and selection process for all levels			x		
Implement a Recruitment and Selection Analytics to evaluate all data applicable			x		
Proper training should be provided for Managers with regard to the Onboarding and Probation processes		x			

Individual Performance Management:	2023/24	2024/25	2025/26	2026/27	2027/28
Conclusion of Performance Agreements for all employees	x	x	x	x	x
Align Individual Performance Management and Development Policy and Process with Municipal Staff Regulations	x				
Review of Performance Management and Development Policy on an annual basis.		x	x	x	x

Individual Performance Management:	2023/24	2024/25	2025/26	2026/27	2027/28
Conduct an Performance Awareness campaign / drive annually		x	x	x	x
Develop a Reward and Recognition Policy in alignment with the new Performance Management Policy.		x			
Conduct Regular Training for administrators and Managers		x	x	x	x

Training and Development (Learning):	2023/24	2024/25	2025/26	2026/27	2027/28
Management and Leadership: Emotional Intelligence,		x	x	x	
Diversity Management for all Managers	x				
Financial Viability: MFMA / MMCL training in compliance with applicable legislation		x	x	x	x
Introduce a Management and Leadership: Middle Management Development Program			x		
Management and Leadership: Mentoring & Coaching should be done for al employees at supervisory level	x				
Management and Leadership: Women in Management as part of succession planning and addressing EE			x		
Negotiation Skills for all employees in supervisory positions.				x	
Implement a Monitor and assess the effectiveness of training (measure ROI of training) program to ensure compliance with the MSR		x	x	x	x
Conduct an annual training needs assessment to ensure training is designed to improve organisational and individual performance.	x	x	x	x	x
Develop a leadership succession plan, including a leadership gap analysis.	x				
Develop Recognition of Prior Learning Policy & Process		x			
Anger Management Programs / Training				x	
Develop Student and Internship Policy		x			
Training of managers in disciplinary hearings		x	x	x	x
Coordinate Career Exposition to internal staff and the public to create awareness of current requirements of Municipal posts.			x		
Conduct a Skills Audit every 5 years in terms of Municipal Staff Regulations	x				

Training and Development (Learning):	2023/24	2024/25	2025/26	2026/27	2027/28
Develop and maintain PDPs for all employees and include it in Performance plans	x	x	x	x	x
Implement a Training and Development Analytics to evaluate all data applicable			x		

Compensation and Benefits:	2023/24	2024/25	2025/26	2026/27	2027/28
Develop Remuneration Policy.				x	
Conduct Roadshows annually to update officials regarding benefits & explain types of leave and how to capture leave		x	x	x	x
Review of Induction Programme process to link it with the onboarding Policy.		x			

Employee Relations Management:	2023/24	2024/25	2025/26	2026/27	2027/28
Analyse data of ER processes annually and make recommendations of how to improve on effectiveness of function (Review relevant Policy annually).		x			
Manage knowledge by creating a database of relevant authorities that is readily accessible to the Employee Relations team.				x	
Implement a Labour Relations Analytics to evaluate all data applicable			x		

Organisational Development (Culture):	2023/24	2024/25	2025/26	2026/27	2027/28
Formulate and implement Diversity Policy in line with HR Strategy			x		
Formulate tool to measure implementation and effectiveness of Diversity Policy (including employee behaviour)				x	
Formulate a Change Management Strategy (Guidelines)	x				
Conduct an Employee Satisfaction Survey bi-annually (Climate Change)		x		x	

Staff Wellness:	2023/24	2024/25	2025/26	2026/27	2027/28
Financial Wellness (financial issues may have a negative impact on health, productivity and performance).	x	x	x	x	x
HIV and TB drive (increase awareness and conduct free HIV and TB tests).		x		x	

Staff Wellness:	2023/24	2024/25	2025/26	2026/27	2027/28
Conduct an annual Wellness Day for all employees	x	x	x	x	x
Revision and implementation of Disability Policy		x			
Revision and implementation of HIV / Aids Policy			x		
Revision and implementation of EAP Policy	x				
Design and implementation of HR Gender Policy				x	
Implement a Staff Wellness Analytics to evaluate all data applicable		x			

Talent Management:	2023/24	2024/25	2025/26	2026/27	2027/28
Formulate and implement Talent Management Policy in line with HR Strategy.		x			
Review the Succession Planning Policy	x				
Develop a Succession Planning Implementation Plan.		x			
Review and align Retention Scarce Skills Policy with Municipal Staff Regulations		x			
Develop a Talent Pool		x			
Implement Talent Management Analytics to evaluate all data applicable				x	
Prioritise Career Development and Succession Planning processes on an annual basis	x	X	x	x	x

HR Information Systems:	2023/24	2024/25	2025/26	2026/27	2027/28
The induction programme shall be regularly reviewed to ensure the provision of systems upgrades, new policies and the introduction of specific or important processes and procedures such as functional structure, various municipalities' offices being located within directorates.		x		x	
Implement HR Policy Register to monitor regular review.	x	x			

Exit Management	2023/24	2024/25	2025/26	2026/27	2027/28
Formulate and implement Exit Management Policy in compliance with the MSR Guidelines.	x				
Formulate tools to measure termination notice, exit transition period, exit transition plan, and exit governance reporting.		x			
Implement a process to do Stay Interviews (Retention)	x				

Exit Management	2023/24	2024/25	2025/26	2026/27	2027/28
Design reporting process to assess and address negative exit interview comments.			x		
Analyse the data and make improvements		x	x	x	x

Employment Equity	2023/24	2024/25	2025/26	2026/27	2027/28
Review Employment Equity Plan every 5 years to comply with new sectoral targets.	x				
Develop tools to monitor and address excessive discrepancies in the placing and exiting of under-represented groups (link with Recruitment and Exit Management strategies).		x			
Implement improvements and affirmative action measures on EE Targets as per plan	x	x	x	x	x
Develop a Employment Equity analytics		x			

Health and Safety:	2023/24	2024/25	2025/26	2026/27	2027/28
Review OHS Policy annually.	x	x	x	x	x
Formulation of information sessions and refresher orientation for existing employees.	x	x	x	x	x
Analyse and review Health and Safety SOPs.				x	
Analyse data on H&S audits and IOD claims, note effectiveness of process and shortcomings, amend Policy accordingly.					x
Develop a Health and Safety analytics and implement data to make factual decisions	x				

Challenges:

- No comprehensive and effective service delivery dashboard
- HRMD is not closely linked to the IDP deliverables
- Inability to recognize, recruit and retain talent
- Slow to adapt to changes (static)
- Insufficient benefits to attract new skill
- Lack of experience at lower level
- Inability to effectively implement change management
- Lack of proper communication between management and staff
- Inability to promote staff internally
- No cross training in functions for quality management and to increase talent pool for internal promotions

- Lack of responsibility and understanding by Line
- Management in relation to HR functions
- Lack of objectivity
- HRM data not analysed
- Staff leaving the organisation prematurely
- Dependency on key staff
- Too much time spent on compliance and no innovation
- Staff have negative view of the implementation of HR functions
- Lack of funds (budgetary constraints)
- Workplace culture

The Local Government: Municipal Staff Regulations No. 890 and the Local Government: Guidelines for the Implementation of the Municipal Staff Regulations No. 891 set uniform standards for systems and procedures for all municipal staff and senior managers, where applicable. These Regulations and Guidelines take effect from 01 July 2022. All municipalities are required to develop Human Resources policies consistent with the Regulations.

The aforementioned is also supported by Chapter 13 of the National Development Plan in terms of the Building of a Capable and Developmental State, and clause 154(1) of the Constitution of the Republic of South Africa, 1996 that, inter alia, stipulates that national and provincial governments, by legislative and other measures, must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions.

The Division: Human Resources embarked on a process to regularly review and develop new policies, frameworks and strategies since the implementation of the Local Government: Municipal Staff Regulations No. 890 from 01 July 2023 and this regard reviewed the policies; a Strategic Talent Management Framework and a CWDM Strategy to fill funded vacancies as stated below:

The **CWDM Revised Exit Management policy** is a policy and outlines policy guidelines for termination of service for employees that is compliant with the relevant legislative guidelines.

The **CWDM Revised Induction policy** is a policy to integrate all employees into the organisational culture of the Cape Winelands District Municipality. Furthermore, to familiarize all employees with Council's activities, train, guide, counsel and evaluate all those who have been newly appointed, promoted, transferred or demoted in a post on the fixed establishment of the Council.

The **CWDM Revised Scarce Skills and Retention Policy** is a policy that will assist to identify scare skills within the Municipality. A great deal of time and money is invested in the recruitment, training and development of employees and as such every effort should be made to retain those employees who have scarce skills. The application of the recruitment and staff retention strategies for scarce skills will contribute to a more competent and stable workforce to meet the objectives of local government in general, the objectives of the Municipality's Integrated Development Plan and the Service Delivery and Budget Implementation Plans of individual Directorates, Departments and the Municipality.

The **CWDM Revised Succession Planning and Career Pathing policy** will include the process through which an employer charts a course for development of an employee's potential to its fullest extent and map out possible careers for an incumbent within the Municipality or within the broader scope of local government or within a specific field of competence.

The **CWDM Strategic Talent Management Framework** is a framework that will address various talent-related definitions, approaches, and principles applicable to Talent Management within the Municipality; and explain various processes and tools to ensure the effective identification of talent, succession planning, attraction and sourcing, and development and retention of talented staff. The framework will bring light to the critical factors which must be taken into account to ensure that the Municipality can institute the best Talent Management practices.

Regulations 11 of the Local Government: Municipal Staff Regulations No. 890 stipulates as follows:

(1) Every municipality must-

(a) develop the **strategy** to-

(i) fill funded vacancies; and
(ii) reduce turnaround times for filling of approved vacant funded posts;

(b) fill all funded vacant posts on the staff establishment within six months of a funded post becoming vacant.

(c) at all times have the capacity and capability to perform its functions.

(2) The strategy contemplated in sub-regulation (1)(a) must include timeframes for the various activities included in the recruitment and selection processes.

The **CWDM developed the Strategy to fill funded vacancies which** is a strategy to establish a guideline for the effective filling of funded vacancies at the Cape Winelands District Municipality within six (6) months of each post becoming vacant.

DIVISION

IDP and Performance Management

Legislative context for division:

Functions covered in this division:

1. Integrated Development Planning (IDP)

2. Public Participation (PP)

3. Performance Management

4. Inter-governmental Relations (IGR)

5. Joint District & Metro Approach (JDMA)

Current state of function	Desired state (This section refers to your desired state or position you would like the division to be in at the end of 5-year cycle)

Current positions:

- Director: IDP, Performance & Risk Management
- Deputy Director: Performance & Risk Management (vacant since March 2023)
- IDP Co-ordinator

Current divisional organogram under review as part of implementation of new Municipal Staff Regulations. Vacant position cannot be advertised and/or filled due to proposed changes in functions.

Chapter 5
Support to Local Municipalities
-
Financial Impact (2024/25)



SUPPORT TO LOCAL MUNICIPALITIES –

FINANCIAL IMPACT (2024/5)

All projects, planning initiatives and programmes are implemented within the jurisdiction areas of the applicable local municipalities or district wide, as illustrated in the following table:

District Wide Support		
Type of support	**Deliverable**	**Financial Impact**
Subsidies – Water & Sanitation	Number of farms serviced (44) – Educationals (20)	R 1000 000
Environmental Health Education	Number of theatre performances	R 639 000
Clearing of road reserves	643 km cleaned	R 1 430 000
Rural infrastructure support	Provision of water services to schools	R 600 000
Renewable Infrastructure – Rural Areas	Solar systems supply to farmers	R 500 000
Upgrading of Sport Facilities	Number of Sport Facilities upgraded	R 2 800 000
Entrepreneurial Seed Funding	Number of SMME's supported	R 500 000
Business Retention Expansion Programme	Number of action plans for tourism sector	R 550 000
Investment Attraction Programme	Number of projects implemented	R 370 000
Small Farmers Support Programme	Number of small farmers supported	R 500 000
SMME Training and Mentorship	Number of processes implemented	R 532 000

Tourism Business Training	Number of training and mentoring sessions	R	950 000
Tourism Educational	Number of educational	R	300 000
Tourism Month	Tourism month activities	R	171 000
Township Tourism	Number of SMME's linked with formal economy	R	550 000
LTA Projects	Number of LTA's participating	R	390 000
Tourism Events	Number of tourism events	R	477 008
Sport Tourism Winter Campaign	Campaign implemented	R	889 000
EPWP Invasive Alien Management Programme	Number of hectares cleared	R	2 217 000
HIV/AIDS Programme	Number of HIV/AIDS Programmes Implemented	R	161 900
Elderly	Number of Active Age programmes implemented	R	342 240

Disabled	Number of interventions implemented which focus on the rights of people with disabilities	R	795 990
Community Support Programme	Number of Service Level Agreements signed with community-based organisations	R	400 000
Families and Children (Substance Abuse)	Programmes and support for vulnerable children Provision of sanitary towels Support for ECDs	R	719 700
Early Childhood Development	Number of Early Childhood Development Toolkits distributed	R	199 982
Sport, Recreation and Culture Programmes	Number of programmes	R	3 234 410
Youth	Number of youth development programmes	R	664 000
Women	Number of awareness programmes	R	349 890
Sidewalks and Embayment's	Number of sidewalks and Embayment's completed	R	6 500 000
Road Safety Education	Number of Road Safety Education programmes	R	1 556 000
River rehabilitation (EPWP)	Hectares cleared	R	100 000
Skills Development (EPWP)	Number of skills development initiatives implemented	R	300 000

OFFICE OF THE MUNICIPAL MANAGER

CAPE WINELANDS DISTRICT
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

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E-POS/E-MAIL/iE-MAIL: mm@capewinelands.gov.za
U VERW/YOUR REF/iREF YAKHO:
ONS VERW/OUR REF/iREF YETHU: 5/15/1/3/1

Alexanderstraat 46 Alexander Street
✉ 100
STELLENBOSCH
7599

27 February 2024

For attention: Mr D McThomas

The Municipal Manager
Breede Valley Municipality
Private Bag X3046
WORCESTER
6849

By email: mm@bvm.gov.za

Sir,

FINANCIAL ALLOCATION TOWARDS BREEDE VALLEY MUNICIPALITY FOR THE 2024/2025 FINANCIAL YEAR

1. This communiqué serves as a notification to enable Breede Valley Municipality to include allocations from the Cape Winelands District Municipality in their budget and to plan effectively for the spending of such allocations.

2. The Cape Winelands District Municipality intends to provide capacity and support for the local municipalities within its area of jurisdiction. Additional provision has been made in the 2024/2025 Medium Term Revenue Expenditure Framework for an allocation towards **Breede Valley Municipality** of **R500 000.00** (**five hundred thousand rand)** as part of its 2024/2025 budget.

3. In view of the above-mentioned, it will be highly appreciated that Breede Valley Municipality provides the Cape Winelands District Municipality with the final business plan for which the allocation will be used. Business plans must be submitted in order to proceed with the transfer, upon which a concomitant Service Level Agreement (SLA) will be concluded, followed by the relevant allocation in the 2024/2025 financial year.

Yours faithfully

HF PRINS
MUNICIPAL MANAGER

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CAPE WINELANDS DISTRICT
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ONS VERW/OUR REF/iREF YETHU: 5/15/1/3/1

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STELLENBOSCH
7599

27 February 2024

For attention: Dr J Leibbrandt

The City Manager
Drakenstein Municipality
Berg River Boulevard
PAARL
7622

By email: Johan.Leibbrandt@drakenstein.gov.za

Sir,

FINANCIAL ALLOCATION TOWARDS DRAKENSTEIN MUNICIPALITY FOR THE 2024/2025 FINANCIAL YEAR

1. This communiqué serves as a notification to enable Drakenstein Municipality to include allocations from the Cape Winelands District Municipality in their budget and to plan effectively for the spending of such allocations.

2. The Cape Winelands District Municipality intends to provide capacity and support for the local municipalities within its area of jurisdiction. Additional provision has been made in the 2024/2025 Medium Term Revenue Expenditure Framework for an allocation towards **Drakenstein Municipality** of **R500 000.00 (five hundred thousand rand)** as part of its 2024/2025 budget.

3. In view of the above-mentioned, it will be highly appreciated that Drakenstein Municipality provides the Cape Winelands District Municipality with the final business plan for which the allocation will be used. Business plans must be submitted in order to proceed with the transfer, upon which a concomitant Service Level Agreement (SLA) will be concluded, followed by the relevant allocation in the 2024/2025 financial year.

Yours faithfully

HF PRINS
MUNICIPAL MANAGER

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✉ 100
STELLENBOSCH
7599

27 February 2024

For attention: Mr ASA de Klerk

The Municipal Manager
Langeberg Municipality
Private Bag X2
ASHTON
6715

By email: mm@langeberg.gov.za

Sir,

FINANCIAL ALLOCATION TOWARDS LANGEBERG MUNICIPALITY FOR THE 2024/2025 FINANCIAL YEAR

1. This communiqué serves as a notification to enable Langeberg Municipality to include allocations from the Cape Winelands District Municipality in their budget and to plan effectively for the spending of such allocations.

2. The Cape Winelands District Municipality intends to provide capacity and support for the local municipalities within its area of jurisdiction. Provision has been made in the 2024/2025 Medium Term Revenue Expenditure Framework for an allocation towards **Langeberg Municipality** of **R500 000.00** (**five hundred thousand rand)** as part of its 2024/2025 budget.

3. In view of the above-mentioned, it will be highly appreciated that Langeberg Municipality provides the Cape Winelands District Municipality with the final business plan for which the allocation will be used. Business plans must be submitted in order to proceed with the transfer, upon which a concomitant Service Level Agreement (SLA) will be concluded, followed by the relevant allocation in the 2024/2025 financial year.

Yours faithfully

HF PRINS
MUNICIPAL MANAGER

OFFICE OF THE MUNICIPAL MANAGER

CAPE WINELANDS DISTRICT
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ONS VERW/OUR REF/iREF YETHU: 5/15/1/3/1

Alexanderstraat 46 Alexander Street
✉ 100
STELLENBOSCH
7599

27 February 2024

For attention: Ms G Mettler

The Municipal Manager
Stellenbosch Municipality
P.O Box 17
STELLENBOSCH
7600

By email: Geraldine.mettler@stellenbosch.gov.za
mm@stellenbosch.gov.za

Madam,

FINANCIAL ALLOCATION TOWARDS STELLENBOSCH MUNICIPALITY FOR THE 2024/2025 FINANCIAL YEAR

1. This communiqué serves as a notification to enable Stellenbosch Municipality to include allocations from the Cape Winelands District Municipality in their budget and to plan effectively for the spending of such allocations.

2. The Cape Winelands District Municipality intends to provide capacity and support for the local municipalities within its area of jurisdiction. Provision has been made in the 2024/2025 Medium Term Revenue Expenditure Framework for an allocation towards **Stellenbosch Municipality** of **R500 000.00** (**five hundred thousand rand)** as part of its 2024/2025 budget.

3. In view of the above-mentioned, it will be highly appreciated that Stellenbosch Municipality provides the Cape Winelands District Municipality with the final business plan for which the allocation will be used. Business plans must be submitted in order to proceed with the transfer, upon which a concomitant Service Level Agreement (SLA) will be concluded, followed by the relevant allocation in the 2024/2025 financial year.

Yours faithfully

HF PRINS
MUNICIPAL MANAGER

OFFICE OF THE MUNICIPAL MANAGER

CAPE WINELANDS DISTRICT
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Alexanderstraat 46 Alexander Street
✉ 100
STELLENBOSCH
7599

27 February 2024

Mr D Nasson
The Municipal Manager
Witzenberg Municipality
P.O. Box 44
CERES
6835

Sir,

FINANCIAL ALLOCATION TOWARDS WITZENBERG MUNICIPALITY FOR THE 2024/2025 FINANCIAL YEAR

1. This communiqué serves as a notification to enable Witzenberg Municipality to include allocations from the Cape Winelands District Municipality in their budget and to plan effectively for the spending of such allocations.

2. The Cape Winelands District Municipality intends to provide capacity and support for the local municipalities within its area of jurisdiction. Additional provision has been made in the 2024/2025 Medium Term Revenue Expenditure Framework for an allocation towards **Witzenberg Municipality** of **R500 000.00 (five hundred thousand rand)** as part of its 2024/2025 budget.

3. In view of the above-mentioned, it will be highly appreciated that Witzenberg Municipality provides the Cape Winelands District Municipality with the final business plan for which the allocation will be used. Business plans must be submitted in order to proceed with the transfer, upon which a concomitant Service Level Agreement (SLA) will be concluded, followed by the relevant allocation in the 2024/2025 financial year.

Yours faithfully

HF PRINS
MUNICIPAL MANAGER

Chapter 6
Organisational Performance Scorecard and Financial Plan



CAPE WINELANDS DISTRICT MUNICIPAL SCORECARD FOR 2024/25 TO 2026/27

Strategic Alignment			Performance indicator		Ref No. (sub)	Data element	Strategic Risk	Baseline (Annual Performance of 2023/24 estimated)	Medium term target for 2026/27	Municipal comment	Department
National KPA	Strategic Objective	Outcome									
OUTCOME INDICATORS FOR ANNUAL MONITORING											
MFVM	(SO1) Provide sustainable strategic financial managementt and support services	The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability. Resources are effectively used to maximise contrabutions to LED and support services	PI1.1	Percentage of operating expenditure against total budget (excluding non cash items)							Financial Services
						(1) Total expenditure (operating)					
						(2) Total budget (operating)					
			PI1.2	Percentage of capital expenditure against total budget							Financial Services
						(1) Total expenditure (capital)					
						(2) Total budget (+ capital)					
			PI1.3	Percentage of total operating revenue to finance total debt (Total Debt (Borrowing) / Total operating revenue)							Financial Services
						(1) Debt (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease)					
						(2) Total Operating Revenue					
						(3) Operating Conditional Grant					
			PI1.4	Percentage change in cash backed reserves reconciliation							Financial Services
						(1) Cash backed reserves (previous year)					
						(2) Cash backed reserves (current year)					
			PI1.5	Percentage change in cash and cash equivalent (short term)							Financial Services
						(1) Cash and cash equivalent (Current year)					
						(2) cash and cash equivalent (Previous year)					
			PI1.6	Percentage of total operating expenditure on remuneration							Financial Services
						(1)Employee Related Costs					
						(2) Councillors' Remuneration)					
						(3) Total Operating Expenditure					
			PI1.7	Percentage of Revenue Growth excluding capital grants							Financial Services
						(1) Total Revenue Excluding Capital Grants (current year)					
						(2) Total Revenue Excluding Capital Grants (previous year)					
			PI1.8	Percentage of net operating surplus margin (excluding depreciation)							Financial Services
						(1)Total Operating Revenue					
						(2)Total Operating Expenditure					
			PI1.9	Cash/Cost coverage ratio							Financial Services
						(1) Cash and Cash Equivalents					
						(2) Unspent Conditional Grants					
						(3) Overdraft					
						(4) Short Term Investment					
						(5) Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)					
			PI1.10	Current ratio (current assets/current liabilities)							Financial Services
						(1) Current assets					
						(2) Current liabilities					
			PI1.11	Trade payables to cash ratio							Financial Services
						(1) Cash and cash equivalents					
						(2) Trade payables					
			PI1.12	Liquidity ratio							Financial Services
						(1) Cash and cash equivalents					
						(2) Current liabilities					

CAPE WINELANDS DISTRICT MUNICIPAL SCORECARD FOR 2024/25 TO 2026/27

Strategic Alignment			Performance indicator		Ref No. (sub)	Data element	Strategic Risk	Baseline (Annual Performance of 2023/24 estimated)	Medium term target for 2026/27	Municipal comment	Department
National KPA	Strategic Objective	Outcome									
OUTCOME INDICATORS FOR ANNUAL MONITORING											
BSD	Monitor and promote a clean, healthy and safe living environment whilst provide emergency response services for all residents throughout the district	A well coordinated fire service division, establishing a fire safe enviroment	PI2.1	Number of officials trained at the CWDM Fire Services Acadamy							**Community**
						(1) Sum of officials enroled in training programme					
						(2) Sum of officials successfully completed					
		Disaster response plans are well-established and regularly tested, enablin an improved response to incidents, which creates stronger relationships within the district and a well-coordinated disaster management centre		Number of annual Disaster Management Advisory Forums held							
						(1) Total sum of Disaster Management Forums					
		All residents have equal access to basic service delivery	PI2.2	The total number of awareness campaigns conducted on waste							**Municipal Manager**
						(1) Total number of waste campaigns as per the Waste Awareness Plan					
						(2) Count of waste awarness campaigns completed					
		Resources, including stable infrastructure, technology and spatial resources, as well as the promotion of water services, are effeciently utilized to ensure the long-term well-being and unity of the communiy	PI2.3	Percentage of drinking water samples complying to SANS241							**Community**
						(1) Number of water sample tests that complied with SANS 241 requirements					
						(2) Total number of water samples tested					
			PI2.4	Percentage increase in own water resources							**Community**
						Data element					
						Data element					
	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Infrastructure services and resources are financially supported. Municippal infrastructure and transport planning systems are developed and in a resilient and well-functioning manner as to result in longevity, and safe and secure communal enviroment facilitating socio-economic opportunities	PI2.5	Kilometers of existing roads rehabilitated							**Technical**
						(1) KM's of road reserviced					
			PI2.6	Kilometers of existing roads resealed							**Technical**
						(1) KM's of road resealed					
			PI2.7	Percentage of wastewater samples compliant to water use license conditions							**Community and Technical**
						(1) Number of wastewater samples tested per determinant that meet compliance to specified water use license requirements					
						(2) Total wastewater samples tested for all determinants over the municipal financial year					
			PI3.1	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area							**Financial Services**

CAPE WINELANDS DISTRICT MUNICIPAL SCORECARD FOR 2024/25 TO 2026/27

Strategic Alignment			Performance indicator		Ref No. (sub)	Data element	Strategic Risk	Baseline (Annual Performance of 2023/24 estimated)	Medium term target for 2026/27	Municipal comment	Department
National KPA	Strategic Objective	Outcome									
OUTCOME INDICATORS FOR ANNUAL MONITORING											
LED	Facilitate partnerships that cultivate economic growth and development through the district	Achieving an enabled enviroment by creating inclusive and equitable economies, and developmental growth through the economic benefits generated from niche markets, innovation and partnerships			Ref	(1) R-value of operating expenditure on contracted services within the municipal area					
					Ref	(2) Total municipal operating expenditure on contracted services					
			PI3.2	Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)							**Technical Services**
					Ref	(1) Number of work opportunities provided by the municipality through the Expanded Public Works Programme					
					Ref	(2) Number of work opportunities provided through the Community Works Programme and other related infrastructure initiatives					
			PI3.3	Percentage economic growth in the municipal area							**Financial Services**
					Ref	(1) Quantech assessment					
			PI3.5	Average number of days from the point of advertising to the letter of award per 80/20 procurement process							**Financial Services**
					Ref	(1) Sum of the number of days from the point of advertising a tender in terms of the 80/20 procurement process to the issuing of the letter of award					
					Ref	(2) Total number of 80/20 tenders awarded as per the procurement process					
			PI3.6	Number of SSME's traned							**Financeial Services**
						(1) Sum of the number of SSME's trained per training session					
	Foster good governance	A foundation for effecrive gorvernance that promotes political and administrative stability, the mitigation of	PI4.1	Obtain and maintain a clean audit opinion							**Office of the MM**
						(1) Opinion reported by the Auditor-General (Audit outcomes) [Unqualified = 1]		**1**	**1**		
			PI4.2	Promote management stability throughout the organisation							**Corporate Services**
						(1) Total sum of standard working days, in the reporting period that each S56 and S57 post was occupied by a fully appointed official (not suspended or vacant) with a valid signed contract and performance agreement)					

CAPE WINELANDS DISTRICT MUNICIPAL SCORECARD FOR 2024/25 TO 2026/27

Strategic Alignment			Performance indicator		Ref No. (sub)	Data element	Strategic Risk	Baseline (Annual Performance of 2023/24 estimated)	Medium term target for 2026/27	Municipal comment	Department
National KPA	Strategic Objective	Outcome									
OUTCOME INDICATORS FOR ANNUAL MONITORING											
GGPP	processes as prescribed by legislation and best practices	identified risks, an improved ethical culture and functional oversight, has been established and is adhered to				(2) Aggregate working days for all S56 and S57 positions					
			PI4.3	Percentage of Councillors attending Council meetings							Corporate Services
						(1) Sum total of Councillors attendance of Council meetings					
						(2) Total number of Council meetings					
						(3) Total number of Council members in the Municipality					
MTID	Establish a skilled workforce and performance orientated administration to promote the growth and development of the organisation	A capable and knowledgeable workforce that positively contrabute and succesfully provide high-quality services to the community, and become enablers of development. Consequence/ development management and a performance management system embedded into the functioning of the municipality in order to promote optimal performance	PI5.1	Percentage of municipal skills development levy recovered							Corporate Services
						(1) R value of municipal skills development levy recovered					
						(2)R value of the total qualifying value of the Municipality skills development levy					
			PI5.2	Reduce staff turn-around time to less then 15% within 6 months							Corporate Services
						(1) Average number of employees from 6 motnhs					
						(2) Total number of employees who left within 6 months					
			PI5.3	Limit the vacancy rate to less then 15% of funded posts							Corporate Services
					Ref	(1) Number of funded posts vacant					
					Ref	(2) Number of funded post					

Budget Allocation for 2024/2025 Financial Year

NR	DIVISION/DEPARTMENT NAME	DIVISIONS/DEPARTMENTS	2024/2025 BUDGET (R)	STRATEGIC OBJECTIVE NR	STRATEGIC OBJECTIVE NAME	OUTCOMES
1	Office of the Municipal Manager	Office of the Municipal Manager Legal Services Internal Audit Communication Services	14.122.009.00	SO 2	Foster good governance processes as prescribed by legislation and best practice	A foundation for effective governance that promotes political and administrative stability, the mitigation of identified risks, an improved ethical culture and functional oversight, has been established and is adhered to.
				SO 6	Facilitate partnerships that cultivate economic growth and development throughout the district	Achieving an enabled environment by creating inclusive and equitable economies, and developmental growth through the economic benefits generated from niche markets, innovation, and partnerships.
2	Corporate Services	ICT Admin & Council Support Human Resources IDP & Performance Management	110.441.161.00	SO 2	Foster good governance processes as prescribed by legislation and best practice	A foundation for effective governance that promotes political and administrative stability, the mitigation of identified risks, an improved ethical culture and functional oversight, has been established and is adhered to.
				SO 5	Establish a skilled workforce and performance orientated administration to promote the growth and development of the organisation	•A capable and knowledgeable workforce that positively contribute and successfully provide high-quality services to the community, and become enablers of development. •Consequence/ development management and a performance management system embedded into the functioning of the municipality in order to promote optimal performance.
3	Financial Services	BTO SCM Compliance	35.102.309.00	SO 1	Provide sustainable strategic financial management and support services	•The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability. •Resources are efficiently used to maximise contributions to LED and support services.
4	ommunity Development & Planning Service	MHS Disaster Management Fire Services Socio-Economic Development Spatial Planning & Environmental Management	171.823.213.00	SO 4	Monitor and promote a clean, healthy and safe living environment whilst providing emergency response services for all residents throughout the district	•All residents have equal access to basic service delivery. •Resources, including stable infrastructure, technological and spatial resources, as well as the promotion of water services, are efficiently utilized to ensure the long-term well-being and unity of the community. •Disaster response plans are well-established and regularly tested, enabling an improved response to incidents, which creates stronger relationships within the district and a well-coordinated disaster management centre •A well-coordinated fire services division, establishing a fire safe environment for all
				SO 6	Facilitate partnerships that cultivate economic growth and development throughout the district	Achieving an enabled environment by creating inclusive and equitable economies, and developmental growth through the economic benefits generated from niche markets, innovation, and partnerships.
5	Technical Services	Roads Building Maintenance Regulation of Passenger Transport Services Projects	172.365.656.00	SO 3	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	•Infrastructure services and resources are financially supported and measured. •Municipal infrastructure and transport planning systems are developed in a resilient and well-functioning manner as to result in longevity, and a safe and secure communal environment facilitating socio-economic opportunities
		GRAND TOTAL	503.854.348.00			

Budget Allocation for 2025/2026 Financial Year

NR	DIVISION/DEPARTMENT NAME	DIVISIONS/DEPARTMENTS	2024/2025 BUDGET (R)	STRATEGIC OBJECTIVE NR	STRATEGIC OBJECTIVE NAME	OUTCOMES
1	Office of the Municipal Manager	Office of the Municipal Manager Legal Services Internal Audit Communication Services	13.762.408.00	SO 2	Foster good governance processes as prescribed by legislation and best practice	A foundation for effective governance that promotes political and administrative stability, the mitigation of identified risks, an improved ethical culture and functional oversight, has been established and is adhered to.
				SO 6	Facilitate partnerships that cultivate economic growth and development throughout the district	Achieving an enabled environment by creating inclusive and equitable economies, and developmental growth through the economic benefits generated from niche markets, innovation, and partnerships.
2	Corporate Services	ICT Admin & Council Support Human Resources IDP & Performance Management	116.680.391.00	SO 2	Foster good governance processes as prescribed by legislation and best practice	A foundation for effective governance that promotes political and administrative stability, the mitigation of identified risks, an improved ethical culture and functional oversight, has been established and is adhered to.
				SO 5	Establish a skilled workforce and performance orientated administration to promote the growth and development of the organisation	•A capable and knowledgeable workforce that positively contribute and successfully provide high-quality services to the community, and become enablers of development. •Consequence/ development management and a performance management system embedded into the functioning of the municipality in order to promote optimal performance.
3	Financial Services	BTO SCM Compliance	36.219.112.00	SO 1	Provide sustainable strategic financial management and support services	•The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability. •Resources are efficiently used to maximise contributions to LED and support services.
4	ommunity Development & Planning Service	MHS Disaster Management Fire Services Socio-Economic Development Spatial Planning & Environmental Management	178.773.874.00	SO 4	Monitor and promote a clean, healthy and safe living environment whilst providing emergency response services for all residents throughout the district	•All residents have equal access to basic service delivery. •Resources, including stable infrastructure, technological and spatial resources, as well as the promotion of water services, are efficiently utilized to ensure the long-term well-being and unity of the community. •Disaster response plans are well-established and regularly tested, enabling an improved response to incidents, which creates stronger relationships within the district and a well-coordinated disaster management centre •A well-coordinated fire services division, establishing a fire safe environment for all
				SO 6	Facilitate partnerships that cultivate economic growth and development throughout the district	Achieving an enabled environment by creating inclusive and equitable economies, and developmental growth through the economic benefits generated from niche markets, innovation, and partnerships.
5	Technical Services	Roads Building Maintenance Regulation of Passenger Transport Services Projects	187.688.514.00	SO 3	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	•Infrastructure services and resources are financially supported and measured. •Municipal infrastructure and transport planning systems are developed in a resilient and well-functioning manner as to result in longevity, and a safe and secure communal environment facilitating socio-economic opportunities
		GRAND TOTAL	533.124.299.00			

Budget Allocation for 2026/2027 Financial Year

NR	DIVISION/DEPARTMENT NAME	DIVISIONS/DEPARTMENTS	2024/2025 BUDGET (R)	STRATEGIC OBJECTIVE NR	STRATEGIC OBJECTIVE NAME	OUTCOMES
1	Office of the Municipal Manager	Office of the Municipal Manager Legal Services Internal Audit Communication Services	15.528.266.00	SO 2	Foster good governance processes as prescribed by legislation and best practice	A foundation for effective governance that promotes political and administrative stability, the mitigation of identified risks, an improved ethical culture and functional oversight, has been established and is adhered to.
				SO 6	Facilitate partnerships that cultivate economic growth and development throughout the district	Achieving an enabled environment by creating inclusive and equitable economies, and developmental growth through the economic benefits generated from niche markets, innovation, and partnerships.
2	Corporate Services	ICT Admin & Council Support Human Resources IDP & Performance Management	119.207.509.00	SO 2	Foster good governance processes as prescribed by legislation and best practice	A foundation for effective governance that promotes political and administrative stability, the mitigation of identified risks, an improved ethical culture and functional oversight, has been established and is adhered to.
				SO 5	Establish a skilled workforce and performance orientated administration to promote the growth and development of the organisation	•A capable and knowledgeable workforce that positively contribute and successfully provide high-quality services to the community, and become enablers of development. •Consequence/ development management and a performance management system embedded into the functioning of the municipality in order to promote optimal performance.
3	Financial Services	BTO SCM Compliance	39.538.353.00	SO 1	Provide sustainable strategic financial management and support services	•The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability. •Resources are efficiently used to maximise contributions to LED and support services.
4	ommunity Development & Planning Service	MHS Disaster Management Fire Services Socio-Economic Development Spatial Planning & Environmental Management	180.765.188.00	SO 4	Monitor and promote a clean, healthy and safe living environment whilst providing emergency response services for all residents throughout the district	•All residents have equal access to basic service delivery. •Resources, including stable infrastructure, technological and spatial resources, as well as the promotion of water services, are efficiently utilized to ensure the long-term well-being and unity of the community. •Disaster response plans are well-established and regularly tested, enabling an improved response to incidents, which creates stronger relationships within the district and a well-coordinated disaster management centre •A well-coordinated fire services division, establishing a fire safe environment for all
				SO 6	Facilitate partnerships that cultivate economic growth and development throughout the district	Achieving an enabled environment by creating inclusive and equitable economies, and developmental growth through the economic benefits generated from niche markets, innovation, and partnerships.
5	Technical Services	Roads Building Maintenance Regulation of Passenger Transport Services Projects	189.546.753.00	SO 3	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	•Infrastructure services and resources are financially supported and measured. •Municipal infrastructure and transport planning systems are developed in a resilient and well-functioning manner as to result in longevity, and a safe and secure communal environment facilitating socio-economic opportunities
		GRAND TOTAL	544.586.069.00			

Chapter 7
Medium term revenue and Expenditure framework



Introduction

The application of sound financial management principles for the compilation of the Municipality's financial plan is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provide sustainably, economically and equitably to all communities.

The Municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. The municipality also strives to deliver sustainable services to its community without overburdening the consumers with excessive tariffs.

The top strategic and emerging risks identified by the last annual risk assessments can be summarised as follows:

1. Compromised financial sustainability of the municipality
2. Insufficient electricity supply (loadshedding)
3. Loss of provincial roads services function
4. Deteriorating employee wellness
5. Natural disasters
6. Social unrest/Increasing social ills
7. Commercial crime
8. Operational inefficiencies
9. Third party risk
10. Limitations to attract, retain and further develop skilled staff

For each of the above risk areas the municipality has put mitigating measures in place aligned to the specific department in the budget. These measures will be implemented throughout the MTREF period.

The top strategic and emerging risks are currently being reviewed and the outcome of this process will be included in the 2024/2025 SDBIP, to be finalised and approved by the Executive Mayor in June 2024, in accordance with legislative requirements.

Due to the decreasing Equitable Share Allocation the municipality could not budget for a surplus, which will have a negative effect on its Accumulated Surplus. In addressing the key considerations contained in National Treasury's MFMA Circular 74, the following are highlighted in the budget:

- The municipality cut back on capital and operating expenditure related to the upgrading of rural roads (which is the property of the Provincial Government) to maintain accumulated reserves and ensure long term sustainability of the municipality
- Capital projects were spread out over the MTREF to avoid large fluctuations in spending and ensure that priority is given to projects with high importance
- Tariff increases were kept as low as possible to ensure affordability thereof, whilst keeping in mind the cost of delivering services of a high quality.
- The municipality recognizes the importance of cash reserves and therefor strives to maintain a current ratio of not lower than 2.1(Current Assets: Current Liabilities)

In view of the aforementioned, the following table is a consolidated overview of the proposed 2023/2024 Medium-term Revenue and Expenditure Framework

OPERATING BUDGET

YEAR	EXPENDITURE	INCOME	SURPLUS (-) /DEFICIT
2024/2025	503.854.348	-505.400.348	-1.546.000
2025/2026	533.124.299	-537.530.299	-4.406.000
2026/2027	544.586.069	-544.602.069	-16.000

CAPITAL BUDGET

YEAR	EXPENDITURE	INCOME	SURPLUS (-) /DEFICIT
2024/2025	127.179.000	-127.179.000	-
2025/2026	66.680.500	-66.680.500	-
2026/2027	40.638.000	-40.638.000	-

OPERATING BUDGET

The Cape Winelands District Municipality is reliant on Grant funding as it's main source of revenue. This is a s a result of the abolishment of the RSC Levi.

Sources of Income	2023/2024	2024/2025	% Inc./-Dec. Between 2023/24 & 2024/25	2025/2026	2026/2027
Ex Rev: Operational Revenue	- 1.845.200	- 1.425.200	-23%	- 1.425.200	- 1.475.200
Ex Rev: Rental Fixed Assets	- 240.000	- 240.000	0%	- 240.000	- 240.000
Ex Rev: Agency Services	- 139.027.514	- 134.696.000	-3%	- 144.238.500	- 140.348.500
Ex Rev: Sales Goods and Services	- 12.308.853	- 13.341.148	8%	- 14.526.197	- 14.413.176
Ex Rev: Service Charges	-	-	0%	- 11.269.402	- 10.139.193
Ex Rev: Int Divident Rent on Land	- 73.103.481	- 80.000.000	9%	- 82.000.000	- 83.000.000
Non-Ex Rev: Licence and Permits	- 653.000	- 653.000	0%	- 653.000	- 653.000
Non-Ex Rev: Transfers & Subsidies	- 273.642.422	- 275.045.000	1%	- 283.178.000	- 294.333.000
- RSC Replacement Grant	- 255.683.000	- 260.486.000	2%	- 270.761.000	- 282.435.000
- Equitable Share	- 3.046.000	- 3.174.000	4%	- 3.089.000	- 2.907.000
- LG Finance Management Grant	- 1.000.000	- 1.000.000	0%	- 1.000.000	- 1.200.000
- Municipal Systems Improvement Grant	-	- 2.403.000	#DIV/0!	- 2.617.000	- 2.406.000
- CWDM Integrated Transprot Plan	-	- 939.000	#DIV/0!	- 982.000	- 982.000
- Community Development Workers	- 90.116	- 76.000	-16%	- 76.000	- 76.000
- Local Government Internship Grant	-	-	#DIV/0!	-	-
- Joint District and Metro Approach	-	-	#DIV/0!	-	-
- Non Motorised Transport Infrastructure	- 3.500.000	-	100%	-	-
- WC Municipal Interventions Grant	- 198.482	-	-100%	-	-
- Expanded Public Works Programme	- 2.271.000	- 1.249.000	-45%	-	-
- Safety Plan Implementation Grant	- 2.315.824	- 1.000.000	-57%	- 1.000.000	- 1.030.000
- Emergency Municipal Load-Shedding Relief Grant	- 950.000	-	-100%	-	-
- Fire Service Capacity Building Grant	- 500.000	- 500.000	0%	- 500.000	-
- Municipal Water Resliance Grant	- 1.200.000	- 1.200.000	0%		
- Rural Roads Asset Man, System (Dora)	- 2.888.000	- 3.018.000	5%	- 3.153.000	- 3.297.000
Discontinued Opearations	-	-	-	-	-
Public Contributions and donations	-	-	#DIV/0!	-	-
Total	- 500.820.470	- 505.400.348	1%	- 537.530.299	- 544.602.069

OPERATING EXPENDITURE

The table below illustrates the operating Expenditure of 2023/2024 to 2026/2027 financial years:

Expenditure Categories	2023/2024	2024/2025	% Inc./-Dec. Between 2023/24 & 2024/25	2025/2026	2026/2027
Employee Related Costs	257.216.521	286.665.121	11%	299.843.123	310.733.150
Remuneration of Councillors	15.186.828	15.946.179	5%	16.265.101	16.590.404
Operational Cost	97.436.758	87.515.275	-10%	88.079.168	89.399.868
Contracted Services	81.333.205	72.055.181	-11%	74.026.024	77.078.058
Operating Leases	300.000	300.000	0%	300.000	300.000
Bad Debt Written Off	500.000	500.000	0%	500.000	500.000
Depreciation and Amortisation	9.580.700	9.812.210	2%	9.564.400	9.564.400
Inventory	28.011.849	21.297.790	-24%	25.120.989	23.554.776
Interest Cost	1.744.480	1.762.982	100%	11.014.346	10.352.690
Transfers and Subsidies	19.485.115	20.388.610	5%	20.300.148	18.401.723
Gains and Losses	- 12.480.000	- 12.389.000	-1%	- 11.889.000	- 11.889.000
Total	498.315.456	503.854.348	1%	533.124.299	544.586.069

EMPLOYEE RELATED COST:

Remuneration of Councilors is budgeted for in term of the Public Office Bearers Act and the approval of the MEC.

OPERATIONAL COST:

The decrease in Operational Cost is mainly due to savings identified during the budget process.

CAPITAL:

In terms of the MFMA, the Mayor must at least 90 days before commencement of the new financial year, table a draft budget for consideration. The budget must be approved in May 2024 after the completion of the public participation process. The Annual Budget of a municipality must be prepared in terms of Section 17 of the MFMA. Council's Budget must be in line with the Government's spending priorities. Key legal provisions are to be Strictly Enforced.

All grants, including national, provincial and local allocations, should be included in the 2024/25 budget of the municipality as reflected under both the revenue and expenditure budget components. The three-year capital and operating budgets for 2024/2025, 205/2026 and 2026/2027 MTREF period should be prepared. Reporting requirements of conditional grants must be satisfied.
The budget must be tabled for consultation at least 90 days before the start of the Budget year Section (16)(2) of the MFMA. There must be a clear link between the Budget, IDP and Performance targets. Municipalities are required to seriously assess their revenue situation and financial health for purpose of determining whether or not they have sufficient revenue and adequate financial stability to fund and deliver on their situation and on their proposed budget.

The Cape Winelands District Municipality will implement a five-year Medium-Term Revenue and Expenditure Framework, aligned to the five-year Integrated Development Plan for the 2023/24 – 2026/27 cycle.

TOTAL ACTUAL BUDGET

	2024/2025	2025/2026	2026/2027
Operating Expenditure	473.165.228	511.251.741	522.919.411
Project Expenditure	30.689.120	21.872.558	21.666.658
Sub Total	**503.854.348**	**533.124.299**	**544.586.069**
Capital Expenditure	127.179.000	66.680.500	40.638.000
Total Budget	631.033.348	599.804.799	585.224.069

COMPARISON BETWEEN THE ADJUSTMENT BUDGET AND THE 2023/2024 BUDGET

	Adjustment budget Feb 2024	2024/2025	% Variance
Operating Expenditure	467.954.354	473.165.228	1%
Project Expenditure	30.361.102	30.689.120	1%
Sub Total	**498.315.456**	**503.854.348**	1%
Capital Expenditure	70.219.802	127.179.000	81%
Total Budget	568.535.258	631.033.348	11%

FUNDING OF THE BUDGET

Definition of a Reserve:

A reserve is part of retained earnings a set aside for a specified purpose and, and hence unavailable for disbursements:

The only reserves disclosed in Council's financial statements are the following:

- Capital Replacement Reserve – to finance Property Plant and Equipment
- Revaluation reserve – to offset depreciation on the re-valued portion of building and de-valuation of buildings.

(Both the above reserves are non-distributable reserves)

Definition of a Provision:

Provisions are made to make future payments towards liabilities that you already have Future Medical Aid Liability.

	2024/2025	2025/2026	2026/2027
RSC Replacement Grant	-260.486.000	-270.761.000	-282.435.000
Equitable Share	-3.174.000	-3.089.000	-2.907.000
Finance Management Grant	-1.000.000	-1.000.000	-1.200.000
EPWP Incentive	- 1.249.000	-	-
Other National Dora Grants	-3.018.000	-3.153.000	-3.297.000
Provincial Dora Grants	-6.118.000	-5.175.000	-4.494.000
Other income	-15.659.348	-16.844.397	-16.781.376
Interest Received	-80.000.000	-82.000.000	-83.000.000
Service Charges	0	-11.269.402	-10.139.193
Agency Services:	-134.696.000	-144.238.500	-140.348.500
Total Budget	-505.400.348	-537.530.299	-544.602.069

FINANCIAL POSITION

	Adjustment Budget Feb 2024	2024/2025	2025/2026	2026/2027
Operating Expenditure	498.315.456	503.854.348	533.124.299	544.586.069
Operating Income	- 500.820.470	- 505.400.348	- 537.530.299	- 544.602.069
(Surplus) / Deficit	- 2.505.014	- 1.546.000	- 4.406.000	- 16.000

LIQUIDITY AND DEBT-EQUITY RATIO'S

Current Ratio = Current Assets / Current Liabilities

2021 / 2022	**2022 / 2023**
17.37:1	**13.04:1**

This ratio indicates that Council's Current Assets exceed its Current Liabilities

Cash Ratio = Cash and Cash Equivalents / Current Liabilities

2021 / 2022	**2022 / 2023**
16.26:1	**11.76:1**

This ratio indicates that Council will be able to honour current payments.

CAPITAL REPLACEMENT RESERVE FOR THE 2022/2023 - 2024/2025 MTREF

Capital Replacement Reserve	2024/2025	2025/2026	2026/2027
Opening Balance	66.387.819	4.208.819	7.528.319
Acquisitions for the year	- 127.179.000	-66.680.500	-40.638.000
Contributions to Reserve	65.000.000	70.000.000	60.000.000
Closing Balance	4.208.819	7.528.319	26.890.319

PROJECTS BUDGET 2024/2025, 2025/2026 & 2026/2027

				BUDGET 2024/2025	BUDGET 2025/2026	BUDGET 2026/2027
LOCAL ECONOMIC DEVELOPMENT						
	Unique Key	**Cost Account**	**Item Description**			
Small Farmer support						
Small Farmer Support_Stellenbosch	20220705055449	11004278520000	Allocations_in-kind: Private Enterprises	250.000	90.000	90.000
Small Farmer Support_Witzenberg	20220707040751	11004278520000	Allocations_in-kind: Private Enterprises	-	150.000	150.000
Small Farmer Support_Langeberg	20220707041321	11004278520000	Allocations_in-kind: Private Enterprises	200.000	170.000	170.000
Small Farmer Support_Drakenstein	20220811002812	11004278520000	Allocations_in-kind: Private Enterprises	50.000	90.000	90.000
				500.000	500.000	500.000
Entreprenurial Seed funding						
Entrepreneurial Seed Funding_Stellenbosch	20220705055459	11004278520000	Allocations_in-kind: Private Enterprises	125.000	109.000	109.000
Entrepreneurial Seed Funding_Drakenstein	20220707042757	11004278520000	Allocations_in-kind: Private Enterprises	100.000	108.000	108.000
Entrepreneurial Seed Funding_Breede Valley	20220707042903	11004278520000	Allocations_in-kind: Private Enterprises	75.000	154.000	154.000
Entrepreneurial Seed Funding_Witzenberg	20220707043031	11004278520000	Allocations_in-kind: Private Enterprises	75.000	74.000	74.000
Entrepreneurial Seed Funding_Langeberg	20220707043134	11004278520000	Allocations_in-kind: Private Enterprises	125.000	55.000	55.000
				500.000	500.000	500.000
Investment Programme						
Wine Tourism	20210706014051	11004277880000	Tourism	250.000	250.000	250.000
Digital Tourism_Drakenstein	20210706014076	11004278430000	Monetary Allocations:Local Tourism Boards	20.000	20.000	20.000
Digital Tourism_Breede Valley	20210706014072	11004278430000	Monetary Allocations:Local Tourism Boards	40.000	40.000	40.000
Digital Tourism_Witzenberg	20210706014075	11004278430000	Monetary Allocations:Local Tourism Boards	30.000	30.000	30.000
Digital Tourism_Langeberg	20210706014071	11004278430000	Monetary Allocations:Local Tourism Boards	30.000	30.000	30.000
				370.000	370.000	370.000
Mentorship Programme						
SMME Training and mentorship_Stellenbosch	20210706012577	11004200790000	Project Management	38.000	202.650	202.650
SMME Training and mentorship_Drakenstein	20210706012580	11004200790000	Project Management	76.000	121.650	121.650
SMME Training and mentorship_Breede Valley	20210706012590	11004200790000	Project Management	114.000	162.150	162.150
SMME Training and mentorship_Witzenberg	20210706012579	11004200790000	Project Management	114.000	141.900	141.900
SMME Training and mentorship_Langeberg	20210706012576	11004200790000	Project Management	190.000	121.650	121.650
				532.000	750.000	750.000
Business retention expansion						
Business Retension Expansion_Stellenbosch	20210706014028	11004277880000	Tourism	50.000	140.000	140.000
Business Retension Expansion_Drakenstein	20210706014030	11004277880000	Tourism	130.000	50.000	50.000
Business Retension Expansion_Breede Valley	20210706014027	11004277880000	Tourism	245.000	240.000	240.000
Business Retension Expansion_Witzenberg	20210706014050	11004277880000	Tourism	70.000	90.000	90.000
Business Retension Expansion_Langeberg	20210706014020	11004277880000	Tourism	55.000	30.000	30.000
				550.000	550.000	550.000
TOTAL: LOCAL ECONOMIC DEVELOPMENT				2.452.000	2.670.000	2.670.000
TOURISM						
Tourism training						
Tourism Training_Stellenbosch	20210706012528	11103200480000	Professional Staff	200.000	200.000	200.000
Tourism Training_Stellenbosch	20210706012722	11103201270000	Catering Services	10.000	10.000	10.000
Tourism Training_Drakenstein	20210706012519	11103200480000	Professional Staff	200.000	200.000	200.000
Tourism Training_Drakenstein	20210706012703	11103201270000	Catering Services	10.000	10.000	10.000
Tourism Training_Breede Valley	20210706012511	11103200480000	Professional Staff	200.000	200.000	200.000
Tourism Training_Breede Valley	20210706012702	11103201270000	Catering Services	8.300	8.300	8.300
Tourism Training_Witzenberg	20210706012518	11103200480000	Professional Staff	100.000	100.000	100.000
Tourism Training_Witzenberg	20210706012701	11103201270000	Catering Services	6.700	6.700	6.700
Tourism Training_Langeberg	20210706012532	11103200480000	Professional Staff	200.000	200.000	200.000
Tourism Training_Langeberg	20210706012727	11103201270000	Catering Services	15.000	15.000	15.000
				950.000	950.000	950.000
Tourism month						
Launch of Tourism Month						
	20210706013697	11103222630000	Transport Provided as Part of Departmental Act.	6.000	6.000	6.000
	20210706013925	11103223080000	Hire Charges	12.000	12.000	12.000
	20210706012637	11103201200000	Artists and Performers	2.000	2.000	2.000
	20210706012818	11103201670000	Stage and Sound Crew	3.000	3.000	3.000
	20210706012765	11103201270000	Catering Services	10.000	10.000	10.000
	20210706012649	11103201220000	Audio-visual Services	3.000	3.000	3.000
				36.000	36.000	36.000
Mayoral Tourism Awards						
	20210706013926	11103223080000	Hire Charges	35.000	35.000	100.000
	20170601023101	11103201200000	Artists and Performers	100.000	100.000	100.000
				135.000	135.000	200.000
TOTAL: TOURISM MONTH				171.000	171.000	236.000

PROJECTS BUDGET 2024/2025, 2025/2026 & 2026/2027

Educationals							
Visit Stellenbosch (Educationals)		20220705055409	11103277880000	Tourism	20.000	20.000	20.000
Hex Valley Tourism		20220705055421	11103277880000	Tourism	20.000	20.000	20.000
Franschoek Wine Valley		20220705055415	11103277880000	Tourism	20.000	20.000	20.000
Breedekloof Wine & Tourism		20210706014042	11103277880000	Tourism	20.000	20.000	20.000
Worcester Wine & Olive Tourism		20210706014065	11103277880000	Tourism	20.000	20.000	20.000
Tulbagh Wine & Tourism		20210706014041	11103277880000	Tourism	20.000	20.000	20.000
Wolseley Tourism		20210706014024	11103277880000	Tourism	20.000	20.000	20.000
Ceres Tourism		20210706014060	11103277880000	Tourism	20.000	20.000	20.000
McGregor Tourism		20210706014023	11103277880000	Tourism	20.000	20.000	20.000
Robertson Tourism Office		20210706014047	11103277880000	Tourism	20.000	20.000	20.000
Ashton-Montague Tourism office		20210706014022	11103277880000	Tourism	20.000	20.000	20.000
Visit Stellenbosch / Dwarsrivier Valley Tourism		20220705055418	11103277880000	Tourism	20.000	20.000	20.000
Touwsriver tourism		20210706014046	11103277880000	Tourism	20.000	20.000	20.000
Visit Stellenbosch	NEW		11103277880000	Tourism	40.000	40.000	40.000
					300.000	300.000	300.000
LTA Projects							
LTA Projects_Stellenbosch		20210706014026	11103277880000	Tourism	90.000	90.000	90.000
LTA Projects_Drakenstein		20210706014029	11103277880000	Tourism	-	60.000	60.000
LTA Projects_Breede Valley		20210706014032	11103277880000	Tourism	120.000	120.000	120.000
LTA Projects_Witzenberg		20210706014036	11103277880000	Tourism	90.000	90.000	90.000
LTA Projects_Langeberg		20210706014031	11103277880000	Tourism	90.000	90.000	90.000
					390.000	450.000	450.000
Tourism Campaign							
		20180704051102	11103221430000	Achievements and Awards	20.000	20.000	20.000
		20180704051118	11103221490000	Gifts and Promotional Items	29.000	29.000	29.000
		20170601023068	11103222630000	Transport Provided as Part of Departmental Act.	20.000	20.000	20.000
		20210310003154	11103221810000	Radio and TV Transmissions	800.000	800.000	800.000
		20180704050805	11103201270000	Catering Services	20.000	20.000	20.000
					889.000	889.000	889.000
Tourism Events							
Stellenbosch Wine Festival		20230705026422	11103277880000	Tourism	17.036	17.036	17.036
Stellenbosch Street Soiree		20230705026427	11103277880000	Tourism	17.036	17.036	17.036
Adam Small Festival		20230705026353	11103277880000	Tourism	17.036	17.036	17.036
Chrysanthemum Festival		20230705026348	11103277880000	Tourism	17.036	17.036	17.036
Robertson Wedding Faire	NEW		11103277880000	Tourism	17.036	17.036	17.036
Halaal Tourism Festival	NEW		11103277880000	Tourism	17.036	17.036	17.036
Breakfast with the Boss 2024	NEW		11103277880000	Tourism	17.036	17.036	17.036
Franschhoek arts and Culture festival		20210706014034	11103277880000	Tourism	17.036	17.036	17.036
Montagu Art Deco Festival		20210706014045	11103277880000	Tourism	17.036	17.036	17.036
Montagu “Local is Lekker” Indaba		20210706014044	11103277880000	Tourism	17.036	17.036	17.036
Tulbagh Spring Flowers & October Fest	NEW		11103277880000	Tourism	17.036	17.036	17.036
Tulbagh Wine and Faire	NEW		11103277880000	Tourism	17.036	17.036	17.036
Zwelethemba Heritage for Elderly	NEW		11103277880000	Tourism	17.036	17.036	17.036
De Doorns Heritage for Elderly	NEW		11103277880000	Tourism	17.036	17.036	17.036
Zwelethemba Heritage for Elderly	NEW		11103277880000	Tourism	17.036	17.036	17.036
Witzenville Festival Faire		20210706014039	11103277880000	Tourism	17.036	17.036	17.036
Christmas in Winter		20210706014055	11103277880000	Tourism	17.036	17.036	17.036
Gravel and Grit Festival		20210706014062	11103277880000	Tourism	17.036	17.036	17.036
Multi-Cultural Food Festival		20230705026437	11103277880000	Tourism	17.036	17.036	17.036
Christmas Day Market Festival		20230705026358	11103277880000	Tourism	17.036	17.036	17.036
Garden Town Stellenbosch	NEW		11103277880000	Tourism	17.036	17.036	17.036
Stellenbosch Harvest Parade	NEW		11103277880000	Tourism	17.036	17.036	17.036
Meet Stellenbosch	NEW		11103277880000	Tourism	17.036	17.036	17.036
Journey of Hope and Healing	NEW		11103277880000	Tourism	17.036	17.036	17.036
Woordfees Wynskool	NEW		11103277880000	Tourism	17.036	17.036	17.036
Easter Market Festival	NEW		11103277880000	Tourism	17.036	17.036	17.036
Heritage Celebration Festival	NEW		11103277880000	Tourism	17.036	17.036	17.036
Zolani Heritage for the Elderly	NEW		11103277880000	Tourism	17.036	17.036	17.036
					477.008	477.008	477.008
Township Tourism							
Township Tourism_Stellenbosch		20210706012578	11103200790000	Project Management	50.000	50.000	50.000
Township Tourism_Drakenstein		20210706012597	11103200790000	Project Management	100.000	100.000	100.000
Township Tourism_Breede Valley		20210706012592	11103200790000	Project Management	100.000	200.000	200.000
Township Tourism_Witzenberg		20210706012596	11103200790000	Project Management	50.000	50.000	50.000
Township Tourism_Worcester Tourism		20230705026432	11103277880000	Tourism	50.000	-	-
Township Tourism_Drakenstein		20230705026447	11103277880000	Tourism	150.000	-	-
Women in Tourism	NEW		11103277880000	Tourism	50.000	50.000	50.000
					550.000	450.000	450.000
TOTAL: TOURISM					3.727.008	3.687.008	3.752.008

PROJECTS BUDGET 2024/2025, 2025/2026 & 2026/2027

LAND-USE AND SPATIAL PLANNING						
EPWP Invasive Alien Vegetation						
Invasive Alien Vegetation_BVM	20220705054704	11521200160000	Alien Vegetation Control	407.500	520.000	520.000
Invasive Alien Vegetation_Drakenstein	20220705054703	11521200160000	Alien Vegetation Control	457.500	520.000	520.000
Invasive Alien Vegetation_Drakenstein (EPWP Grant)	20230705024583	11521200160000	Alien Vegetation Control	300.000	-	-
Invasive Alien Vegetation_Langeberg (EPWP Grant)	20210706012461	11521200160000	Alien Vegetation Control	-	-	-
Invasive Alien Vegetation_Langeberg	20220302052959	11521200160000	Alien Vegetation Control	344.500	490.000	490.000
Invasive Alien Vegetation_Witzenberg (EPWP Grant)	20230705024582	11521200160000	Alien Vegetation Control	-	-	-
Invasive Alien Vegetation_Witzenberg	20210706012468	11521200160000	Alien Vegetation Control	707.500	-	-
				2.217.000	1.530.000	1.530.000
River Rehabilitation						
	20170601022895	11521200160000	Alien Vegetation Control	100.000	100.000	100.000
				100.000	100.000	100.000
TOTAL: LAND-USE AND SPATIAL PLANNING				2.317.000	1.630.000	1.630.000
PROJECTS AND HOUSING						
Infrastructure Rural Area Farmers						
	20220705055400	11330277340000	Monetary Allocations:Farmer Support Households	500.000	1.000.000	1.000.000
				500.000	1.000.000	1.000.000
Provision of water to Schools						
PO-0334_Provision of Water Schools_Langeberg	20220705055394	11330277340000	Monetary Allocations:Farmer Support Households	100.000	200.000	200.000
PO-0334_Provision of Water Schools_Breede Valley		11330277340000	Monetary Allocations:Farmer Support Households	-	100.000	100.000
PO-0334_Provision of Water Schools_Witzenberg		11330277340000	Monetary Allocations:Farmer Support Households	500.000	300.000	300.000
				600.000	600.000	600.000
Upgrade of Sport Facilities						
PO-0331_Upgrading Slanghoek Sportfield_Breede Valley	20230705026132	11330276075200	SPORT AND RECREATION	400.000		
PO-0637_Pavilions_CWDM	20230705026137	11330276075200	SPORT AND RECREATION	800.000		
Upgrading Soetendal Sportfield_Drakenstein	0	11330276075200	SPORT AND RECREATION	1.600.000		
				2.800.000	-	-
Clearing of Road Reserves						
PO-0336_Clearing of Road Reserves_Witzenberg	20220705054706	11330200350000	Outsourced Services:Clearing and Grass Cutting	450.000	470.000	490.000
PO-0337_Clearing of Road Reserves_Langeberg	20230705024607	11330200350000	Outsourced Services:Clearing and Grass Cutting	-	260.000	280.000
PO-0646_Clearing of Road Reserves_Langeberg (EPWP)	20230705024606	11330200350000	Outsourced Services:Clearing and Grass Cutting	249.000	-	-
PO-0338_Clearing of Road Reserves_Stellenbosch	20220705054705	11330200350000	Outsourced Services:Clearing and Grass Cutting	210.000	250.000	290.000
PO-0397_Clearing of Road Reserves_Stellenbosch_EPWP	20210706012495	11330200350000	Outsourced Services:Clearing and Grass Cutting	-	-	-
PO-0339_Clearing of Road Reserves_Breede Valley	20230705024605	11330200350000	Outsourced Services:Clearing and Grass Cutting	220.000	235.000	245.000
PO-0396_Clearing of Road Reserves_Drakenstein	20230705024604	11330200350000	Outsourced Services:Clearing and Grass Cutting	301.000	330.000	350.000
PO-0647_Clearing of Road Reserves_Drakenstein_EPWP	20230705024603	11330200350000	Outsourced Services:Clearing and Grass Cutting	-	-	-
				1.430.000	1.545.000	1.655.000
TOTAL: PROJECTS AND HOUSING				5.330.000	3.145.000	3.255.000
PUBLIC TRANSPORT REGULATION						
Road Safety Education						
Learner Peak Caps	20210706013429	11615221490000	Gifts and Promotional Items	300.000	-	-
Reflective Bibs	New ukey	11615221490000	Gifts and Promotional Items	78.000	-	-
Reflective Beanies	New ukey	11615221490000	Gifts and Promotional Items	50.000	-	-
Road Safety Promotional Items	New ukey	11615221490000	Gifts and Promotional Items	628.000	328.000	328.000
Transport Month Event	New ukey	11615200790000	Gifts and Promotional Items	500.000	600.000	600.000
				1.556.000	928.000	928.000
Sidewalks and Embayments						
	20181207004243	11615220180000	Standard rated	-	200.000	200.000
Pioneer School -Side Walks	New ukey	11615200950000	Civil	3.500.000	-	-
	20230705024682	11615200950000	Civil	3.000.000	2.000.000	2.000.000
				6.500.000	2.200.000	2.200.000
TOTAL: PUBLIC TRANSPORT REGULATION				8.056.000	3.128.000	3.128.000
MUNICIPAL HEALTH SERVICES						
Subsidy:Water/Sanitation-Farms						
Health & Hygiene Education - Breede Valley	20210706012527	11441200480000	Professional Staff	20.100	20.100	20.100
Health & Hygiene Education - Drakenstein	20210706012526	11441200480000	Professional Staff	13.900	13.900	13.900
Health & Hygiene Education - Langeberg	20210706012524	11441200480000	Professional Staff	27.000	27.000	27.000
Health & Hygiene Education - Stellenbosch	20210706012510	11441200480000	Professional Staff	22.000	22.000	22.000
Health & Hygiene Education - Witzenberg	20210706012509	11441200480000	Professional Staff	29.000	29.000	29.000
Subsidy allocations Breede Valley	20210706014018	11441277340000	Farmer Support Households (Cash)	156.000	156.000	156.000
Subsidy allocations Drakenstein	20210706014014	11441277340000	Farmer Support Households (Cash)	45.000	45.000	45.000
Subsidy allocations Langeberg	20210706014016	11441277340000	Farmer Support Households (Cash)	162.000	162.000	162.000
Subsidy allocations Stellenbosch	20210706014013	11441277340000	Farmer Support Households (Cash)	45.000	45.000	45.000
Subsidy allocations Witzenberg	20210706014015	11441277340000	Farmer Support Households (Cash)	150.000	150.000	150.000
Hot Spot Interventions Drakenstein	20210706014017	11441277340000	Farmer Support Households (Cash)	110.000	110.000	110.000
Hot Spot Interventions Langeberg	20210706014011	11441277340000	Farmer Support Households (Cash)	110.000	110.000	110.000
Hot Spot Interventions Stellenbosch	New ukey	0	Farmer Support Households (Cash)	110.000	110.000	110.000
Hot Spot Interventions Witzenberg	20220705055402	11441277340000	Farmer Support Households (Cash)	-	-	-
				1.000.000	1.000.000	1.000.000
Annual Environmental Health Educ. Prog.						
	20170601023087	11441221490000	Gifts and Promotional Items	57.000	57.000	57.000
	New ukey	11441201270000	Catering Services	6.000	6.000	6.000
	20170601023088	11441222470000	Printing, Publications and Books	11.000	11.000	11.000
Pre-Production District Wide	20210706012633	11441201200000	Artists and Performers	150.000	150.000	150.000
Theatre Performances Breede Valley	20210706012634	11441201200000	Artists and Performers	90.000	90.000	90.000
Theatre Performances Drakenstein	20210706012632	11441201200000	Artists and Performers	115.000	115.000	115.000
Theatre Performances Langeberg	20210706012639	11441201200000	Artists and Performers	60.000	60.000	60.000
Theatre Performances Stellenbosch	20210706012635	11441201200000	Artists and Performers	90.000	90.000	90.000
Theatre Performances Witzenberg	20210706012638	11441201200000	Artists and Performers	60.000	60.000	60.000
				639.000	639.000	639.000
TOTAL: MUNICIPAL HEALTH SERVICES				1.639.000	1.639.000	1.639.000

PROJECTS BUDGET 2024/2025, 2025/2026 & 2026/2027

SOCIAL DEVELOPMENT						
Skills Development						
Artisan Skills Development Women	20230705024620	11475200480000	Outsourced Services:Professional Staff	150.000	-	-
PO-0305_Drivers Licence	20230705024622	11475200480000	Outsourced Services:Professional Staff	150.000	150.000	150.000
TOTAL: SKILLS DEVELOPMENT				300.000	150.000	150.000
HIV/AIDS						
Aids Day Event						
	20220705055186	11475221490000	Gifts and Promotional Items	5.000	5.000	5.000
	20220705055232	11475222630000	Transport Provided as Part of Departmental Act.	5.000	5.000	5.000
	20220705054712	11475200480000	Outsourced Services:Professional Staff	2.000	2.000	2.000
	20220705054736	11475201220000	Audio-visual Services	2.200	2.200	2.200
	20220705054743	11475201270000	Catering Services	30.700	30.700	30.700
	20220705055148	11475220180000	Consumables:Standard Rated	8.200	8.200	8.200
				53.100	53.100	53.100
Aids Awareness programmes: District wide						
	20220705055256	11475222630000	Transport Provided as Part of Departmental Act.	20.000	20.000	20.000
	20220705054764	11475201270000	Catering Services	35.000	15.000	15.000
				55.000	35.000	35.000
16 days of Activism Launch						
	20220705054745	11475201270000	Catering Services	34.400	15.000	15.000
	20220705055244	11475222630000	Transport Provided as Part of Departmental Act.	19.400	19.400	19.400
				53.800	34.400	34.400
TOTAL: HIV/AIDS				161.900	122.500	122.500
ELDERLY						
Active Age Programme District wide						
	20220705055250	11475222630000	Transport Provided as Part of Departmental Act.	20.000	20.000	20.000
	20220705054741	11475201270000	Catering Services	26.000	26.000	26.000
	20220705054791	11475201670000	Stage and Sound Crew	1.600	1.600	1.600
				47.600	47.600	47.600
District Golden Games Event						
	20220705055176	11475221430000	Achievements and Awards	20.000	20.000	20.000
	20220705055240	11475222630000	Transport Provided as Part of Departmental Act.	30.000	30.000	30.000
	20220705054766	11475201270000	Catering Services	89.000	89.000	89.000
	20220705054788	11475201670000	Stage and Sound Crew	5.000	5.000	5.000
				144.000	144.000	144.000
Elderly Grant in Aid						
	20220705055380	11475277260000	Social Assistance: Old Age Grant	150.640	150.640	150.640
				150.640	150.640	150.640
TOTAL: ELDERLY				342.240	342.240	342.240
FAMILIES AND CHILDREN						
Families and Children Programmes						
	20220705054765	11475201270000	Catering Services	50.000	50.000	50.000
	20220705054780	11475201530000	Plants, Flowers and Other Decorations	2.700	2.700	2.700
	20220705054774	11475201430000	Interior Decorator	6.800	6.800	6.800
	20220705055255	11475222630000	Transport Provided as Part of Departmental Act.	30.000	30.000	30.000
				89.500	89.500	89.500
Holiday Programmmes						
	20220705055229	11475222630000	Transport Provided as Part of Departmental Act.	70.000	70.000	70.000
	20220705054753	11475201270000	Catering Services	35.000	35.000	35.000
	20220705054784	11475201670000	Stage and Sound Crew	3.000	3.000	3.000
				108.000	108.000	108.000
Substance Abuse Awareness						
	20220705055234	11475222630000	Transport Provided as Part of Departmental Act.	30.000	30.000	30.000
	20220705054738	11475201220000	Audio-visual Services	3.000	3.000	3.000
	20220705054744	11475201270000	Catering Services	35.000	35.000	35.000
				68.000	68.000	68.000
Victim Empowerment Programmes						
	20220705055242	11475222630000	Transport Provided as Part of Departmental Act.	30.000	30.000	30.000
	20220705054767	11475201270000	Catering Services	55.000	35.000	35.000
				85.000	65.000	65.000
Teenage Pregnancy						
	20220705055243	11475222630000	Transport Provided as Part of Departmental Act.	10.000	10.000	10.000
	20220705054757	11475201270000	Catering Services	25.700	15.700	15.700
				35.700	25.700	25.700
Life skills workshops						
	20220705055254	11475222630000	Transport Provided as Part of Departmental Act.	58.400	28.600	28.600
	20210706013896	11475222970000	Non-employees	29.800	29.800	-
	20220705054733	11475201220000	Audio-visual Services	3.000	3.000	3.000
	20220705054752	11475201270000	Catering Services	69.000	10.600	10.600
				160.200	72.000	42.200
Educational Excursions: District Wide						
	20220705055241	11475222630000	Transport Provided as Part of Departmental Act.	56.500	56.500	56.500
	20220705054768	11475201270000	Catering Services	15.000	15.000	15.000
	20220705055166	11475220190000	Consumables: Zero Rated	1.800	1.800	1.800
				73.300	73.300	73.300
Sanitary Ware						
	20220705055146	11475220180000	Standard rated	100.000	100.000	100.000
				100.000	100.000	100.000
TOTAL: FAMILIES AND CHILDREN				719.700	601.500	571.700

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EARLY CHILDHOOD DEVELOPMENT						
PO-0295_ECD Grant_Breede Valley	20220705055351	11475276075100	Community and Social Services	31.302	45.000	45.000
PO-0296_ECD Grant_Witzenberg	20220705055350	11475276075100	Community and Social Services	-	10.000	10.000
PO-0297_ECD Grant_Langeberg	20220705055344	11475276075100	Community and Social Services	33.736	40.000	40.000
PO-0298_ECD Grant_Drakenstein	20220705055348	11475276075100	Community and Social Services	84.340	55.000	55.000
PO-0299_ECD Grant_Stellenbosch	20220705055349	11475276075100	Community and Social Services	50.604	50.000	50.000
				199.982	200.000	200.000
COMMUNITY SUPPORT PROJECT						
PO-0300_Community Support Grant_Breede Valley	20220708003813	11475247930000	Social Assistance: Social Relief	136.000	87.926	87.926
PO-0301_Community Support Grant_Drakenstein	20220708004140	11475247930000	Social Assistance: Social Relief	88.000	153.852	153.852
PO-0302_Community Support Grant_Langeberg	20220708004504	11475247930000	Social Assistance: Social Relief	32.000	71.284	71.284
PO-0303_Community Support Grant_Witzenberg	20220705055392	11475277290000	Social Assistance: Social Relief	80.000	51.284	51.284
PO-0304_Community Support Grant_Stellenbosch	20220708005045	11475247930000	Social Assistance: Social Relief	64.000	35.654	35.654
				400.000	400.000	400.000
YOUTH						
Youth Camp						
	20180704051273	11475222630000	Transport Provided as Part of Departmental Act.	100.000	203.100	-
	0	11475201670000	Stage and Sound Crew	-	-	-
	0	11475223080000	Hire Charges	53.100	-	-
	20201104042723	11475201270000	Catering Services	59.000	9.000	9.000
				212.100	212.100	9.000
Youth Day						
	20220705055189	11475221490000	Gifts and Promotional Items	10.000	10.000	10.000
	20220705055231	11475222630000	Transport Provided as Part of Departmental Act.	25.000	25.000	25.000
				35.000	35.000	35.000
Top Achievers Awards						
	20220705055182	11475221490000	Gifts and Promotional Items	50.000	50.000	50.000
	0	11475220180000	Consumables:Standard Rated	-	-	-
	20230705025577	11475221430000	Achievements and Awards	-	-	-
	20220705055208	11475222470000	Printing, Publications and Books	5.000	5.000	5.000
	20220705054781	11475201530000	Plants, Flowers and Other Decorations	16.450	16.450	16.450
	20220705055295	11475223080000	Hire Charges	40.000	-	-
	20220705054735	11475201220000	Audio-visual Services	10.000	10.000	10.000
	20220705054755	11475201270000	Catering Services	200.000	200.000	200.000
	20220705054773	11475201430000	Interior Decorator	10.550	10.550	10.550
	20220705054787	11475201670000	Stage and Sound Crew	5.000	5.000	5.000
	20220705054715	11475200590000	Translators, Scribes and Editors	9.000	9.000	9.000
				346.000	306.000	306.000
Career Exhibitions						
	20220705055245	11475222630000	Transport Provided as Part of Departmental Act.	68.300	68.300	68.300
	20220705054737	11475201220000	Audio-visual Services	2.600	2.600	2.600
				70.900	70.900	70.900
TOTAL: YOUTH				664.000	624.000	420.900
WOMEN						
Phenomenal Women Award						
	20230705026048	11475266790000	Afrikaanse Taalmuseum	100.000	100.000	100.000
				100.000	100.000	100.000
Sexual offence Awarness campaign						
	20220705055233	11475222630000	Transport Provided as Part of Departmental Act.	10.000	20.000	20.000
	20220705054746	11475201270000	Catering Services	39.000	29.000	29.000
	20220705055151	11475220180000	Consumables:Standard Rated	16.000	16.000	16.000
				65.000	65.000	65.000
Women's Day Event						
	20220705055248	11475222630000	Transport Provided as Part of Departmental Act.	10.000	10.000	10.000
	20220705054711	11475200480000	Outsourced Services:Professional Staff	150.000	150.000	2.000
	20220705054739	11475201220000	Audio-visual Services	750	750	750
	20220705054747	11475201270000	Catering Services	22.940	22.940	22.940
	20220705054783	11475201670000	Stage and Sound Crew	1.200	1.200	1.200
				184.890	184.890	36.890
TOTAL: WOMEN				349.890	349.890	201.890
TOTAL: SOCIAL DEVELOPMENT				3.137.712	2.790.130	2.409.230

AREAS OF POTENTIAL SAVING

There is a strong strategic understanding that Cape Winelands District Municipality must exercise it's functions as a planning and co-ordinating authority and not as an executing authority. Therefore, these areas of potential savings must be contextualized accordingly:

- Don't spend funds on unnecessary items such as:
  - Catering for meetings between officials and councillors;
  - Excessive travelling; and
  - Replacement of old office furniture still in good condition.

- Save on salary bill;
- Co-operational agreements between council;
- Excessive use of stationery;
- Decrease the use of consultants;
- Attend only necessary congresses; and
- Alienate under-utilized buildings.

Chapter 8
Monitoring and Evaluation



The information currently shown in this document is therefore in draft format and will be finalised towards the legislative deadlines in May 2024 (5-year Organisational Scorecard in IDP) and June 2024 (SDBIP)

	Directorate [R]	Function [R]	National Outcome [R]	National KPA [R]	NDP Objective [R]	IDP Objective [R]	Key Priority Area [R]	KPI Name [R]	Unit of Measurement	KPI Owner [R]	Baseline	POE	KPI Calculation Type [R]	Target Type [R]	Annual Target		Q1	Q2	Q3	Q4
	List	*List*	*List*	*List*	List	*List*	*List*	*500 characters*	*500 characters*	*List*	*200 characters*	*200 characters*	*List*	*List*	*Number*		*Number*	*Number*	*Number*	*Number*
1	Municipal Manager	Finance and Administration: Core Function: Risk Management	A responsive and accountable, effective and efficient local government system	Municipal Transformation and Institutional Development	Developing a capable and Development State	Foster good governance processes as prescribed by legislation and best practice	Good Governance	Review the Organisational Strategic Risk Register (Top 10) and submit to Council by 31 May 2025	Reviewed Organisational Strategic Risk Register submitted to Council by 31 May 2025	Municipal Manager	1	Agenda of the Council meeting	Carry Over	Number	1		0	0	0	1
2	Municipal Manager	Internal Audit: Core Function: Governance Function	A responsive and accountable, effective and efficient local government system	Municipal Transformation and Institutional Development	Developing a capable and Development State	Foster good governance processes as prescribed by legislation and best practice	Good Governance	Review the RBAP for 2024/25 and submit to the Audit Committee for consideration by 30 June 2024	RBAP for 2024/25 reviewed and submitted to the Audit Committee by 30 June 2025	Municipal Manager	1	Minutes of the Audit Committee	Carry Over	Number	1		0	0	0	1
3	Municipal Manager	Internal Audit: Core Function: Governance Function	A responsive and accountable, effective and efficient local government system	Municipal Transformation and Institutional Development	Developing a capable and Development State	Foster good governance processes as prescribed by legislation and best practice	Good Governance	Complete 90% of the RBAP for the 2024/25 financial year by 30 June 2025 [(Number of audits and tasks completed for the period identified in the RBAP/ Number of audits and tasks identified in the RBAP) x 100]	% of the Risk Based Audit Plan completed by 30 June 2025	Municipal Manager	New KPI	Minutes of the Audit Committee	Last Value	Percentage	90		0	25	45	90
4	Municipal Manager	Executive and Council: Core Function: Municipal Manager, Town Secretary and Chief Executive	A responsive and accountable, effective and efficient local government system	Good Governance and Public Participation	Developing a capable and Development State	Facilitate partnerships that cultivate economic growth and development throughout the district	Good Governance	Initiate the DCF and JDMA engagements to improve intergovernmental relations	Number of meetings held	Municipal Manager	7	Attendance registers	Accumulative	Number	8		2	2	2	2
5	Municipal Manager	Finance and Administration: Core Function: Budget and Treasury Office	A responsive and accountable, effective and efficient local government system	Municipal Financial Viability and Management	Developing a capable and Development State	Provide sustainable strategic financial management and support services	Financial Management and Viability	Spend 95% of the municipal capital budget on capital projects by 30 June 2025 {(Actual amount spent on projects /Total amount budgeted for capital projects) X100}	% budget spent	Municipal Manager	67%	Section 52 Report and AFS	Last Value	Percentage	90		10	40	60	90
6	Financial Services	Finance and Administration: Core Function: Budget and Treasury Office	A responsive and accountable, effective and efficient local government system	Municipal Financial Viability and Management	Developing a capable and Development State	Provide sustainable strategic financial management and support services	Financial Management and Viability	Maintain a sound liquidity ratio as at 30 June 2025 (Current Assets: Current Liabilities)	Ratio	Chief Financial Officer	12.90:1	Section 52 Report and AFS	Last Value	Number	12.44:1		0	0	0	12.44:1

Financial Services	Finance and Administration: Core Function: Budget and Treasury Office	A responsive and accountable, effective and efficient local government system	Municipal Financial Viability and Management	Developing a capable and Development State	Provide sustainable strategic financial management and support services	Financial Management and Viability	Maintain a sound Level of Cash Backed Reserves Ratio as at 30 June 2025 [(Cash and Cash Equivalents – Bank Overdraft + Short Term Investment + Long Term Investment – Unspent Conditional Grants) / (Net Assets – Accumulated Surplus – Non Controlling Interest – Share Premium – Share Capital – Fair Value Adjustment – Revaluation Reserve)]	% achieved	Chief Financial Officer	1197%	Section 52 Report and AFS	Last Value	Percentage	100	0	0	0	100
Financial Services	Finance and Administration: Core Function: Budget and Treasury Office	A responsive and accountable, effective and efficient local government system	Municipal Financial Viability and Management	Developing a capable and Development State	Provide sustainable strategic financial management and support services	Financial Management and Viability	Maintain a sound Net Operating Surplus Margin Ratio as at 30 June 2025 [(Total Operating Revenue – Total Operating Expenditure)/ Total Operating Revenue x 100%]	% achieved	Chief Financial Officer	12%	Section 52 Report and AFS	Last Value	Percentage	0	0	0	0	0
Financial Services	Finance and Administration: Core Function: Budget and Treasury Office	A responsive and accountable, effective and efficient local government system	Municipal Financial Viability and Management	Developing a capable and Development State	Provide sustainable strategic financial management and support services	Financial Management and Viability	Maintain a sound Creditors Payment Period Ratio as at 30 June 2025 Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365	Number of days it takes to cover fix operating expenditure with available cash	Chief Financial Officer	29 days	Section 52 Report and AFS	Reverse Last Value	Number	30	0	0	0	30
Financial Services	Finance and Administration: Core Function: Budget and Treasury Office	A responsive and accountable, effective and efficient local government system	Municipal Financial Viability and Management	Developing a capable and Development State	Provide sustainable strategic financial management and support services	Financial Management and Viability	Compile and submit the Main Budget to Council by 31 May 2025	Main Budget submitted to Council	Chief Financial Officer	1	Proof of submission	Last Value	Number	1	0	0	0	1
Corporate Services	Finance and Administration: Core Function: Human Resources	A responsive and accountable, effective and efficient local government system	Municipal Transformation and Institutional Development	Developing a capable and Development State	Establish a skilled workforce and performance orientated administration to promote the growth and development of the organisation	Talent Management and Human Resources	Percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan by 30 June 2025 {(Number of people from employment equity target groups	% of people employed	Executive Director: Corporate Services	79.55%	Appointment letters	Last Value	Percentage	90	0	0	0	90
Corporate Services	Finance and Administration: Core Function: Human Resources	A skilled and capable workforce to support inclusive growth	Municipal Transformation and Institutional Development	Improving Education, training and innovation	Establish a skilled workforce and performance orientated administration to promote the growth and development of the organisation	Talent Management and Human Resources	Spent 0.10% of operational budget on training by 30 June 2025 {(Actual total training expenditure divided by total operational budget)x100}	% budget spent	Executive Director: Corporate Services	New KPI	Financial system report	Last Value	Percentage	0.10	0	0	0	0.10
Corporate Services	Finance and Administration: Core Function: Human Resources	A skilled and capable workforce to support inclusive growth	Municipal Transformation and Institutional Development	Improving Education, training and innovation	Establish a skilled workforce and performance orientated administration to promote the growth and development of the organisation	Talent Management and Human Resources	Signed 100% of individual performance agreements for all staff in terms of Regulation 890 by 29 July 2024	% individual performance agreements signed	Executive Director: Corporate Services	New KPI	IPMDS system report	Last Value	Percentage	100	100	0	0	0
Corporate Services	Finance and Administration: Core Function: Human Resources	A skilled and capable workforce to support inclusive growth	Municipal Transformation and Institutional Development	Improving Education, training and innovation	Establish a skilled workforce and performance orientated administration to promote the growth and development of the	Talent Management and Human Resources	Limit quarterly vacancy rate to less than 15% of funded posts {(Number of funded posts vacant / number of funded posts) x100}	% quarterly vacancy rate	Executive Director: Corporate Services	New KPI	Vacancy Rate Report	Reverse Stand-Alone	Percentage	15	0	15	0	15
Corporate Services	Finance and Administration: Core Function: Information Technology	An effective, competitive and responsive economic infrastructure network	Good Governance and Public Participation	Developing a capable and Development State	Foster good governance processes as prescribed by legislation and best practice	Good Governance	Review the ICT Governance Framework and ICT Strategic Plan and submit to Council by 31 May 2025	ICT Framework and Strategic Plan reviewed and submitted to Council	Executive Director: Corporate Services	1	Council Agenda	Carry Over	Number	0	0	0	0	1
Community Developme	Community and Social Services: Non-core Function: Disaster Management	A skilled and capable workforce to support inclusive growth	Good Governance and Public Participation	Improving Education, training and innovation	Monitor and promote a clean, healthy and safe living environment whilst provide emergency response services for all residents throughout the district	Disaster Management	Train 60 Fire Services Officials at the CWDM Fire Services Academy by 30 June 2025	Number of officials trained	Executive Director: Community Development and Planning Services	201	Attendance registers	Accumulative	Number	60	20	20	0	20
Community Developme	Community and Social Services: Non-core Function: Disaster Management	A development-orientated public service and inclusive citizenship	Good Governance and Public Participation	Building Safer Communities	Monitor and promote a clean, healthy and safe living environment whilst provide emergency response services for all residents throughout the district	Disaster Management	Review and submit the Disaster Management Plan to Council by 31 May 2025	Disaster Management Plan reviewed and submitted	Executive Director: Community Development and Planning Services	1	Council Agenda	Carry Over	Number	1	0	0	0	1

Community Developme	Planning and Development: Core Function: Town Planning, Building Regulations and Enforcement, and City Engineer	A development-orientated public service and inclusive citizenship	Good Governance and Public Participation	Economy and Development	Monitor and promote a clean, healthy and safe living environment whilst provide emergency response services for all residents throughout the district	Economic Development	Review and submit the SDF to Council by 31 May 2025	SDF reviewed and submitted	Executive Director: Community Development and Planning Services	1	Council Agenda	Carry Over	Number	1	0	0	0	1
Community Developme	Environmental Protection: Core Function: Pollution Control	Protection and enhancement of environmental assets and natural resources	Good Governance and Public Participation	Environmental Sustainability and Resilience	Monitor and promote a clean, healthy and safe living environment whilst provide emergency response services for all residents throughout the district	Municipal Health	Submit the annual Air Quality officer report to PGWC by 30 June 2024	Report submitted to PGWC	Executive Director: Community Development and Planning Services	1	Proof of submission	Carry Over	Number	1	0	0	0	1
Community Developme	Community and Social Services: Core Function: Child Care Facilities	A development-orientated public service and inclusive citizenship	Good Governance and Public Participation	Nation Building and Social Cohesion	Facilitate partnerships that cultivate economic growth and development throughout the district	Economic Development	Support the 24 ECD centres throughout the district by 30 June 2024	Number of ECD centres supported	Executive Director: Community Development and Planning Services	34	173J Allocation list/ SLA	Last Value	Number	24	0	24		24
Community Developme	Health: Core Function: Health Services	A development-orientated public service and inclusive citizenship	Good Governance and Public Participation	Healthcare for all	Monitor and promote a clean, healthy and safe living environment whilst provide emergency response services for all residents throughout the district	Municipal Health	Report on the health outreach programmes (theatre performance) implemented throughout the district by 30 June 2025	Health outreach programme report	Executive Director: Community Development and Planning Services	New KPI	Close out report signed-off by ED	Last Value	Number	1	0	0	0	1
Technical Services	Road Transport: Core Function: Roads	Sustainable human settlements and improved quality of household life	Basic Service Delivery	Economy and Development	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Infrastructure	Blade 5000km's of road by 30 June 2025	Number of km's bladed by 30 June 2025	Executive Director: Technical Services	4903.99	IMMS quarterly report	Accumulative	Number	5000	1300	1300	1200	1200
Technical Services	Road Transport: Core Function: Roads	Sustainable human settlements and improved quality of household life	Basic Service Delivery	Economy and Development	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Infrastructure	Re-gravel 9km's of road by 30 June 2025	Number of km's of road re-gravelled by 30 June 2025	Executive Director: Technical Services	2.18	IMMS quarterly report	Accumulative	Number	9	0	0	5	4
Technical Services	Energy Sources: Core Function: Nonelectric Energy	Sustainable human settlements and improved quality of household life	Basic Service Delivery	Economy and Development	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Infrastructure	Provide financial assistance with the acquisition of 100 solar geysers by 30 June 2025	Number of assistance provided for the acquisition of solar geysers	Executive Director: Technical Services	78	173J Allocation list	Accumulative	Number	100	0	20	30	50
Technical Services	Community and Social Services: Core Function: Community Halls and Facilities	Sustainable human settlements and improved quality of household life	Basic Service Delivery	Nation Building and Social Cohesion	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Infrastructure	Upgrade 2 sport's facilities by 30 June 2025	Number of sports facilities upgraded	Executive Director: Technical Services		Completion certificates	Accumulative	Number	2	0	0	0	2
Technical Services	Waste Management: Core Function: Solid Waste Disposal (Landfill Sites)	Sustainable human settlements and improved quality of household life	Basic Service Delivery	Economy and Development	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Environmental Management	Complete the regional landfill site by 30 June 2025	Regional landfill site completed	Executive Director: Technical Services	New KPI	Completion certificate	Carry Over	Number	1	0	0	0	1
Technical Services	Planning and Development: Core Function: Economic Development/Planning	Decent employment through inclusive economic growth	Local Economic Development	Economy and Development	Facilitate partnerships that cultivate economic growth and development throughout the district	Economic Development	Work opportunities created (in person days) through CWDM's various initiatives	Number of work opportunities created (in person days) through CWDM's various initiatives	Executive Director: Technical Services	10623	EPWP Report	Accumulative	Number	9560	1240	2140	3540	2640
Technical Services	Road Transport: Core Function: Roads	Sustainable human settlements and improved quality of household life	Basic Service Delivery	Economy and Development	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Infrastructure	Spend 90% of the provincial roads conditional grant allocation received by 30 June 2025 ((Total expenditure/ total budget received)x100)	% budget received spent	Executive Director: Technical Services	New KPI	Section 52 Report and AFS	Last Value	Percentage	90	5	40	60	90
Technical Services	Road Transport: Core Function: Roads	Sustainable human settlements and improved quality of household life	Basic Service Delivery	Economy and Development	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Infrastructure	Submit the District Integrated Transport Plan (DITP) to Council by 30 June 2025	District Integrated Transport Plan submitted	Executive Director: Technical Services	1	Council Agenda	Last Value	Number	1	0	0	0	1
Technical Services	Road Transport: Core Function: Roads	Sustainable human settlements and improved quality of household life	Basic Service Delivery	Economy and Development	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Infrastructure	Spend 90% the project budget for Rural projects by 30 June 2025 ((Total Rural project expenditure/ total Rural project budget allocated) x100)	% budget spent	Executive Director: Technical Services	41.10%	Section 52 Report and AFS	Last Value	Percentage	90	5	20	40	90
Technical Services	Road Transport: Core Function: Roads	Sustainable human settlements and improved quality of household life	Basic Service Delivery	Economy and Development	Provide sustainable infrastructure services and transport planning services that enable social and economic opportunities	Infrastructure	Assist 1 schools with the provision of water/sanitation (installation /upgrade/etc.) by 30 June 2025	Number of schools assisted	Executive Director: Technical Services	2	Completion Certificate	Last Value	Number	1	0	0	1	0

Annexures

Annexures as per IDP document

Appendix A - Cape Winelands District Municipality: 2023/24 adjustment budget for Provincial Infrastructure Investment

Appendix B - CWDM Performance Management and Development System Framework

Annexures as per Budget document

Annexure O - Air Quality Management Plan

Annexure P - CWDM Spatial Development Framework 2021 – 2025

Annexure Q - Integrated Waste Management Plan

Annexure R - Corporate Disaster Management Plan

Appendix A

Cape winelands district municipality: 2023/24 adjustment budget for provincial infrastructure investment

Western Cape Government

Department of Environmental Affairs and Development Planning
Helena Jacobs
Directorate Development Planning Intelligence Management & Research
Helena.Jacobs@westerncape.gov.za | Tel: 021 483 5167

Reference: 15/14/2/12

Attention: The Municipal Manager

Cape Winelands District Municipality
P.O. Box 91
Worcester
6850

Dear Sir/Madam

CAPE WINELANDS DISTRICT MUNICIPALITY: 2023/24 ADJUSTMENT BUDGET FOR PROVINCIAL INFRASTRUCTURE INVESTMENT

The *Overview of Adjusted Provincial and Municipal Infrastructure Investment 2023 (OAPMII)* publication (ISBN: 978-0-621-51610-4 of November 2023) follows on the Main 2023/24 *Overview of Provincial Infrastructure Investment (OPMII)*, as published with the 2023/24 MTEF Budget in March 2023. The OAPMII provides an update of provincial infrastructure delivery plans and spending priorities across all the municipal areas of the Western Cape. The Adjustment Budget responds to in-year pressures and challenges in infrastructure delivery, to support the implementation of investment programmes and projects and to mitigate against the risks associated with under-utilised funds.

This letter provides the OAPMII information for your Municipality as published. Your attention is drawn to the fact that infrastructure projects are in various stages of planning and implementation and the information may be subject to change, depending on fiscal constraints and the availability of resources.

Table 1 provides a summary of the data, while **Table 2** represents an extract from the dataset associated with the OAPMII publication, as provided by Provincial Treasury on 11 December 2023. **Table 3** represents projects in the 2023/24 MTEF Main Budget, that could not be identified in the data for the Adjustment Budget 2023/24. There can be various reasons for these projects to not appear in the Adjustment Budget, such as the completion of a project during 2023, or the shifting of priorities.

If your Municipality needs more information about the projects listed in the Tables, it is recommended that the relevant Departments be contacted directly. The contact details for key Departmental officials can be provided on request.

The data is drawn from the *National Infrastructure Reporting Model (IRM)*, as captured by each Department. It should be noted that monitoring the accuracy of information in the reporting model is ongoing, and continues to receive attention with the aim to progressively improve the accuracy of data.

An overview of the Western Cape Medium-Term Budget Policy Statement and the 2023/24 Adjustment Budget, are available online on Provincial Treasury's website.

Table 1: Data Summary

Cape Winelands District: Projects with budget in Adjusted appropriation 2023/24				
Classification	Number of Projects	Main appropriation (Rand '000)	Adjustments (Rand '000)	Adjusted appropriation (Rand '000)
Economic Infrastructure		**1 410 042**	**(517 950)**	**892 092**
Cape Nature	3	9 500	(5 492)	4 008
Public Works	4	44 791	(17 058)	27 733
Transport	34	1 355 751	(495 400)	860 351
Social Infrastructure		**505 421**	**(122 033)**	**383 388**
Education	10	142 000	(63 959)	78 041
Health	44	91 873	(24 770)	67 103
Human Settlements	44	269 848	(33 304)	236 544
Cultural Affairs and Sport	1	1 700	0	1 700
Grand Total	**142**	**1 915 463**	**(639 983)**	**1 275 480**

Key Observations

From a total of 142 projects applicable to your Municipality, 82 projects represent ongoing projects that could also be identified in the MTEF 2023/24 Main Budget dataset of March 2023. The data shows that 60 projects, not previously included in the Main Budget dataset, are now allocated to the Municipality. There are furthermore 62 projects in the Main Budget dataset which could not be observed in the Adjustment Budget dataset (Table 3). The extract of projects does not reflect categories of projects at Provincial and cross-district scale.

Link to DEA&DP Infrastructure Portal in the Resource Centre for Development Planning

For those officials that already have access to the *Resource Centre for Development Planning*, the information (including datasets) referred to in this correspondence, can also be downloaded from the Infrastructure Portal on the site.

Apply for access

https://forms.office.com/r/ITGkXT2CKj

Survey

We would appreciate feedback regarding this correspondence and the data provided. The short survey can be accessed here: https://forms.office.com/r/SYW0SVNKzX. This will assist us to focus and improve the service.

Further queries may be directed to Helena Jacobs.
Contact Nos: 0214835167 / 0833150137
Email: helena.jacobs@westerncape.gov.za

Yours Sincerely

pp R.C. Fourie

Digitally signed by pp R.C. Fourie
Date: 2024.01.18 17:00:21 +02'00'

18 January 2024

Helena Jacobs
Director: Development Planning Intelligence Management and Research
Department of Environmental Affairs and Development Planning

Date

TABLE 2: ADJUSTMENT BUDGET FOR INFRASTRUCTURE PROJECTS IN THE CAPE WINELANDS DISTRICT MUNICIPALITY 2023/24

Refer to Table 3.4 on page 35 of the Overview of Adjusted Provincial & Municipal Infrastructure Investment 2023 publication.

82	Projects in the Adjustment Infrastructure Budget - also observed in the Main Infrastructure Budget 2023/24
60	Projects in the Adjustment Infrastructure Budget - not observed in the Main Infrastructure Budget 2023/24
142	**Total Projects in Adjusted Infrastructure Budget 2023/24**

Amounts in Rand

Project no.	Project Name	Department	Sector	Delivery mechanism	Nature of Investment	Local Municipality	Source of Funding	Latitude	Longitude	Total Project Cost	Current year expenditure	Main appropriation	Adjustments	Adjusted appropriation
C1102.2	C1102.02 Rustenburg & Bainskloof Restareas	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Drakenstein	Equitable Share	-33,6338	19,0532	200000000	20572000	200000000	-9396000	190604000
C1102.1	C1102.1 Dual MR201 N1 to Kliprug Rd	Infrastructure	Transport	Individual Project	Upgrading & Additions	Drakenstein	Equitable Share	-33,7957	18,8795	270000000	37026000	90000000	-46194000	43806000
C1105	C1105 Reseal Du Toits Kloof	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Drakenstein	Equitable Share	-33,7167	19,15	250000000	37591000	80000000	-80000000	0
C1116.1	C1116.1 Reseal Wolseley - Ceres - Touwsrivier 86km	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Witzenberg	Equitable Share	-33,4191	19,1909	200000000	0	30000000	12096000	42096000
C1116.1 PRMG	C1116.1 Reseal Wolseley - Ceres - Touwsrivier 86km	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Witzenberg	Provincial Roads Maintenance Grant	-33,4191	19,1909	120000000	8608000	70000000	-48096000	21304000
C1141	C1141 Reseal Montagu - Barrydale	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Langeberg	Equitable Share	-33,7874	20,1301	105000000	1065000	35000000	-15000000	20000000
C1141 PRMG	C1141 Reseal Montagu- Barrydale	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Langeberg	Provincial Roads Maintenance Grant	-33,7874	20,1301	350000000	0	55000000	-5000000	50000000
C1142	C1142 Rehab Simondium Reseal	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Drakenstein	Equitable Share	-33,5809	19,0453	560000000	0	65759000	-45759000	20000000
C1145 PRMG	C1145 PRMG Voor Paardeberg rd	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Drakenstein	Provincial Roads Maintenance Grant	-33,7342	18,9621	184000000	0	45000000	-25000000	20000000

Project no.	Project Name	Department	Sector	Delivery mechanism	Nature of Investment	Local Municipality	Source of Funding	Latitude	Longitude	Total Project Cost	Current year expenditure	Main appropriation	Adjustments	Adjusted appropriation
C1145	C1145 Voor Paardeberg rd	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Drakenstein	Equitable Share	-33,5809	19,0453	60000000	0	35000000	-35000000	0
C1155.3	C1155.3 Emergency flood damage repairs near Bonnievale (Bree River)	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Langeberg	Equitable Share	-33,9159	20,0807	33000000	536000	1000000	0	1000000
C1155.6	C1156.1 Emergency replacement of culvert C1232B Paarl	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Drakenstein	Equitable Share	-33,7342	18,9621	12000000	302000	1500000	6000000	7500000
C1156.2	C1156.2 Rehabilitate/Replace Bridge 0593 at km10,5 Soetendal, Paarl	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Drakenstein	Equitable Share	-33,7342	18,9621	4000000	0	4000000	-4000000	0
C1158.2	C1158.2 Emergency replacement of Bridge0485 near De Dooms	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Breede Valley	Equitable Share	-33,4777	19,6669	42000000	0	0	31350000	31350000
C1203 PRMG	C1203 PRMGReseal Trunk & Divisional roads around Worcester (Silkm)	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Breede Valley	Provincial Roads Mainte-nance Grant	-33,6539	19,4616	120000000	0	30000000	-30000000	0
C1203	C1203 Reseal Trunk & Divisional roads around Worcester	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Breede Valley	Equitable Share	-33,6539	19,4616	115000000	0	20000000	-19000000	1000000
C1205 PRMG	C1205 PRMG Reseal Bonnievale/Ashton	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Langeberg	Provincial Roads Mainte-nance Grant	-33,8733	20,1177	160000000	105000	40000000	-20000000	20000000
C1216	C1216 Reseal/rehab Ceres-Op die Berg-Citrusdal	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Witzenberg	Provincial Roads Mainte-nance Grant	-33,1007	19,295	588000000	7107000	50000000	-40000000	10000000
C749.2 PRMG	C749.2 Paarl-Franschhoek	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Drakenstein	Equitable Share	-33,8237	18,9522	500000000	0	50000000	-49000000	1000000
C749.2	C749.2 PRMG Rehab Paarl- F/hoek MR101	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Drakenstein	Provincial Roads	-33,8237	18,9522	400000000	0	50000000	-50000000	0

Project no.	Project Name	Department	Sector	Delivery mechanism	Nature of Investment	Local Municipality	Source of Funding	Latitude	Longitude	Total Project Cost	Current year expenditure	Main appropriation	Adjustments	Adjusted appropriation
							Maintenance Grant							
C914	C914 Spier road phase 3	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Stellenbosch	Equitable Share	-33,9321	18,8602	281000006	51095000	120000000	-71096000	48904000
C967	C967 Malmesbury Bypass	Infrastructure	Transport	Individual Project	New or Replaced Infrastructure	Drakenstein	Equitable Share	-33,6957	18,9584	530000000	43075000	200000000	-63800000	136200000
C974.1 PRMG	C974.1 Safety Improvements R44 Phase 1 - Winery I/C	Infrastructure	Transport	Individual Project	Upgrading & Additions	Drakenstein	Provincial Roads Maintenance Grant	-33,5809	19,0453	300000000	0	10175000	-10175000	0
W17020005/2	Cape Winelands: Drakenstein: Paarl: Simondium: Phase 1	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Drakenstein	Other	-33,836	18,9179	30000000	0	30000000	-30000000	0
CH830120	Ceres - Ceres Hospital - HT - Hospital and Nurses Home Repairs and Renovation	Health and Wellness	Health	Individual Project	Non-Infrastructure	Witzenberg	Health Facility Revitalisation Grant	-33,3629	19,3011	2000000	0	475000	-475000	0
CH830114	Ceres - Ceres Hospital - New Acute Psychiatric Ward	Health and Wellness	Health	Individual Project	Upgrading & Additions	Witzenberg	Health Facility Revitalisation Grant	-33,3629	19,3011	6441001	179131	164000	243000	407000
Regravel CW DM	CW DM Regravel	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Stellenbosch	Equitable Share	-33,9348	18,8583	348000000	4883000	30000000	-15000000	15000000
CH000868	CYCC-Lindelani	Infrastructure	Public Works	Individual Project	Rehabilitation, Renovations & Refurbishment	Stellenbosch	Equitable Share	-33,8809	18,8722	179119272	2700886	24998000	-21698000	3301000
DTPW073/2014	Dal Josaphat PS	Education	Education	Individual Project	New or Replaced Infrastructure	Drakenstein	Education Infrastructure Grant	-33,694	19,0161	88874000	10672000	60000000	-50000000	10000000
CH820002	De Doorns - De Dooms Ambulance Station - Replacement	Health and Wellness	Health	Individual Project	New or Replaced Infrastructure	Breede Valley	Health Facility Revitalisation Grant	-33,4767	19,6682	19660000	0	1000	157000	158000
CH810013	De Doorns - De Dooms CDC - HT - Upgrade and Additions	Health and Wellness	Health	Individual Project	Non-Infrastructure	Breede Valley	Health Facility Revitalisation Grant	0	0	5584000	373779	3206000	-2835000	371000

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CB10013	De Doorns - De Dooms CDC - Upgrade and Additions	Health and Wellness	Health	Individual Project	Upgrading & Additions	Breede Valley	Health Facility Revitalisation Grant	0	0	36600000	915021	2500000	-1877000	623000
DR1399 Die Straat Rawsonville	DR 1399 Die Straat	Infrastructure	Transport	Individual Project	Upgrading & Additions	Breede Valley	Equitable Share	-33,6818	19,3144	4000000	0	4000000	-4000000	0
CD000R12	Elsenburg Main Building Mod Phase 2 (Labs)	Infrastructure	Public Works	Individual Project	Rehabilitation, Renovations & Refurbishment	Stellenbosch	Equitable Share	-33,8473	18,8348	28715544	12753312	18295000	4275000	22570000
CD00-Elsen-Phase3	Elsenburg Main Building Mod Phase 3 (Labs)	Infrastructure	Public Works	Individual Project	Rehabilitation, Renovations & Refurbishment	Stellenbosch	Equitable Share	-33,8473	18,8348	50785000	0	1500000	-715000	785000
CB10032	Gouda - Gouda Clinic - Replacement	Health and Wellness	Health	Individual Project	New or Replaced Infrastructure	Drakenstein	Health Facility Revitalisation Grant	-33,2956	19,0429	23713000	0	610000	-609000	1000
TBA 278	Hotspot Areas_Improve Look & Feel	Education	Education	Individual Project	Upgrading & Additions	Stellenbosch	Equitable Share	-33,9184	18,7399	40000000	39240000	40000000	0	40000000
Maintenance - Cape Winelands	Maintenance - Cape Winelands	Infrastructure	Transport	Individual Project	Maintenance and Repairs	Stellenbosch	Equitable Share	-33,9353	18,8537	1,26E+11	77644000	142317000	21686000	163953000
CB30034	Montagu - Montagu Hospital - Rehabilitation	Health and Wellness	Health	Individual Project	Rehabilitation, Renovations & Refurbishment	Langeberg	Health Facility Revitalisation Grant	-33,7975	20,1232	42200000	1112459	344000	670000	1014000
TBA 12	New Achton HS	Education	Education	Individual Project	New or Replaced Infrastructure	Langeberg	Education Infrastructure Grant	-33,8369	20,0931	78000000	2692000	2000000	0	2000000
DTPW079/2014	New Klapmuts HS	Education	Education	Individual Project	New or Replaced Infrastructure	Stellenbosch	Equitable Share	-33,8105	18,8649	95200000	0	0	1204000	1204000
1251	Overhex Modular Library	Cultural Affairs and Sports	Cultural Affairs and Sport	Individual Project	Infrastructure Transfers - Capital	Breede Valley	Community Library Service Grant	-33,645	19,4435	850000	0	850000	0	850000
CB20050	Paarl - Paarl Ambulance Station -	Health and Wellness	Health	Individual Project	Upgrading & Additions	Drakenstein	Health Facility	-33,7201	18,97	5000000	0	81000	-81000	0

Project no.	Project Name	Department	Sector	Delivery mechanism	Nature of Investment	Local Municipality	Source of Funding	Latitude	Longitude	Total Project Cost	Current year expenditure	Main appropriation	Adjustments	Adjusted appropriation
	Upgrade and additions incl wash bay						Revitalisation Grant							
CH810074-0001	Paarl - Paarl CDC - Enabling work incl fencing to secure new site	Health and Wellness	Health	Individual Project	Upgrading & Additions	Drakenstein	Health Facility Revitalisation Grant	-33,6753	18,9929	11113000	3116249	1531000	2105000	3636000
CH810074	Paarl - Paarl CDC - HT - New	Health and Wellness	Health	Individual Project	Non-Infrastructure	Drakenstein	Health Facility Revitalisation Grant	-33,6753	18,9929	10200000	1075823	1297000	2000	1299000
CH810074	Paarl - Paarl CDC - New	Health and Wellness	Health	Individual Project	New or Replaced Infrastructure	Drakenstein	Health Facility Revitalisation Grant	-33,6753	18,9929	85588750	232758	2776000	-1819000	957000
CH840089	Paarl - Paarl Hospital - HT - New Obstetric Theatre in Maternity Unit	Health and Wellness	Health	Individual Project	Non-Infrastructure	Drakenstein	Health Facility Revitalisation Grant	-33,726	18,9715	3300000	0	10000	-10000	0
HCH840029	Paarl - Paarl Hospital - HT - Refurbishment 2023-24	Health and Wellness	Health	Individual Project	Non-Infrastructure	Drakenstein	Health Facility Revitalisation Grant	-33,726	18,9715	989000	989000	3070000	-2081000	989000
CH840089	Paarl - Paarl Hospital - New Obstetric Theatre in Maternity Unit	Health and Wellness	Health	Individual Project	Upgrading & Additions	Drakenstein	Health Facility Revitalisation Grant	-33,726	18,9715	10429000	76938	562000	727000	1289000
CO860077	Paarl - Paarl HT Maintenance Hub - Infrastructure Support	Health and Wellness	Health	Individual Project	Non-Infrastructure	Drakenstein	Equitable Share	-33,726	18,9715	0	0	770000	-770000	0
HCH840017	Paarl - Samtraal Hospital - Upgrade and Additions (Alpha)	Health and Wellness	Health	Individual Project	Upgrading & Additions	Drakenstein	Health Facility Revitalisation Grant	-33,7136	18,987	80000000	0	800000	-799000	1000
CO860081	Paarl - West Coast Maintenance Hub - Infrastructure Support	Health and Wellness	Health	Individual Project	Non-Infrastructure	Drakenstein	Equitable Share	-33,726	18,9715	0	0	1615000	-1615000	0
CH810162	Paarl - Windmeul Clinic - HT - Upgrade and Additions (Alpha)	Health and Wellness	Health	Individual Project	Non-Infrastructure	Drakenstein	Health Facility	-33,6707	18,9056	1321000	0	445000	-445000	0

Project no.	Project Name	Department	Sector	Delivery mechanism	Nature of Investment	Local Municipality	Source of Funding	Latitude	Longitude	Total Project Cost	Current year expenditure	Main appropriation	Adjustments	Adjusted appropriation
							Revitalisatio n Grant							
CH810162	Paarl - Windmeul Clinic - Upgrade and Additions (Alpha)	Health and Wellness	Health	Individual Project	Upgrading & Additions	Drakenstein	Health Facility Revitalisatio n Grant	-33,6707	18,9056	7940000	108180	4190000	-3725000	465000
W1502001 1/3	Paarl Siyahlala Phase 2 (393 units) UISP PHP	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Drakenstein	Human Settlements Developme nt Grant	-33,5809	19,0453	10160000	0	0	1580000	1580000
W1711000 7/2	Paarl Vlakkeland (professional fees) IRDP	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Drakenstein	Human Settlements Developme nt Grant	-33,7342	18,9621	5000000	0	4000000	-1000000	3000000
W1711000 7/1	Paarl Vlakkeland Phase 1_1 and 1_4 (406 units) IRDP	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Drakenstein	Human Settlements Developme nt Grant	-33,7342	18,9621	47000000	2048000	16740000	17960000	34700000
W1711000 7	Paarl Vlakkeland Phase 1_2 and 1_3 (537 units) IRDP	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Drakenstein	Human Settlements Developme nt Grant	-33,7342	18,9621	90000000	40231682	22000000	-1000000	21000000
CH830044	Robertson - Robertson Hospital - Acute Psychiatric Ward and New EC	Health and Wellness	Health	Individual Project	Upgrading & Additions	Langeberg	Health Facility Revitalisatio n Grant	-33,8017	19,8913	82817000	585669	573000	1373000	1946000
WE/00041 6/2017	Roodewal PS	Education	Education	Individual Project	New or Replaced Infrastructure	Breede Valley	Education Infrastructu re Grant	-33,6473	19,4672	75483000	0	5000000	-5000000	0
Routine Maintenan ce CW DM	Routine Maintenance CW DM	Infrastructure	Transport	Packaged with Sub-Contracts	Maintenance and Repairs	Witzenberg	Equitable Share	-33,3333	19,6667	600000000	43494000	77000000	19000000	96000000
CH810228	Saron - Saron Clinic - HT - General maintenance and upgrade (Alpha)	Health and Wellness	Health	Individual Project	Non-Infrastructure	Drakenstein	Health Facility Revitalisatio n Grant	-33,1838	19,0076	1092000	192191	428000	0	428000
CH810224	Stellenbosch - Cloetesville CDC - HT - General maintenance (Alpha)	Health and Wellness	Health	Individual Project	Non-Infrastructure	Stellenbosch	Health Facility Revitalisatio n Grant	-33,9224	18,857	3610000	580410	1866000	405000	2271000

Project no.	Project Name	Department	Sector	Delivery mechanism	Nature of Investment	Local Municipality	Source of Funding	Latitude	Longitude	Total Project Cost	Current year expenditure	Main appropriation	Adjustments	Adjusted appropriation
CB10090	Stellenbosch - Kayamandi Clinic - Upgrade and additions (Alpha)	Health and Wellness	Health	Individual Project	Upgrading & Additions	Stellenbosch	Health Facility Revitalisation Grant	-33,9192	18,8465	50055000	0	484000	217000	701000
CB30122	Stellenbosch - Stellenbosch Hospital - Hospital and stores repairs and renovation	Health and Wellness	Health	Individual Project	Rehabilitation, Renovations & Refurbishment	Stellenbosch	Health Facility Revitalisation Grant	-33,9306	18,8709	38120000	12057578	9091000	0	9091000
CH830122	Stellenbosch - Stellenbosch Hospital - HT - Hospital and Stores Repairs and Renovation	Health and Wellness	Health	Individual Project	Non-infrastructure	Stellenbosch	Health Facility Revitalisation Grant	-33,9306	18,8709	5000000	1719057	1900000	2381000	4281000
VROLIK UPGRADES	Vrolikheid Upgrades	Environmental Affairs and Development Planning	Cape Nature	Individual Project	Upgrading & Additions	Breede Valley	Equitable Share	-33,5538	19,5239	3258111	913302	2500000	758111	3258111
L232	Wagenmakersvallei Modular Library	Cultural Affairs and Sports	Cultural Affairs and Sport	Individual Project	Infrastructure Transfers - Capital	Drakenstein	Community Library Service Grant	-33,6311	19,0472	850000	0	850000	-720000	130000
DTPW0SO/2014	Wanneen SS	Education	Education	Individual Project	New or Replaced Infrastructure	Witzenberg	Education Infrastructure Grant	-33,2868	19,1534	77963000	28614000	35000000	-15000000	20000000
CB10100	Wolseley - Wolseley Clinic - Replacement	Health and Wellness	Health	Individual Project	New or Replaced Infrastructure	Witzenberg	Health Facility Revitalisation Grant	-33,4126	19,1972	25274000	0	241000	-239000	2000
WOLWE-MNGMT FAC	Wolwekloof-Management facilities	Environmental Affairs and Development Planning	Cape Nature	Individual Project	Upgrading & Additions	Witzenberg	Equitable Share	-33,2545	19,1613	750000	0	2000000	-1250000	750000
Wolwe-Tiger	Wolwekloof-Tiger flats	Environmental Affairs and Development Planning	Cape Nature	Individual Project	Upgrading & Additions	Witzenberg	Equitable Share	-33,2545	19,1613	0	0	5000000	-5000000	0
CB10101	Worcester - Avian Park Clinic - New	Health and Wellness	Health	Individual Project	New or Replaced Infrastructure	Breede Valley	Health Facility	-33,667	19,4339	37087380	49027	190000	518000	708000

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							Revitalisatio n Grant							
CB60025	Worcester - Boland Nurse College - Training facility at Keerom	Health and Wellness	Health	Individual Project	Upgrading & Additions	Breede Valley	Health Facility Revitalisatio n Grant	-33,6536	19,436	45100000	0	1200000	-333000	867000
CB60100	Worcester - Cape Winelands District Office - Lift upgrade 1892, 1893	Health and Wellness	Health	Individual Project	Rehabilitation, Renovations & Refurbishment	Breede Valley	Health Facility Revitalisatio n Grant	-33,6211	19,4569	6000000	0	168000	0	168000
CCB60082	Worcester - Winelands & Overberg Maintenance Hub - Infrastructure Support	Health and Wellness	Health	Individual Project	Non-Infrastructure	Breede Valley	Equitable Share	-33,6449	19,4583	0	0	1090000	-1090000	0
CB40053	Worcester - Worcester Hospital - Fire compliance	Health and Wellness	Health	Individual Project	Rehabilitation, Renovations & Refurbishment	Breede Valley	Health Facility Revitalisatio n Grant	-33,6449	19,4583	35985000	3269718	2141000	5829000	7970000
HCH81003 1	Worcester - Worcester Hospital - HT - Refurbishment 2023-24	Health and Wellness	Health	Individual Project	Non-Infrastructure	Breede Valley	Health Facility Revitalisatio n Grant	-33,6449	19,4583	3217000	3217097	1330000	1887000	3217000
CH840061	Worcester - Worcester Hospital - HT - Relocation of MOU	Health and Wellness	Health	Individual Project	Non-Infrastructure	Breede Valley	Health Facility Revitalisatio n Grant	-33,6449	19,4583	3750000	1339728	2375000	-2374000	1000
CB40061	Worcester - Worcester Hospital - Relocation of MOU	Health and Wellness	Health	Individual Project	Rehabilitation, Renovations & Refurbishment	Breede Valley	Health Facility Revitalisatio n Grant	-33,6449	19,4583	14576000	3301987	5467000	1720000	7187000
CCB60078	Worcester - Worcester HT Maintenance Hub - Infrastructure Support	Health and Wellness	Health	Individual Project	Non-Infrastructure	Breede Valley	Equitable Share	-33,6211	19,4569	0	0	642000	-642000	0
W1712000 9	Worcester Transfers (professional fees) IRDP	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Breede Valley	Human Settlements Developme nt Grant	-33,6539	19,4616	9500000	898035	3000000	0	3000000

Project no.	Project Name	Department	Sector	Delivery mechanism	Nature of Investment	Local Municipality	Source of Funding	Latitude	Longitude	Total Project Cost	Current year expenditure	Main appropriation	Adjustments	Adjusted appropriation
''	Avian Park	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Breede Valley	Human Settlements Developme nt Grant	-33,6652	19,1334	1250000	0	1250000	-1250000	0
Breede Valley : Transhex Bulk Electrical	Breede Valley : Transhex Bulk Electrical	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Breede Valley	Other	-33,6514	19,1597	29000000	0	0	29000000	29000000
.0..	Breede Valley: Touwsrivier WWTW Upgrade	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Breede Valley	Other	-33,6514	19,1597	5000000	0	0	5000000	5000000
C1091.1	C1091.1 Ashton - Swellendam	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Langeberg	Equitable Share	-33,8361	19,8544	50000000	0	0	1000000	1000000
C1102 PRMG	C1102 PRMG Riesbeek Windmeul	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Drakenstein	Provincial Roads Mainte-nance Grant	-33,6713	18,9155	500000000	0	0	1028000	1028000
C1105 PRMG	C1105 Du Toit 's kloof Pass	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Drakenstein	Provincial Roads Mainte-nance Grant	-33,7484	18,9969	115000000	0	0	12000000	12000000
C1158.4 Emergency flood damage repair of Bridge B6150 Kanetvlei, De Dooms	C1158.4 Emergency flood damage repair of Bridge B6150 Kanetvlei, De Dooms	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Breede Valley	Equitable Share	-33,5175	19,5533	7000000	0	0	6410000	6410000
C749.3	C749.3 REPAIRS F/HOEK MR00191	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Stellenbosch	Equitable Share	-33,9222	18,1556	20000000	0	0	20000000	20000000
C818	C818 Ashton - Montagu	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Langeberg	Equitable Share	-33,8132	19,8882	2500000000	0	0	8500000	8500000

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C914 PRMG	C914 Spier road phase 3 PRMG	Infrastructure	Transport	Individual Project	Rehabilitation, Renovations & Refurbishment	Stellenbosch	Provincial Roads Maintenance Grant	0	0	232351000	0	0	51096000	51096000
HC810020	Ceres - Ceres CDC - Enabling work and rehabilitation	Health and Wellness	Health	Individual Project	Rehabilitation, Renovations & Refurbishment	Witzenberg	Health Facility Revitalisation Grant	-33,3605	19,3091	48000000	509921	36000000	-30494000	5506000
HCH810020	Ceres - Ceres CDC - HT - Enabling work and rehabilitation	Health and Wellness	Health	Individual Project	Non-Infrastructure	Witzenberg	Health Facility Revitalisation Grant	-33,3605	19,3091	10000000	0	950000	-950000	0
C830120	Ceres - Ceres Hospital - Hospital and nurses home repairs and renovation	Health and Wellness	Health	Individual Project	Rehabilitation, Renovations & Refurbishment	Witzenberg	Health Facility Revitalisation Grant	-33,3629	19,3011	41091000	772204	426000	1387000	1813000
Ceres Vredebes (3022 services and 2163 units)	Ceres Vredebes (3022 services and 2163 units)	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Witzenberg	Human Settlements Development Grant	-33,4134	19,2832	30000000	0	0	30000000	30000000
ISUPG6	Ceres Vredebes Phase H (529) Basic Services ESS	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Witzenberg	Informal Settlements Upgrading Partnership Grant	-33,4134	19,2832	35140000	0	5600000	-5600000	0
W2201000 1/1	Cloetesville Flips	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Stellenbosch	Human Settlements Development Grant	-33,905	18,8522	7300000	0	1300000	100000	1400000
TBC 03	Dagbreek LS	Education	Education	Individual Project	New or Replaced Infrastructure	Langeberg	Equitable Share	-33,8021	19,8875	RRRRRRRR	0	0	577000	577000
D...	Droe Dyke	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Stellenbosch	Human Settlements Development Grant	-33,9321	18,8602	4825000	0	1600000	-1600000	0

Project no.	Project Name	Department	Sector	Delivery mechanism	Nature of Investment	Local Municipality	Source of Funding	Latitude	Longitude	Total Project Cost	Current year expenditure	Main appropriation	Adjustments	Adjusted appropriation
D.	Drommedaris	Infrastructure	Human Settlements	Packaged with Sub-Contracts	Infrastructure Transfers - Capital	Drakenstein	Human Settlements Development Grant	-33,5809	19,0459	19907000	5000000	5000000	856000	5856000
..	Fairylands	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Drakenstein	Human Settlements Development Grant	-33,7342	18,9621	10160000	0	8690000	-2290000	6400000
Idas Valley	Idas Valley	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Stellenbosch	Human Settlements Development Grant	-33,9321	18,8602	850000	0	0	850000	850000
ISUPG1	ISSP Bonnievale Boekenhoutskloof (574)	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Langeberg	Informal Settlements Upgrading Partnership Grant	-33,923	20,0816	40440000	175400	18000000	8000000	26000000
4	ISSP Chester Williams (139 sites) UISP	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Drakenstein	Informal Settlements Upgrading Partnership Grant	-33,7384	19,008	37389954	0	3000000	-2750000	250000
ISUPG2	ISSP Kayamandi Zone O (711) UISP	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Stellenbosch	Informal Settlements Upgrading Partnership Grant	-33,9183	18,8448	19350000	0	13350000	0	13350000
3	ISSP Lover's Lane (168 sites) UISP	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Drakenstein	Informal Settlements Upgrading Partnership Grant	-33,7258	18,9951	47406606	0	3000000	1500000	4500000
5	ISSP Pearl Dignified Informal Settlements 9 x Areas	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Drakenstein	Informal Settlements Upgrading Partnership Grant	-33,7342	18,9621	9000000	0	3000000	-2000000	1000000
0	ISSP Zwelethemba North Rem Erf 1 (2000 sites) UISP	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Breede Valley	Informal Settlements Upgrading	-33,6431	19,4960	13400000	0	1700000	1072000	2772000

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							Partnership Grant							
.HSDG,	Keyamendi Zone O	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Stellenbosch	Human Settlements Developme nt Grant	-33,9185	18,8448	45000000	0	17580000	-17380000	0
C0810091	Klapmuts - Klapmuts Clinic - Upgrade and Additions (Alpha)	Health and Wellness	Health	Individual Project	Upgrading & Additions	Stellenbosch	Health Facility Revitalisatio n Grant	-33,8096	18,8639	43000000	0	1000	-1000	0
ISUPG3	Klapmuts La Rochelle (100)	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Stellenbosch	Informal Settlements Upgrading Partnership Grant	-33,8106	18,8626	283000	0	283000	-283000	0
C0001178	Kromme Rhee Universal Access	Infrastructure	Public Works	Individual Project	Rehabilitation, Renovations & Refurbishment	Stellenbosch	Equitable Share	-33,8712	18,8404	1074000	0	0	1074000	1074000
K..	Kylemore	Infrastructure	Human Settlements	Packaged with Sub-Contracts	Infrastructure Transfers - Capital	Stellenbosch	Human Settlements Developme nt Grant	-33,9178	18,9506	3746700	0	833000	334000	1167000
L.	La motte forest	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Stellenbosch	Human Settlements Developme nt Grant	-33,9321	18,8602	7500000	0	1500000	-1500000	0
Langeberg : Boekenhoutskloof Electrificati on (1)	Langeberg : Boekenhoutskloof Electrification (1)	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Langeberg	Other	-33,7794	20,1258	2500000	0	0	2500000	2500000
ISUPG5	Langrug Franschhoek Mooiwater (236)	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Stellenbosch	Informal Settlements Upgrading Partnership Grant	-33,9321	18,8602	19680000	0	5000000	-4000000	1000000
L	Lantana	Infrastructure	Human Settlements	Packaged with Sub-Contracts	Infrastructure Transfers - Capital	Drakenstein	Human Settlements	-33,7284	18,9909	8652008	0	1000000	67000	1067000

Project no.	Project Name	Department	Sector	Delivery mechanism	Nature of Investment	Local Municipality	Source of Funding	Latitude	Longitude	Total Project Cost	Current year expenditure	Main appropriation	Adjustments	Adjusted appropriation
							Developme nt Grant							
M.	Mbekweni	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Drakenstein	Human Settlements Developme nt Grant	-33,6788	18,9889	7400000	0	1400000	0	1400000
CH810218	Paarl - Dalvale Clinic - HT - General maintenance (Alpha)	Health and Wellness	Health	Individual Project	Non-Infrastructure	Drakenstein	Health Facility Revitalisatio n Grant	-33,7023	18,9917	2353000	0	889000	-889000	0
HC810006	Paarl - Paarl Hospital - Rooftop chiller replacement	Health and Wellness	Health	Individual Project	Rehabilitation, Renovations & Refurbishment	Drakenstein	Health Facility Revitalisatio n Grant	-33,726	18,9715	7100000	1265583	0	7031000	7031000
P.	Paarl East	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Drakenstein	Human Settlements Developme nt Grant	-33,728	19,0028	51800000	0	6000000	-6000000	0
HC830042	Robertson - Robertson Hospital - Interim EC	Health and Wellness	Health	Individual Project	Upgrading & Additions	Langeberg	Health Facility Revitalisatio n Grant	-33,8017	19,8913	14000000	0	0	1400000	1400000
Robertson Heights (210)	Robertson Heights (210)	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Langeberg	Human Settlements Developme nt Grant	-33,8021	19,8875	2325000	0	0	2325000	2325000
Robertson Kanana	Robertson Kanana	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Langeberg	Informal Settlements Upgrading Partnership Grant	-33,7794	20,1258	176000	0	0	176000	176000
Robertson Nqubela NEW	Robertson Nqubela NEW	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Langeberg	Human Settlements Developme nt Grant	-33,7794	20,1258	2600000	0	0	2600000	2600000
S.	Saron	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Drakenstein	Human Settlements Developme nt Grant	-33,7342	18,9621	992000	0	992000	-992000	0

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Project no.	Project Name	Department	Sector	Delivery mechanism	Nature of Investment	Local Municipality	Source of Funding	Latitude	Longitude	Total Project Cost	Current year expenditure	Main appropriation	Adjustments	Adjusted appropriation
Schoongezicht (Toilets & Water points)	Schoongezicht (Toilets & Water points)	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Drakenstein	Informal Settlements Upgrading Partnership Grant	-33,5809	19,0453	0	0	0	13793000	13793000
S_	Simondium	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Drakenstein	Human Settlements Developme nt Grant	-33,841	18,9585	52000000	3000000	41500000	-35100000	6400000
L233	Simondium Library	Cultural Affairs and Sports	Cultural Affairs and Sport	Individual Project	Infrastructure Transfers - Capital	Drakenstein	Community Library Service Grant	-33,841	18,9585	0	0	0	720000	720000
Solar Geysers Vlakkeland (53)	Solar Geysers Vlakkeland (53)	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Drakenstein	Other	-33,5809	19,0453	2000000	0	0	2000000	2000000
TBA 302	Somerset West HS	Education	Education	Individual Project	New or Replaced Infrastructure	Stellenbosch	Equitable Share	-34,0551	18,8143	850000000	0	0	40000000	40000000
CH830122-0001	Stellenbosch - Stellenbosch Hospital - HT - CEI Capital infrastructure 2023-24	Health and Wellness	Health	Individual Project	Non-Infrastructure	Stellenbosch	Health Facility Revitalisatio n Grant	-33,9306	18,8708	951000	0	0	951000	951000
Stellenbosch Jamestown Phase 2 - 4 (1016) IRDP	Stellenbosch Jamestown Phase 2 - 4 (1016) IRDP	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Stellenbosch	Human Settlements Developme nt Grant	-33,9321	18,8607	1223000	0	0	1223000	1223000
....	Stellenbosch La Colline Flats	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Stellenbosch	Other	-33,9321	18,8607	6500000	0	0	6500000	6500000
DTPW075/2013	Stofland PS	Education	Education	Individual Project	New or Replaced Infrastructure	Breede Valley	Equitable Share	-33,483	19,682	91656000	0	0	67000	67000
*	Strydom Street	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Langeberg	Human Settlements	-33,7794	20,1258	2500000	0	2500000	0	2500000

Project no.	Project Name	Department	Sector	Delivery mechanism	Nature of Investment	Local Municipality	Source of Funding	Latitude	Longitude	Total Project Cost	Current year expenditure	Main appropriation	Adjustments	Adjusted appropriation
							Developme nt Grant							
WE/C0067 4/2015	Tulbagh HS	Education	Education	Individual Project	Upgrading & Additions	Witzenberg	Equitable Share	-33,284	19,1411	43735000	0	0	193000	193000
Vlottenbur g Longlands [106 incr to 144) IRDP	Vlottenburg Longlands [106 incr to 144) IRDP	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Stellenbosch	Human Settlements Developme nt Grant	-33,9586	18,798	24000000	0	0	24000000	24000000
C0960024	Worcester - WCCN Boland Overberg Campus - Additional Nurses accommodation - Erica Hostel	Health and Wellness	Health	Individual Project	Upgrading & Additions	Breede Valley	Health Facility Revitalisatio n Grant	-33,645	19,4537	11885000	0	1000	350000	351000
-,	Worcester: Fisher Street	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Breede Valley	Human Settlements Developme nt Grant	-33,6539	19,4616	1481000	0	430000	-95000	335000
W	Worcester: Transhex	Infrastructure	Human Settlements	Individual Project	Infrastructure Transfers - Capital	Breede Valley	Human Settlements Developme nt Grant	-33,6539	19,4616	131000000	0	50000000	-50000000	0
GRAND TOTAL										6170850569	519094340	1915463000	-639982889	1275480111

*Source: Extract from National Infrastructure Reporting Model B5 reports as of **11 December 2023**, provided by Provincial Treasury.*

TABLE 3: INFRASTRUCTURE PROJECTS IN THE MAIN BUDGET 2023-24, THAT WERE NOT OBSERVED IN THE ADJUSTMENT BUDGET 2023/24

Count: 42 Projects

Amounts in Rand

Department	Sector	Nature of Investment	Funding	Project Name	Project No.	Delivery Mechanism	Local Municipality	Latitude	Longitude	Total project cost	Previous Years Expenditure	MTEF 1 2023/24	MTEF 2 2024/25	MTEF 3 2025/26
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Avian Park Albatros Str-Rem-Erf 1 (900 sites) IRDP	W08090010/4	Individual Project	Breede Valley	-33,6652	19,4334	4250000	0	1250000	1500000	1500000
Infrastructure	Transport	Rehabilitation, Renovations & Refurbishment	Provincial Roads Maintenance Grant	C1202 PRMG Rehab/reseal MR264 Saxenburg - Bredasdorp (38,5km)	C1202 PRMG	Individual Project	Breede Valley	-33,7272	19,4735	98000000	0	0	0	32000000
Infrastructure	Transport	Rehabilitation, Renovations & Refurbishment	Equitable Share	C1202 Rehab/reseal MR264 Saxenburg - Bredasdorp (38,5km)	C1202	Individual Project	Breede Valley	-33,7272	19,4735	435000000	0	0	25086000	59233000
Infrastructure	Transport	Rehabilitation, Renovations & Refurbishment	Provincial Roads Maintenance Grant	C1217 Reseal Stellenbosch - Pniel (Helshoogte Pass)	C1217	Individual Project	Stellenbosch	-33,8881	18,9591	88000000	0	0	22000000	46000000
Infrastructure	Transport	Upgrading and Additions	Equitable Share	C1225 Stellenbosch - N1 doubling	C1225	Individual Project	Stellenbosch	-33,9121	18,8602	200000000	0	0	0	50000000
Infrastructure	Transport	Rehabilitation, Renovations & Refurbishment	Provincial Roads Maintenance Grant	C1225.1 Reseal N1 - Stellenbosch	C1225.1	Individual Project	Stellenbosch	-33,9121	18,8602	61000000	0	0	0	60000000
Infrastructure	Transport	Rehabilitation, Renovations & Refurbishment	Provincial Roads Maintenance Grant	C1228 Reseal Old Paarl Road Klapmuts - Paarl	C1228	Individual Project	Stellenbosch	-33,8106	18,8626	65000000	0	0	5000000	60000000
Infrastructure	Transport	Rehabilitation, Renovations & Refurbishment	Provincial Roads Maintenance Grant	C1229.1 Reseal Paarl - Franschhoek 14,5km	C1229.1	Individual Project	Stellenbosch	-33,8975	19,1528	150000000	0	0	0	150000000

Department	Sector	Nature of Investment	Funding	Project Name	Project No.	Delivery Mechanism	Local Municipality	Latitude	Longitude	Total project cost	Previous Years Expenditure	MTEF 1 2023/24	MTEF 2 2024/25	MTEF 3 2025/26
Infrastructure	Transport	New or Replaced Infrastructure	Equitable Share	C1234.01 Worcester Eastern Bypass TR33/1	C1234.1	Individual Project	Breede Valley	-33,6539	19,4616	300000000	0	0	31000000	130000000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Cape Winelands: Drakenstein: Pearl Simondium: 1033 Sites and Land Acquisition Farm Burcleuch 1222 - IRDP - Phase 1	W 17020005/1	Individual Project	Drakenstein	-33,841	18,9585	52000000	0	41500000	1500000	9000000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Cape Winelands: Drakenstein: Saron: 350 - Irdp - Phase 1	W21020001/1	Individual Project	Drakenstein	-33,7342	18,9621	992000	0	992000	0	0
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Informal Settlements Upgrading Partnership Grant	Cape Winelands: Langeberg: Bonnievale: Boekenhoutskloof: 224 Sites - UISP Stages 1 & 2 - Phase 1	W19030008	Individual Project	Langeberg	-33,923	20,0816	40440000	0	18000000	22440000	0
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Cape Winelands: Stellenbosch Droe Dyke - 1000 sites - Irdp - Phase 1	W21020002/1	Individual Project	Stellenbosch	-33,9321	18,8602	4825000	0	1400000	3425000	0
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Informal Settlements Upgrading Partnership Grant	Cape Winelands: Stellenbosch: Kayamandi Zone 0 - 711 Services ISSP - Phase 1	W16030013/2	Individual Project	Stellenbosch	-33,9183	18,8448	19350000	0	13350000	16080000	6000000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Cape Winelands: Stellenbosch: Kayamandi Zone 0 - 711 Services ISSP - Phase 1	W16030013/3	Individual Project	Stellenbosch	-33,9183	18,8448	45000000	0	17380000	10744000	15800000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements	Cape Winelands: Worcester: Fisher Street Erf 10253:	W16010082/1	Individual Project	Breede Valley	-33,6539	19,4616	1481000	0	430000	1051000	0

Department	Sector	Nature of Investment	Funding	Project Name	Project No.	Delivery Mechanism	Local Municipality	Latitude	Longitude	Total project cost	Previous Years Expenditure	MTEF 1 2023/24	MTEF 2 2024/25	MTEF 3 2025/26
			Development Grant	307 Sites - IRDP - Phase 1										
Health and Wellness	Health	Non-Infrastructure	Health Facility Revitalisation Grant	Ceres - Ceres CDC - HT - Enabling work for Hospital CPD	CH810210	Individual Project	Witzenberg	-33,3626	19,3012	2501000	865514	0	950000	1425000
Health and Wellness	Health	Non-Infrastructure	Health Facility Revitalisation Grant	Ceres - Ceres CDC - HT - Rehabilitation of acquired building	HCH810020	Individual Project	Witzenberg	-33,3603	19,3091	10000000	0	950000	7600000	1450000
Health and Wellness	Health	Rehabilitation, Renovations & Refurbishment	Health Facility Revitalisation Grant	Ceres - Ceres CDC - Rehabilitation of acquired building	HCI810020	Individual Project	Witzenberg	-33,3603	19,3091	50000000	0	36000000	4000000	0
Health and Wellness	Health	Rehabilitation, Renovations & Refurbishment	Health Facility Revitalisation Grant	Ceres - Ceres Hospital - Hospital and nurses home repairs and renovations	CH830120	Individual Project	Witzenberg	-33,3629	19,3011	29205000	2051610	426000	4285000	6761000
Health and Wellness	Health	Upgrading and Additions	Health Facility Revitalisation Grant	Ceres - Nduli Clinic - Upgrade and Additions (Alpha)	CH810010	Individual Project	Witzenberg	-33,3564	19,34	15000000	0	0	0	10000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Informal Settlements Upgrading Partnership Grant	Ceres Vredebes Phase H (529) Basic Services ESS UISP	W18010002	Individual Project	Witzenberg	-33,4134	19,2832	35140000	8874812	5600000	0	0
Health and Wellness	Health	Non-Infrastructure	Health Facility Revitalisation Grant	De Doorns - Sandhills Clinic (Rep) - HT - Replacement	CH810014	Individual Project	Breede Valley	0	0	9000000	0	0	0	950000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	DHS: Breede Valley: Worcester: Transhex: 1410 T/S - IRDP - Ph 1: 1277 T/S	W17120009/1	Individual Project	Breede Valley	-33,6539	19,4616	131000000	9850699	50000000	50000000	31000000
Infrastructure	Transport	Upgrading and Additions	Equitable Share	DR1337 Wansbek DM	DR1337 Wansbek DM	Individual Project	Langeberg	-33,9133	19,6465	80000000	0	0	0	37000000
Infrastructure	Transport	Upgrading and Additions	Equitable Share	DR1374 Robertson-Lange Valley DM	DR1374 Robertson-	Individual Project	Langeberg	-33,8021	19,8875	7000000	0	0	7000000	0

Department	Sector	Nature of Investment	Funding	Project Name	Project No.	Delivery Mechanism	Local Municipality	Latitude	Longitude	Total project cost	Previous Years Expenditure	MTEF 1 2023/24	MTEF 2 2024/25	MTEF 3 2025/26
					Langa Valley DM									
Infrastructure	Transport	Upgrading and Additions	Equitable Share	DR1385 Koerwedor DM	DR1385 Koerwedor DM	Individual Project	Drakenstein	-33,7371	18,9683	22000000	0	0	13000000	0
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Drakenstein: Paarl: Drommedaris - 1407 (Ph 1: 650 T/S)	W11080004	Packaged with Sub-Contracts	Drakenstein	-33,5809	19,0453	19907000	0	5000000	0	0
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Drakenstein: Paarl: Lantana: 76 T/S (Ph 1: 76 T/S)	W14080003	Packaged with Sub-Contracts	Drakenstein	-33,7284	18,9969	8652068	0	1000000	0	0
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Informal Settlements Upgrading Partnership Grant	ISSP Ceres Ndudi Infills ESS (188 sites) UISP	W17030024/2	Individual Project	Witzenberg	-33,3536	19,3432	5280000	0	0	0	5280000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Informal Settlements Upgrading Partnership Grant	ISSP Chester Williams (139 services) UISP	W17010005/2	Individual Project	Drakenstein	-33,7384	19,003	37389054	0	3000000	3000000	2340000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Informal Settlements Upgrading Partnership Grant	ISSP Klapmuts La Rochelle (100 sites) UISP	W22080012	Individual Project	Stellenbosch	-33,8106	18,8626	283000	0	283000	0	0
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Informal Settlements Upgrading Partnership Grant	ISSP Loverslane (168 services) UISP	W17010004/2	Individual Project	Drakenstein	-33,7258	18,9951	47406506	241231	3000000	3000000	4080000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Informal Settlements Upgrading Partnership Grant	ISSP Montagu Mandela Square (173) UISP	W17030023/2	Individual Project	Langeberg	-33,7703	20,1518	12380000	0	0	0	10380000

Department	Sector	Nature of Investment	Funding	Project Name	Project No.	Delivery Mechanism	Local Municipality	Latitude	Longitude	Total project cost	Previous Years Expenditure	MTEF 1 2023/24	MTEF 2 2024/25	MTEF 3 2025/26
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Informal Settlements Upgrading Partnership Grant	ISSP Paarl Dignified Informal Settlements 9 x Areas UISP	W17090002/2	Individual Project	Drakenstein	-33,7342	18,9621	9000000	0	3000000	3000000	0
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Informal Settlements Upgrading Partnership Grant	ISSP Zwelethemba North Rem Erf 1 (2000 services) UISP	W16080002/2	Individual Project	Breede Valley	-33,6431	19,1969	13400000	0	1700000	1700000	10000000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Jamestown Ph2, Ph3 and Ph4 (1044 sites) IRDP	W21020006	Individual Project	Stellenbosch	-33,9791	18,847	27800000	0	0	6000000	21800000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Langeberg: Bonnievale: UISig: 68 - Irdp - Phase 1	W18040008/1	Individual Project	Langeberg	-33,9159	20,0807	300000	0	0	80000	200000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Informal Settlements Upgrading Partnership Grant	Langrug Mooiwater Dam Ph1 (300 sites) UISP	W17080020	Individual Project	Stellenbosch	-33,9321	18,8602	19680000	0	5000000	0	0
Health and Wellness	Health	Non-Infrastructure	Health Facility Revitalisation Grant	Montagu - Montagu Hospital - HT - Rehabilitation	CH830034-0001	Individual Project	Langeberg	-33,7975	20,1232	6000000	0	0	950000	1900000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Montagu Strydom Street	W22080017	Individual Project	Langeberg	-33,7794	20,1258	2500000	0	2500000	0	0
Education	Education	New or Replaced Infrastructure	Education Infrastructure Grant	New Klapmuts PS	TBA 13	Individual Project	Stellenbosch	-33,9257	18,8767	95200000	0	0	0	45000000
Health and Wellness	Health	Non-Infrastructure	Health Facility Revitalisation Grant	Paarl - Dalevale Clinic - HT - General maintenance (Alpha)	CH810218	Individual Project	Drakenstein	-33,7023	18,9917	2314000	861263	889000	0	0

Department	Sector	Nature of Investment	Funding	Project Name	Project No.	Delivery Mechanism	Local Municipality	Latitude	Longitude	Total project cost	Previous Years Expenditure	MTEF 1 2023/24	MTEF 2 2024/25	MTEF 3 2025/26
Health and Wellness	Health	Non-Infrastructure	Health Facility Revitalisation Grant	Paarl - Paarl Ambulance Station - HT - Upgrade and additions incl wash bay	CH820050	Individual Project	Drakenstein	-33,7201	18,97	1000000	0	0	0	285000
Health and Wellness	Health	Non-Infrastructure	Health Facility Revitalisation Grant	Paarl - Paarl CDC - CO QA - New	CO810074	Individual Project	Drakenstein	-33,6753	18,9929	267000	0	0	130000	0
Health and Wellness	Health	Non-Infrastructure	Health Facility Revitalisation Grant	Paarl - Sonstraal Hospital - HT - Upgrade and Additions (Alpha)	HCH840017	Individual Project	Drakenstein	-33,7116	18,987	8000000	0	0	3800000	3800000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Paarl East Farm Worker Housing (600 sites) IRDP	W17020006/2	Individual Project	Drakenstein	-33,728	19,0028	51800000	0	6000000	6000000	39800000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Paarl Fairylands (259 units)	W15020006/3	Individual Project	Drakenstein	-33,7342	18,9621	10160000	0	8690000	0	0
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Paarl Mbekweni Erf 557 (400 sites) IRDP_FLISP	W16010010/2	Individual Project	Drakenstein	-33,6788	18,9880	7400000	686646	1400000	0	6000000
Health and Wellness	Health	Non-Infrastructure	Health Facility Revitalisation Grant	Robertson - Robertson Hospital - HT - Acute Psychiatric Ward and New EC	CH830044	Individual Project	Breede Valley	-33,8017	19,8913	9566000	0	0	2375000	3325000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Robertson Nkqubela Erf 136 (172 units) IRDP	W08110002/3	Individual Project	Langeberg	-33,8021	19,8875	14820000	14788117	0	1000000	6000000
Health and Wellness	Health	Non-Infrastructure	Health Facility Revitalisation Grant	Stellenbosch - Kayamandi Clinic - HT - Upgrade and Additions (Alpha)	CH810000	Individual Project	Stellenbosch	-33,9192	18,8465	6000000	0	0	0	3800000

Department	Sector	Nature of Investment	Funding	Project Name	Project No.	Delivery Mechanism	Local Municipality	Latitude	Longitude	Total project cost	Previous Years Expenditure	MTEF 1 2023/24	MTEF 2 2024/25	MTEF 3 2025/26
Health and Wellness	Health	Non-Infrastructure	Health Facility Revitalisation Grant	Stellenbosch - Klapmuts Clinic - HT - Upgrade and Additions (Alpha)	CH810091	Individual Project	Stellenbosch	-33,8096	18,8639	4000000	0	0	0	2850000
Health and Wellness	Health	Upgrading and Additions	Health Facility Revitalisation Grant	Stellenbosch - Klapmuts Clinic - Upgrade and Additions (Alpha)	CH810091	Individual Project	Stellenbosch	-33,8096	18,8639	25000000	0	1000	150000	1200000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Stellenbosch Cloetesville (380 sites) IRDP	W22010001/1	Individual Project	Stellenbosch	-33,905	18,8522	7300000	0	1300000	0	6000000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Stellenbosch Lamotte Old Forest Station (1000 sites) IRDP	W16050006/2	Individual Project	Stellenbosch	-33,9121	18,8402	7500000	0	1500000	0	6000000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Stellenbosch: Kayamandi Watergang Northern Extension (2000)	W96080007	Packaged with Sub-Contracts	Stellenbosch	-33,9147	18,8444	30000000	0	0	6000000	21800000
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Human Settlements Development Grant	Stellenbosch: Kylemore - 236 <203> $ (Phase 1)	W98110003	Packaged with Sub-Contracts	Stellenbosch	-33,9178	18,9506	3746700	0	839000	2000000	0
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Informal Settlements Upgrading Partnership Grant	Tulbagh IBS - Chris Hani & Die Gaatjie (1000) UISP	W17020020/2	Individual Project	Witzenberg	-33,2872	19,1434	3000000	0	0	1500000	0
Infrastructure	Human Settlements	Infrastructure Transfers - Capital	Informal Settlements Upgrading Partnership Grant	Witzenberg: Tulbagh (500) UISP	W17020020	Packaged with Sub-Contracts	Witzenberg	-33,2872	19,1434	1500000	0	0	88-1000	0
Health and Wellness	Health	Upgrading and Additions	Health Facility Revitalisation Grant	Worcester - WCCN Boland - Additional Nurses	CH860024	Individual Project	Breede Valley	-33,645	19,4537	11885000	5046602	1000	0	0

Department	Sector	Nature of Investment	Funding	Project Name	Project No.	Delivery Mechanism	Local Municipality	Latitude	Longitude	Total project cost	Previous Years Expenditure	MTEF 1 2023/24	MTEF 2 2024/25	MTEF 3 2025/26
				accommodation - Erica Hostel										
Health and Wellness	Health	Non-Infrastructure	Health Facility Revitalisation Grant	Worcester - Worcester CDC - HT - Upgrade of MCLU area	CH810243	Individual Project	Breede Valley	-33,6448	19,4601	2000000	0	0	950000	950000

*Source: Extract from National Infrastructure Reporting Model B5 reports as of **28 February 2023**, provided by Provincial Treasury.*

Appendix B

CWDM Performance Management and Development System Framework

PERFORMANCE MANAGEMENT

&

DEVELOPMENT SYSTEM

2023

CAPE WINELANDS DISTRICT

MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

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1. PREAMBLE

The White Paper on Local Government (1998) proposed the introduction of Performance Management Systems (PMDS) for local government as a tool to monitor the progress of service delivery at local government level. The Municipal Systems Act of 2000 requires local governments to develop a Performance Management System. The Municipal Structures Act, 1998 Section 19, and the MFMA, Act 56 of 2003, are the legislation that gives direction to Performance Management in Municipalities. The Local Government Municipal Staff Regulations, Regulation 890, states in Chapter 4 that a Municipality must adopt a performance management and development system that complies with the provisions of this Chapter in the Regulation which applies to all staff members of a municipality.

This document offers Cape Winelands District Municipality a platform to implement, assess, monitor, measure, review, manage and reward performance throughout the Municipality and shall serve as the official Performance Management Framework which informs the performance management processes and practices. It also forms the basis of aligning the IDP with the operational business plans, performance areas and performance indicators of the various departments of the Municipality.

This framework/policy document should be read with:

- All legislation that relates to performance management;
- Other policies and procedures of the municipality that relates to performance management and human resource matters as referenced; and
- The Performance Management Guidelines.

1.2 Definitions

Activities:	The process or actions that use a range of inputs to produce the desired outputs and ultimately outcomes
Baseline:	Is the current level of performance that the institutions aim to improve
Benchmarking:	It's the process whereby an organisation of similar nature uses each other's performance as a collective standard against which to measure their own performance
Grievance:	Any dissatisfaction, perceived or otherwise on the part of a staff member arising from factors that include a staff member's job, working environment or the municipality's employment practices
Impact:	The results achieving specific outcomes, such as reducing poverty and creating jobs
Input:	All resources that contribute to the production and development of outputs

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Integrated Development Plan:	Is the strategic 5-year plan of an organisation as envisaged in MSA Section 25
Key performance area:	Is the functional area that the Municipality must perform to achieve its Mission and Vision
Key performance indicator:	It defines how performance will be measured along a scale or dimension to achieve the strategic objectives
Objectives:	The Municipality is striving towards achieving goals over a 5-year period to inform the mission – outcomes
Output:	The final products or goods and services produced for delivery
Outcomes:	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs
Performance cycle:	Is the period commencing on 01 July annually and ending 30 June of the following year for which performance is planned, monitored and assessed
Portfolio of evidence:	The documentary evidence on progress made by staff towards achieving of the KPA's and KPI's
Moderation:	The process of aligning the staff members performance ratings to the performance of the department during the performance cycle and where applicable, the municipality
Target:	Express a specific level of performance that the institution, programme or individual is aiming to achieve within a given time period
SDBIP:	Is a detailed plan approved by the Executive Mayor of a municipality in terms of MFMA Section 53 (1)(c)(ii) for implementing the municipality's delivery of municipal services and its annual budget
Performance Standards:	Expresses the minimum acceptable level of performance, or level of performance that is generally expected. These should be informed by legislative requirements departmental policies and service level agreements but can also be benchmarked against other institutions performance levels in accordance to best practice principles
Technical Indicator Description:	An organized, purposeful structure that consists of interrelated and interdependent elements (components, entities, factors, members, parts etc.). These elements continually influence one another (directly or indirectly) to maintain their activity and the existence of the system, in order to achieve the goal of the system.

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2. INTRODUCTION

Performance Management and Development System is a process which measures the implementation of the organisation's strategy taking into account the skills and the growth thereof. It is also a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the municipality.

Performance Management is the practice of linking the long-term strategic objectives of an organisation to its day-to-day performance by setting measurable key performance indicators (KPI's) and monitoring performance against those indicators. When implemented correctly, it is an essential tool to monitor whether a municipality is on track to meet targets or serves as an early warning system to identify areas where improvement is required to enhance service delivery and recognise excellent performance.

The municipality deliver services essential to the well-being and development of the communities they serve. To ensure that service delivery is as efficient and economical as possible, municipalities are required to formulate strategic plans, allocate resources to the implementation of those plans, and monitor and report the results. Performance information is essential to focus the attention of the public and oversight bodies on whether municipalities are delivering value for money, by comparing their performance against their budgets and service delivery plans, and to alert managers to areas where corrective action is required.

The Constitution of South Africa (1996), Section 152, dealing with the objectives of local government, paves the way for performance management with the requirements for an "accountable government". The democratic values and principles in terms of Section 195 (1) are also linked with the concept of performance management, with reference to the principles of *inter alia:*

- the promotion of efficient, economic and effective use of resources;
- accountable public administration;
- to be transparent by providing information;
- to be responsive to the needs of the community; and
- to facilitate a culture of public service and accountability amongst staff.

Section 38 of the Municipal Systems Act (MSA), (Act 32 of 2000) requires municipalities to establish a Performance Management System (PMDS). Furthermore, the MSA and the MFMA requires the Integrated Development Plan (IDP) to be aligned to the municipal budget (Section 25(b) of the MSA) and to be monitored for the performance of the budget against the IDP via the Service Delivery and Budget Implementation Plan (SDBIP) [Section of the MFMA]. Section 38 (c) (MSA) also stipulates that a municipality must administer its affairs in an economical, effective, efficient and accountable manner.

In addition, Regulation 7(1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "A municipality's performance management system entails a framework that describes and represents how the municipality's cycle and processes of performance

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planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players."

This policy therefore describes how the municipality's performance process, for the organisation will be conducted, organised and managed. It also has the following objectives:

- Clarify processes of implementation;
- Ensure compliance with legislation;
- Demonstrate how the system will be managed;
- Define roles and responsibilities;
- Promote accountability and transparency; and
- Reflect the linkage between the IDP, Budget, SDBIP and individual and service provider performance.

2.1 Objectives of the Performance Management System

The Cape Winelands District Municipality's Performance Management and Development System (PMDS) is the primary mechanism to monitor, review and improve the implementation of its strategy and to measure the progress made in achieving its objectives as identified in the IDP. The PMDS has the following objectives to fulfil:

a. Facilitate strategy deployment

Facilitates strategy (IDP) deployment throughout the municipality and align the organisation in executing its strategic objectives.

b. Facilitate increased accountability and transparency

Provide a mechanism for ensuring increased accountability between the local community, the municipal council and the municipal management team.

The development and implementation of a PMDS should be inclusive, transparent and open. The general public should, through the system be made aware of how the operations of the municipality are being administered, how public resources are being spent and who is responsible for what.

c. Facilitate learning and improvement

Facilitate learning in order to enable the municipality to improve on delivery.

d. Provide early warning signals

Ensure decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, if necessary.

e. Facilitate decision-making

Provide appropriate and reliable management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

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f. Facilitate objectivity

Developed on a sound value system where the management of the system and the information is based upon being objective and credible. The adopted performance assessments ensure objectivity and credibility in the management of performance.

2.2 Legislative Overview

This Performance Management Policy has been developed in accordance with promulgated local government legislation, regulations and other guidelines.

The following legislation mainly informs the PMDS of the municipality:

- The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)
- The White Paper on Local Government (1998)
- The White Paper on Transforming Public Service Delivery (Batho-Pele) (1997)
- The Municipal Systems Act, 2000 (Act 32 of 2000)
- Municipal Finance Management Act,2003 (Act 56 of 2003)
- Municipal Planning and Performance Management Regulations (R796, Aug 2001)
- Municipal Performance Regulation for Municipal Managers and Managers directly accountable to MM's (R805, Aug 2006)
- Local Government: Regulations on appointment and conditions of employment of senior managers (R21, Jan 2014)
- Framework for Managing Programme Performance Information (2007)
- MFMA Circular No. 13 – Service delivery budget implementation plan
- MFMA Circular No. 65 – Internal Audit and Audit Committee
- Local Government Regulation 891 and 890 – Municipal Staff Regulation (2021)
- Skills Development Act 97 of 1998
- Basic Conditions of Employment Act
- National Qualifications Framework Act 67 of 2008
- Labour Relations Act 66 of 1995
- Notice 464: Directive: Performance Information Public Audit Act
- Promotion of Access to Information Act 2 of 2000 (PAIA)
- MFMA Circular No. 88 – Rationalisation of Planning, Budgeting and Reporting

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3. PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM (PMDS)

Each municipality must adopt a PMDS which explains the complete performance management and development system cycle. The cycle starts with the establishment of an oversight body (Council) who is responsible for the approval of a policy framework which describes the performance management process within the municipality.

The policy framework must explain the performance management cycle as it will be implemented, including timeframes and the implementation framework. The policy framework must be adopted by Council after consultation with the relevant stakeholders.

A Performance Management and Development System is aimed at ensuring that municipalities monitor the implementation of their IDP's and continuously improve their operations and in terms of Section 19 of the Local Government: Municipal Structures Act 117 of 1998, that they annually review their overall performance in achieving their constitutional objectives and to deliver services in an effective and efficient manner.

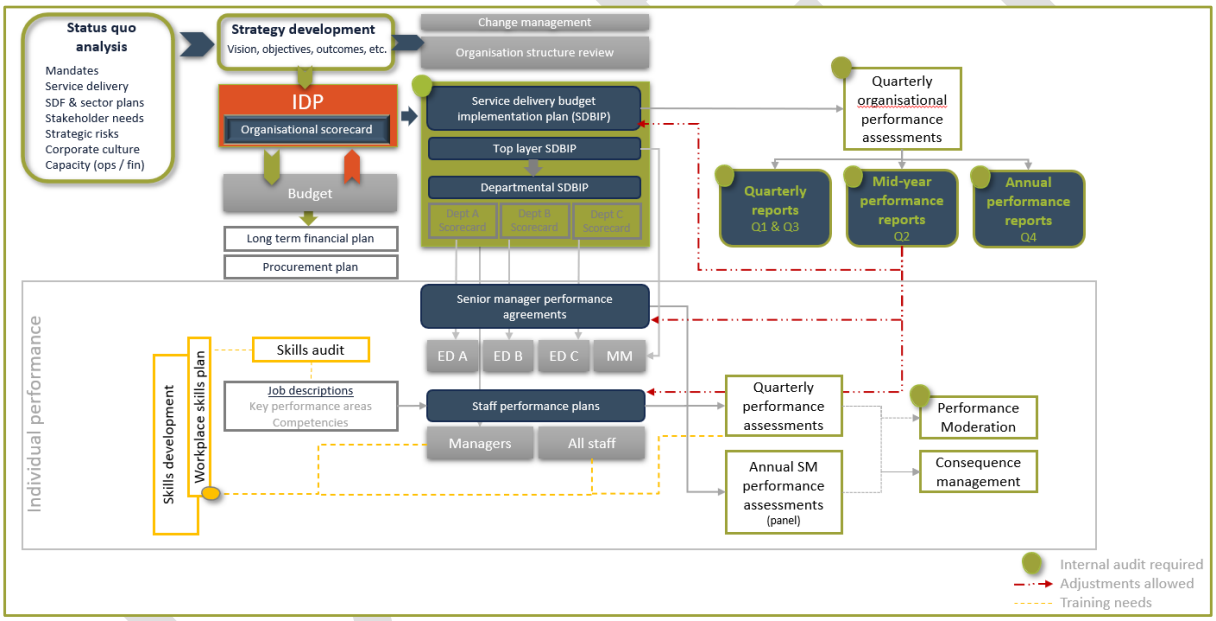
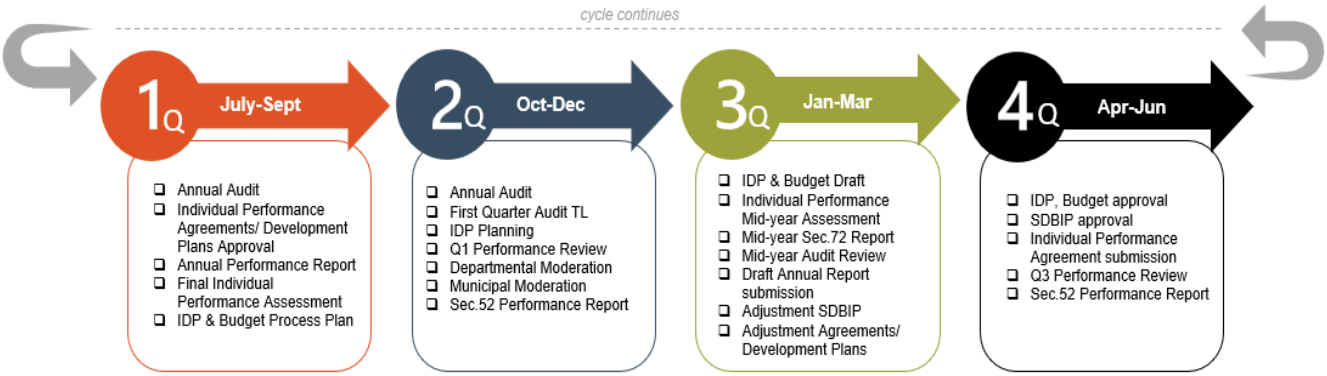


Figure 1: Performance cycles

3.1 Performance and Development Cycle

The overall planning, budgeting, performance monitoring, reporting and development cycle are summarised as follows in the Framework for Managing Programme Performance Information:



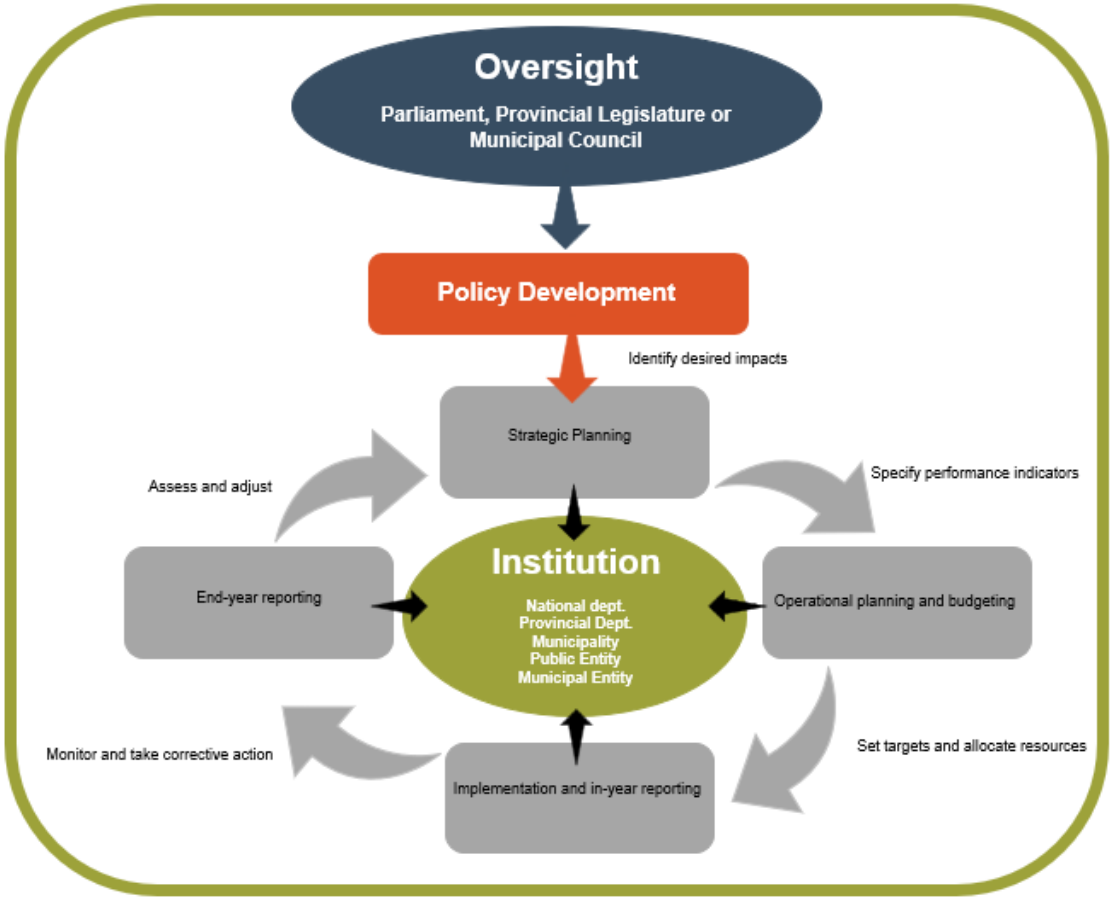


Figure 2: Planning, Budgeting and Reporting Cycle

- **Performance Planning** ensures that the strategic direction of the municipality more explicitly informs and aligns the IDP with all planning activities and resource decisions. This is the stage where Key Performance Areas (KPA's) and Key Performance Indicators (KPI's) are designed to address the IDP objectives and targets are set. The planning of the IDP starts with the beginning of the new financial year and the IDP time schedule must be submitted to Council by 31 August every year.
- **Performance Monitoring** is an ongoing process to determine whether performance targets have been met, exceeded or not met. Projections can also be made during the year as to whether the final target and future targets will be met. It occurs during key points in a process. Executive Directors and their managers will monthly monitor the performance of their departments. Quarterly reports on performance information must be submitted to Portfolio Committees and Council.
- **Performance Evaluation** is an analysis of the status of performance, i.e. performance against targets, why there is under-performance (if applicable) or what the factors were, that allowed for good performance in a particular area. Where targets have not been met, the reasons for this must be examined and corrective actions implemented. Evidence to support the status should also be reviewed at this stage. The objective of the review should be based on actual performance and

performance evidence.

- **Performance Reporting** entails regular reporting to management, the Performance Audit Committee, Portfolio Committees, Council and the public in the form of quarterly, bi-annual and annual reports.
- **Performance auditing** is a key element of the monitoring and evaluation process. This involves verifying that the measurement mechanisms are accurate and that proper procedures are followed to evaluate and improve performance. According to Section 45 of the MSA, results of the performance measurement must be audited as part of the municipality's internal auditing process and annually by the Auditor General of South Africa (AGSA). The municipality have therefore established frameworks and structures to evaluate the effectiveness of the municipality's internal performance measurement control systems. Areas of weak performance identified at year-end must be addressed during the following years planning phase.

3.2 Strategy Measurement

The strategy of the municipality is measured in terms of the:

1. **Five-Year Municipal Scorecard** which is included in the IDP and includes the expected outcomes of the objectives for the five years. The outcome indicators:
    a. Indicate what the municipality aim to achieve in terms of its objectives;
    b. Is included in the IDP with baseline data for the most recent year for which data is available;
    c. Include a medium-term target for both the end of the electoral term (5th year) and the outer year of the MTREF (3rd year shifting out); and
    d. Reported on for the latest year for which data is available in the Annual Report
2. **Top Layer Service Delivery Budget Implementation Plan (SDBIP).** The Top Layer SDBIP is a one-year plan and includes the outputs that measure the implementation of the approved budget. The output indicators:
    a. Is the functional link between the final products, goods or services produced for delivery and provide a useful indication of progress toward the intended outcome included in the IDP;
    b. Include baseline data for the preceding financial year;
    c. Include annual targets, split into quarterly projections as appropriate;
    d. Is reported on quarterly, mid-year and annually; and
    e. Included in the annual performance agreements of the municipal manager and senior managers
3. **Departmental SDBIP**. The departmental SDBIP is a one-year operational plan which measures performance at a departmental and directorate level. Indicators included in this plan includes the following:
    a. Budget performance at a departmental level;
    b. Service standards;

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c. Activities required towards achievement of the strategy;
d. Measurement in the performance of managers at a directorate level; and
e. Monitored monthly and reported on.

4. DISTRICT DEVELOPMENT MODEL (DDM)

The District Development Model was adopted by Cabinet in August 2019 and as part of the cabinet adoption, it was agreed that the DDM will provide a district-based approach to speed up delivery and ensuring that municipalities are properly supported and adequately resourced.

The One Plan is a plan for all of government that has a life span of 25 to 30 years. It includes all spheres of government and affirms the transversal alignment approach as well as the long-term planning that is highly recommended and encouraged by government.

The objectives of the DDM are to seek to achieve:

- Solve the silos at a horizontal and vertical level.
- Maximise impact and align plans and resources at our disposal through the development of ***"One District, One Plan and One Budget".***
- Narrow the distance between people and government by strengthening the coordination role and capacities at the district and city levels.
- Ensure inclusivity by gender budgeting based on the needs and aspirations of our people and communities at a local level.
- Build government capacity to support municipalities.
- Strengthen monitoring and evaluation at district and local levels.
- Implement a balanced approach towards development between urban and rural areas.
- Ensure sustainable development whilst accelerating initiatives to promote poverty eradication, employment and equality.
- Exercise oversight over budgets and projects in an accountable and transparent manner.

The DDM positions the district at the centre of intergovernmental planning, coordination and implementation. The White Paper on Local Government (1998) indicates the role of the district municipalities to include:

- District wide integrated planning; and
- Support and capacity building to local municipalities

Furthermore, the MSA states that a District must develop a District IDP Framework. (Section 27)

The legislation paves the way for the DDM and therefore there is an increased need to position the Cape Winelands District Municipality as facilitator of regional development to enable the promotion of socio-economic development and spatial restructuring throughout its area.

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4.1 District Development Framework

The MSA Section 27 requires that each district municipality, after following a consultative process with the local municipalities within its area, must adopt a framework for integrated development planning. This framework binds both the district and local municipality as it gives the direction that the municipalities' IDPs should follow and it drives the integrated development planning within the district area of jurisdiction.

The Framework is for a 5-year period and aligns to the IDP cycle, electoral mandate and should be reviewed on an annual basis. The development of a District Framework normally starts on 01 July and is completed by mid-August, when it is adopted by the District Municipality.

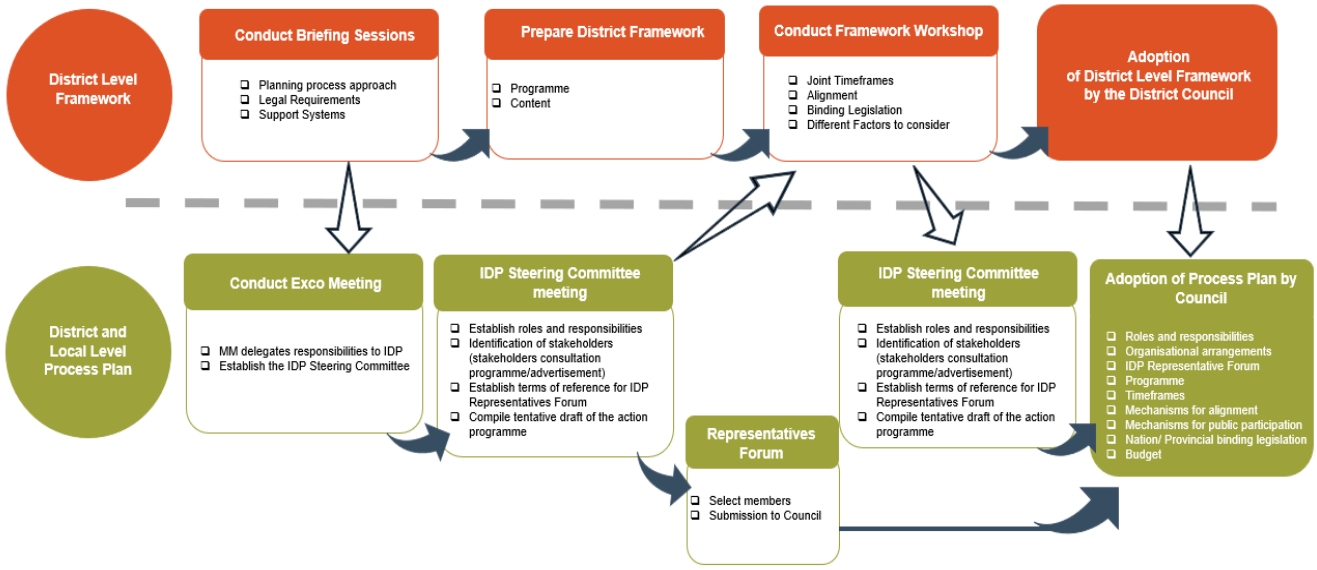

Figure 1: Proposed linkage between District Framework and Process Plan

The key elements that must be included in the District Framework are:

- Introduction / Background / Legislative context
- Framework programme with timeframes and key stakeholders
- Issues, mechanism and procedures for alignment and consultation
- Planning requirements and binding plans/ policies at a National and Provincial level
- Procedures and principles for monitoring of planning procedures and amendments of the framework

It must be stated that the District Framework is a consolidation tool that ensures the integrated development planning between:

- The Cape Winelands District Municipality and its local B-municipalities priorities, programmes and projects;
- It provides the Cape Winelands District Municipality's alignment with provincial and national priorities and programmes.

5. ORGANISATIONAL PERFORMANCE

The IDP process and the performance management process must be seamlessly integrated. The IDP is a key document in the performance management cycle as it describes the municipal strategy that needs to be implemented. The PMDS in turn, fulfils the implementation, management, monitoring and evaluation of the municipal strategy.

Organisational performance is the first step to integrate the IDP, the municipal budget and performance management and it is measured through the SDBIP. The SDBIP is a plan that converts the IDP and budget into measurable criteria on how, where and when the strategies, objectives and normal business processes of the municipality will be implemented during the next twelve months. It also allocates responsibility to Head of Department and sub-Head of Department to deliver the services in the IDP and budget.

5.1 Integrated development plan (IDP)

Although the IDP process is not described in detail in this policy framework, it is important to provide some level of background as the performance cycle starts during the IDP process.

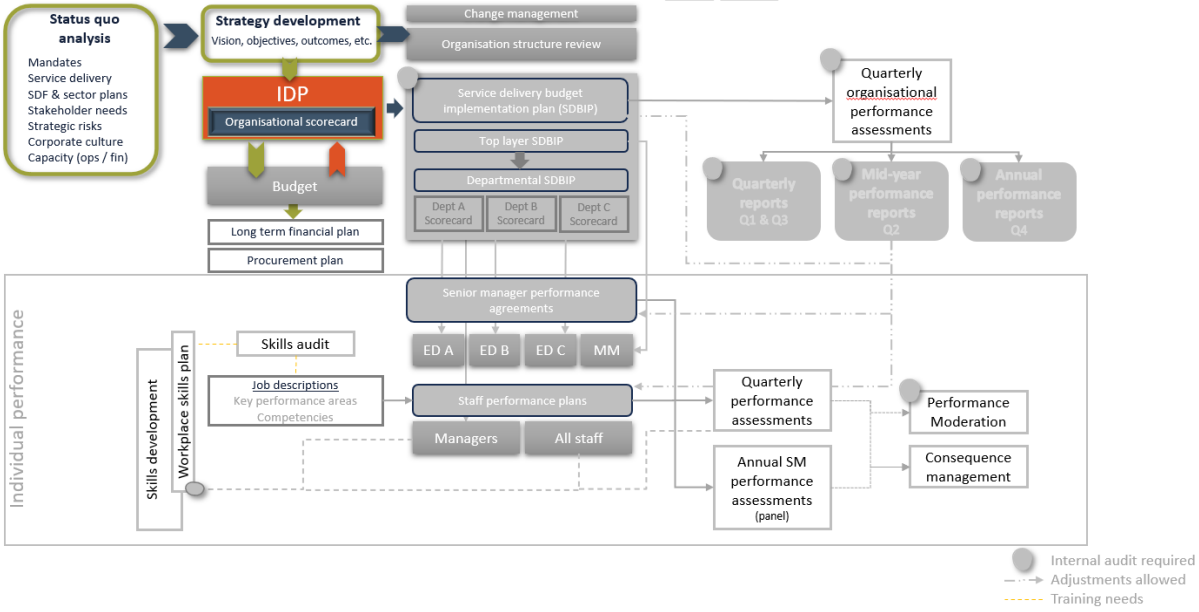

Figure 2: Integrated development planning included in the performance management system

An IDP is an inclusive and strategic plan of the municipality which links, integrates and co-ordinates plans, aligns resources and forms the foundation on which annual budgets must be based on.

The IDP should be inclusive of a 5-year scorecard that is outcomes based driven which are the consequences of achieving specific outputs.

In terms of Section 34 of the Municipal Systems Act, 2000, a Municipal Council must review its IDP:

- Annually in accordance with an assessment of its performance measurements;
- To the extent that changing circumstances so demand; and

- May amend its IDP in accordance with the prescribed process.

An IDP is therefore the principal strategic instrument guiding all planning, management, investment, developmental and implementation decisions, taking into account input from all stakeholders and reflects on:

- The profile of the municipal area including the economic and spatial data.
- The Municipal Council's vision for the long-term development of the municipality.
- An assessment of the existing level of development and performance.
- The Council's developmental priorities and strategic objectives.
- The Council's development strategies.
- A spatial development framework.

The actions emanating from the IDP must be planned for in a municipal scorecard (5-year outcomes) that should be included in the final IDP presented to Council for approval. The scorecard must include the performance indicators, annual targets for the relevant year that the indicator must be delivered in as well as the budget linkages in accordance with the Municipal Standard Chart of Accounts (mSCOA) requirements.

The IDP process is summarised in the following diagram. (Please note that the graph only provides a high-level understanding of the process and that the detailed actions, timeframes and responsibilities should be documented in the annual IDP process plan that must be adopted by Council.)

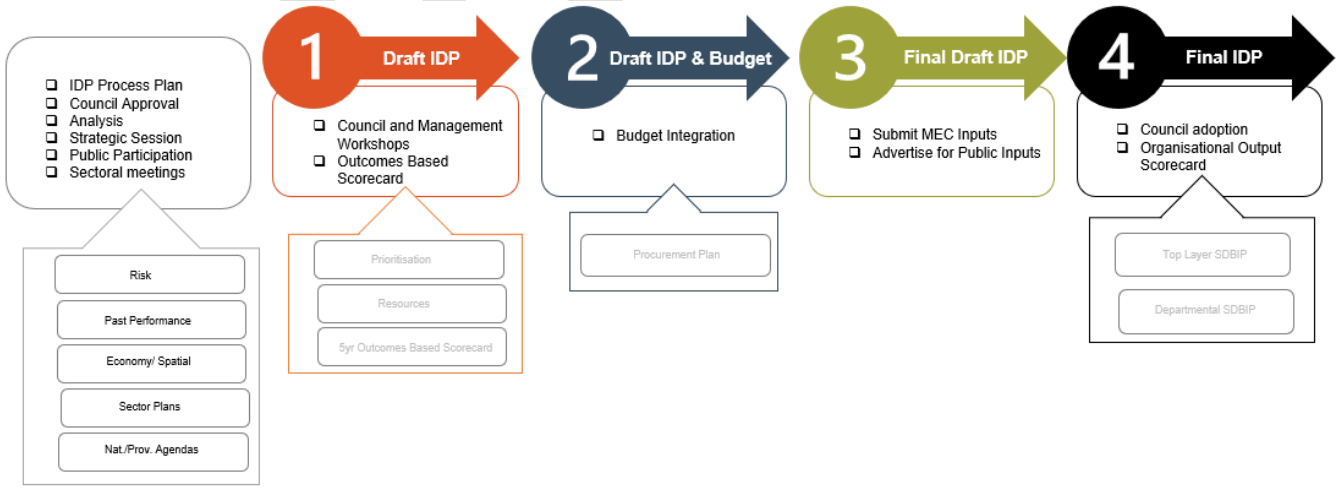

Figure 3: High level IDP Process

5.2 The Service Delivery and Budget Implementation Plan (SDBIP)

The SDBIP is a management, implementation and monitoring tool that will enable the Municipality to monitor the performance of the municipality and its departments.

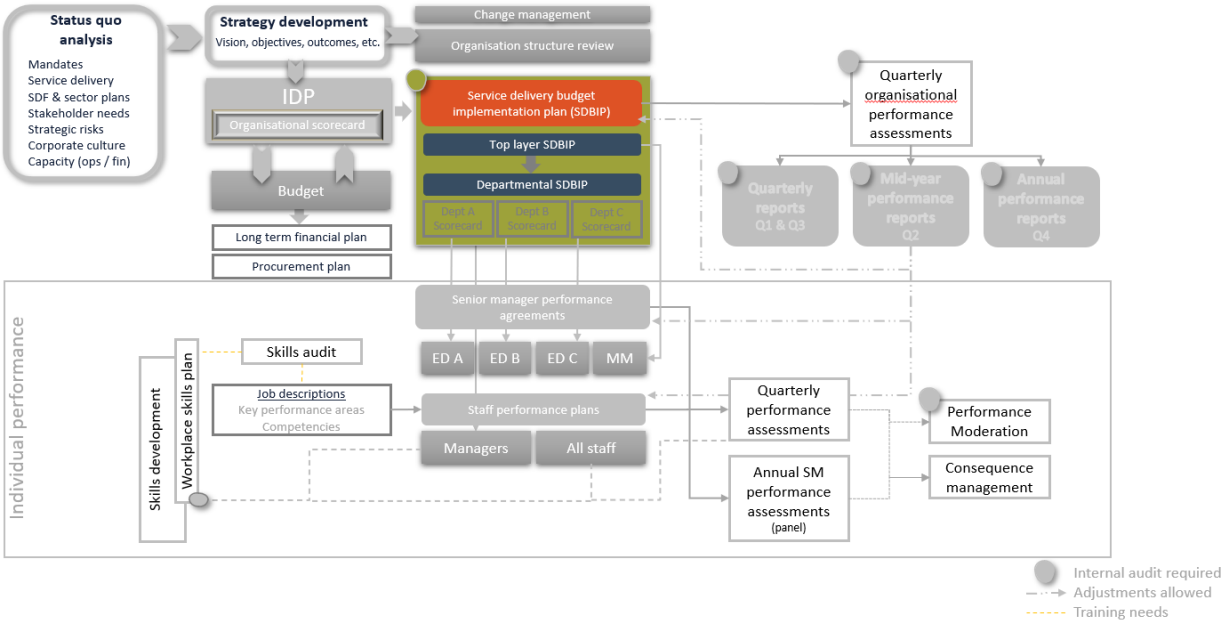

Figure 4: Service delivery and budget implementation plan included in the performance management system

The SDBIP will only give effect to the IDP and budget if the IDP and budget are fully aligned with each other. The SDBIP therefore serves as a contract between the administration, the Council and the community, expressing the objectives set by Council as quantifiable outputs that can be implemented by the administration over the next twelve months. The SDBIP facilitates the process of holding management accountable for their performance. It provides the basis for measuring performance in the delivery of services.

The SDBIP enables the Municipal Manager to monitor the performance of Executive Directors, the Executive Mayor to monitor the performance of the Municipal Manager, and the community to monitor the performance of the municipality. The SDBIP should therefore determine (and be consistent with) the performance agreements between the Executive Mayor and the Municipal Manager, and the Municipal Manager and Executive Directors.

The SDBIP consists of two core components, the Top Layer/Level SDBIP (TL SDBIP) which focuses on the strategy and key reporting requirements as well capital budget allocated projects and the Departmental/Organisational SDBIP that measures the departmental performance, the operational matters that those divisions are responsible for.

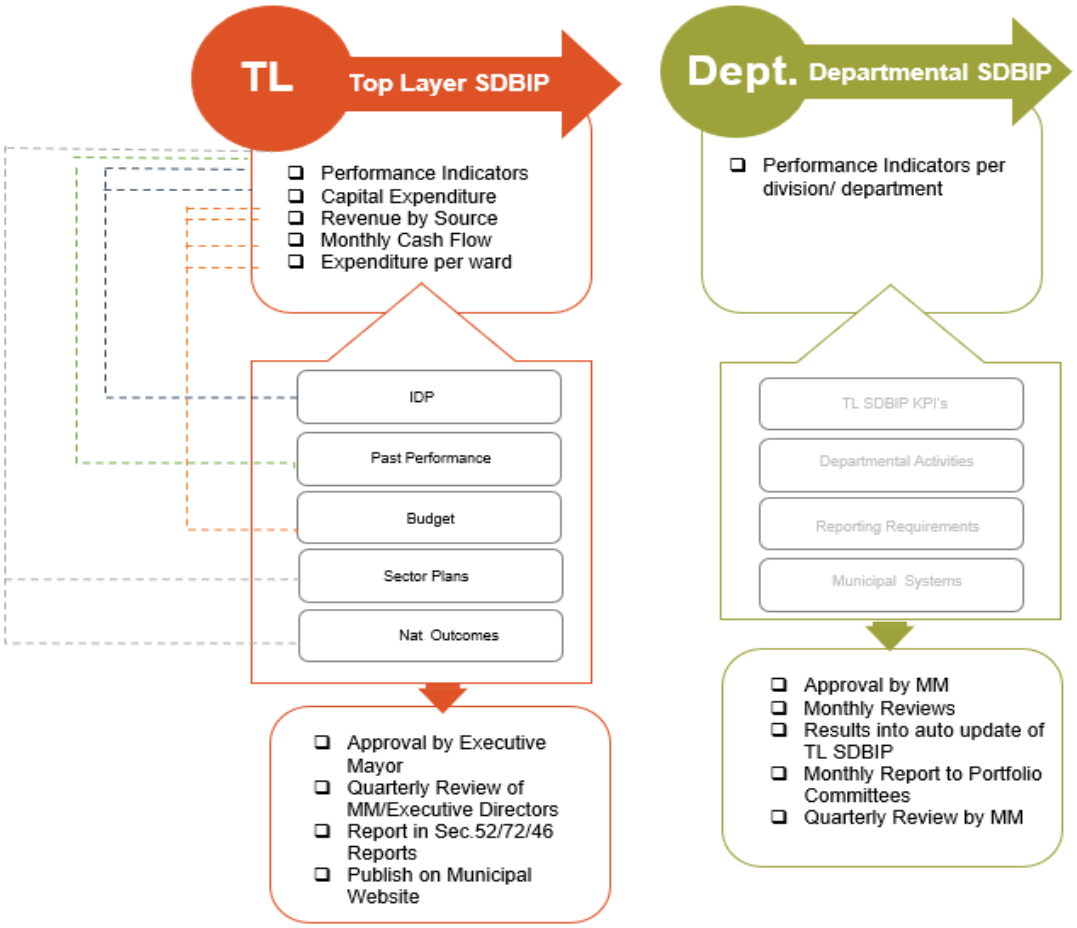

Figure 5: Components of the SDBIP

Top Layer: Dealing with consolidated service delivery targets and linking such targets to top management.

Departmental Layer: Executive Directors provide more detail on each output for which they are responsible for and breaks up such outputs into smaller outputs and linking these to middle-level and lower-level management.

5.3 Top Layer SDBIP

The TL SDBIP indicates the responsibilities and outputs for each of the Head of Department in the top management team, the inputs to be used and the time deadlines for each output. The TL SDBIP will therefore determine the performance agreements of the Municipal Manager and Executive Directors, including the outputs and deadlines for which they will be held responsible. The TL SDBIP is also the part of the SDBIP that's made available to the public.

The TL SDBIP must be submitted to the Executive Mayor within 14 days after the approval of the budget and must be approved by the Executive Mayor within 28 days after the budget has been approved. The TL SDBIP is a public document and must be made public within 14 days after approval.

Any adjustments to the TL SDBIP must be with the approval of the Council, following approval of an adjustments budget (Section 54(1)(c) of MFMA).

Although the TL SDBIP is a **one-year** detailed plan, it should include a **three-year capital plan.**

The Components of the TL SDBIP includes:

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (operating and capital) and revenue for each vote (Section 71 format) (Cash flow statement);
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Non-financial measurable performance objectives in the form of targets and indicators
- Level and standard of service being provided to the community;
- Ward information for expenditure and service delivery;
- Baseline information indicating the status quo of the Municipality for that particular year; and
- Detailed capital works plan broken down by ward over three years (Capital project sheet).

On the current system that the municipality utilise, the TL SDBIP KPI's will update automatically from the performance reported on monthly in the Departmental SDBIP.

The results will be reviewed quarterly by the Municipal Manager and the Executive Directors. The actual results and corrective actions (where required) forms a critical part of the quarterly (s52 - MFMA), the mid-year (s72 - MFMA) and the annual performance (S46 - MSA) and annual (S121 - MFMA) reports.

5.3.1 Technical Indicator Descriptions

Technical Indicator Descriptions (TID's) must be prepared for each TL SDBIP KPI.TID's are essential as to improve the understanding of the requirements of the KPI, the portfolio of evidence (POE) collection and it supports audit procedures. The TID's should address the following:

- KPI Ownership
- Definition of KPI
- Input
- Source documentation origin
- Source documentation information
- Processing transactions
- Output
- Target calculation methodology
- Controls

Regular updates should be done to ensure that the TID's are accurate and relevant. The review of the system descriptions must be done prior to an audit.

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5.4 Departmental SDBIP

In the Departmental SDBIP, the Executive Directors provide more detail on each output for which they are responsible for and break up such outputs into smaller outputs and linking these to middle-level and lower-level management.

The Departmental SDBIP will be using such detail to hold middle-level and lower-level managers responsible for various components of the service delivery plan and targets of the municipality. The Departmental SDBIP is compiled by a Head of Department for his/her department and is approved by the Municipal Manager. Any changes to the Departmental SDBIP must be approved by the Municipal Manager.

Each KPI should have clear monthly targets and should be assigned to the person responsible for the KPI's. A good performance indicator (KPI) should be:

- **Reliable** -The indicator should be accurate enough for its intended use and respond to changes in the level of performance
- **Well defined** – The indicator needs to have a clear, unambiguous definition so that data will be collected consistently and be easy to understand and use
- **Verifiable** – It must be possible to validate the process and system that produce the indicator
- **Cost-effective** – the usefulness of the indicator must justify the cost of collecting the data
- **Appropriate** – The indicator must avoid unintended consequences and encourage service delivery improvements and not give managers incentives to carry out activities simply to meet a particular target
- **Relevant** - The indicator must relate logically and directly to an aspect of the institutions mandate and the realisation of strategic goals and objectives

The KPI targets should be **SMART** (specific, measurable, achievable, relevant and time-bound).

Executive Directors, middle-level and lower-level management managers can use the departmental SDBIP to manage the performance of all the sections of his/her department and can monitor it monthly during the departmental management meeting.

Although divisions must update the actual results on the Departmental SDBIP monthly, they will report their performance in terms of the SDBIP to their respective Portfolio Committees quarterly. Decision-makers should be warned immediately of any emerging failures to service delivery so that they can intervene, if necessary. It is important that Departments use these reviews as an opportunity for reflection on their goals and programmes and whether these are being achieved. The SDBIP report submitted should be used to analyse and discuss performance. Changes in indicators and targets on the Departmental SDBIP may be proposed, but can only be approved by the Municipal Manager.

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5.5 Update of Actual Performance

The SDBIP system that the municipality currently utilises allows for the TL SDBIP to be updated automatically with the actual results reported in the departmental SDBIP. The departmental SDBIP must be updated monthly. The KPI owners should report on the results of each KPI that they are responsible for by properly documenting the information in the performance response fields and either attach or refer to where the proof/portfolio of evidence (POE) is filed/kept. The appropriate POE and details regarding filing of a POE is documented in a separate document/ policy. In the instance of poor performance, corrective measures must be identified and documented. The POE should speak to the actual performance achieved and confirm the actual as was updated.

The actual performance and POE should be monitored monthly in terms of the objectives, KPI's and targets set.

It is important to note that the Municipal Manager and Executive Directors need to implement the necessary systems and processes to provide the POE for reporting and auditing purposes. Each municipal department and staff member therefore need to prove the achievement of their performance so that it can be measured during performance monitoring and reviews. This information is also used to report performance and for internal and external audit purposes.

5.6 Adjustments to KPI's

5.6.1 Top Layer SDBIP Adjustments

TL SDBIP KPI's can be adjusted after the mid-year assessment and with the adjustment budget process. KPI's should be adjusted in line with the adjustment estimate (incl. capital projects) and the reason for the adjustment of the indicator/target, must be specified when the adjusted TL SDBIP is submitted to Council for approval in terms of Section 54(1)(c) of the MFMA.

5.6.2 Departmental Layer SDBIP Adjustment

The Departmental SDBIP KPI's can be adjusted after the mid-year evaluations of staff have been completed in order to ensure corrective actions/measures have been applied. These adjustments can be to the KPI, unit of measurement, targets, calculation types, POE, etc. Before adjustment can be made valid and credible reasons must be provided for the changes. The Executive Director must recommend these changes via the Performance Management Unit and the changes to the Departmental SDBIP must be approved by the Municipal Manager.

5.7 Validation

An evaluation of the actual performance results and portfolio of evidence (POE) of each target should be assessed monthly. The KPI owners should report on the results of the KPI by documenting the following information on the SDBIP system:

- The actual result in terms of the target set;
- The calculation of the actual performance reported, where applicable;

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- The reasons if the target was not achieved; and
- Corrective actions to improve the performance against the target set, if the target was not achieved.

The Municipal Manager and Executive Directors need to implement the necessary systems and processes to provide the POE for reporting and auditing.

6. INDIVIDUAL PERFORMANCE

Once the municipal objectives and targets have been set, it is prudent to cascade these down to management and employees. Section 9(2) of the Local Government Municipal Planning and Performance Regulation (Regulation 796), indicates "In setting key performance indicators, a municipality must ensure that the key performance indicators inform the indicators set for all its administrative units and employees." Therefore, the performance of the municipality is integrally linked to that of the personnel. It is therefore important to link the organisational performance to individual performance and to manage both at the same time, but separately.

Performance of the Municipal Manager and managers reporting direct to the Municipal Manager, are regulated and evaluated in terms of Regulation 805, whilst performance of all other staff are regulated and evaluated in terms of Regulation 890 since 1 July 2022. (Extension was provided till 01 July 2023 by Circular 12.)

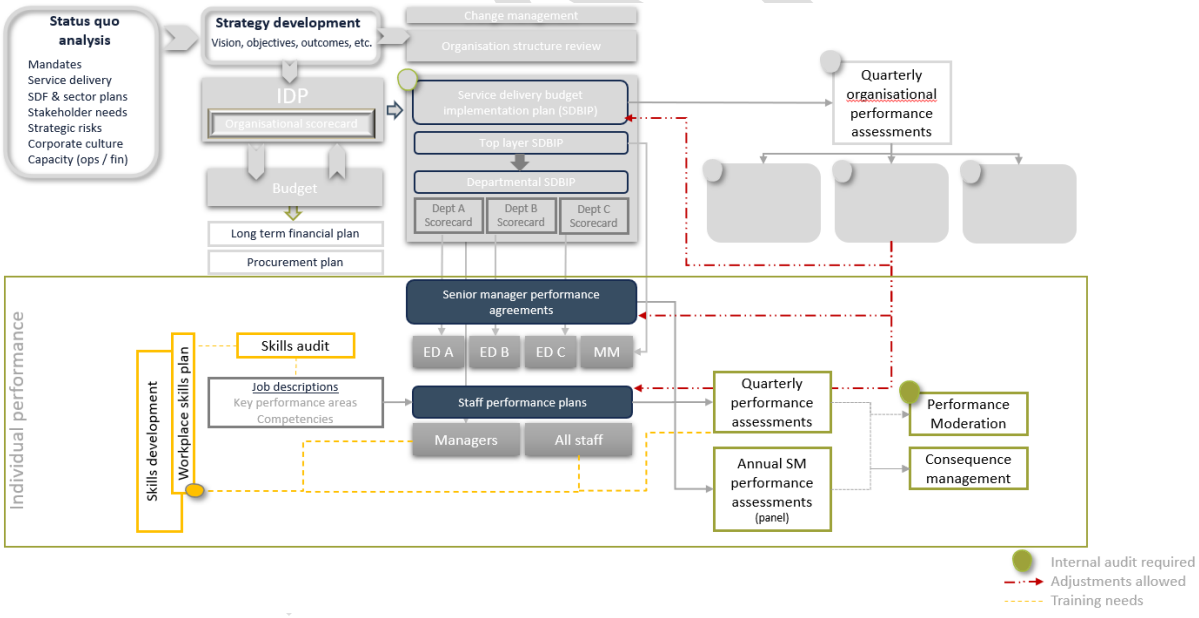

Figure 6: Individual performance included in the performance management system

Managing performance is therefore a key management tool to ensure that:

- Employees know what is expected of them;
- Managers know whether the employee's performance is delivering the required objectives;
- Poor performance is identified and improved; and
- Good performance is recognised; and

- Development of employees are promoted

Since the performance of every employee contributes to the overall delivery of the organisation's objectives, it follows that the performance of every employee should be managed.

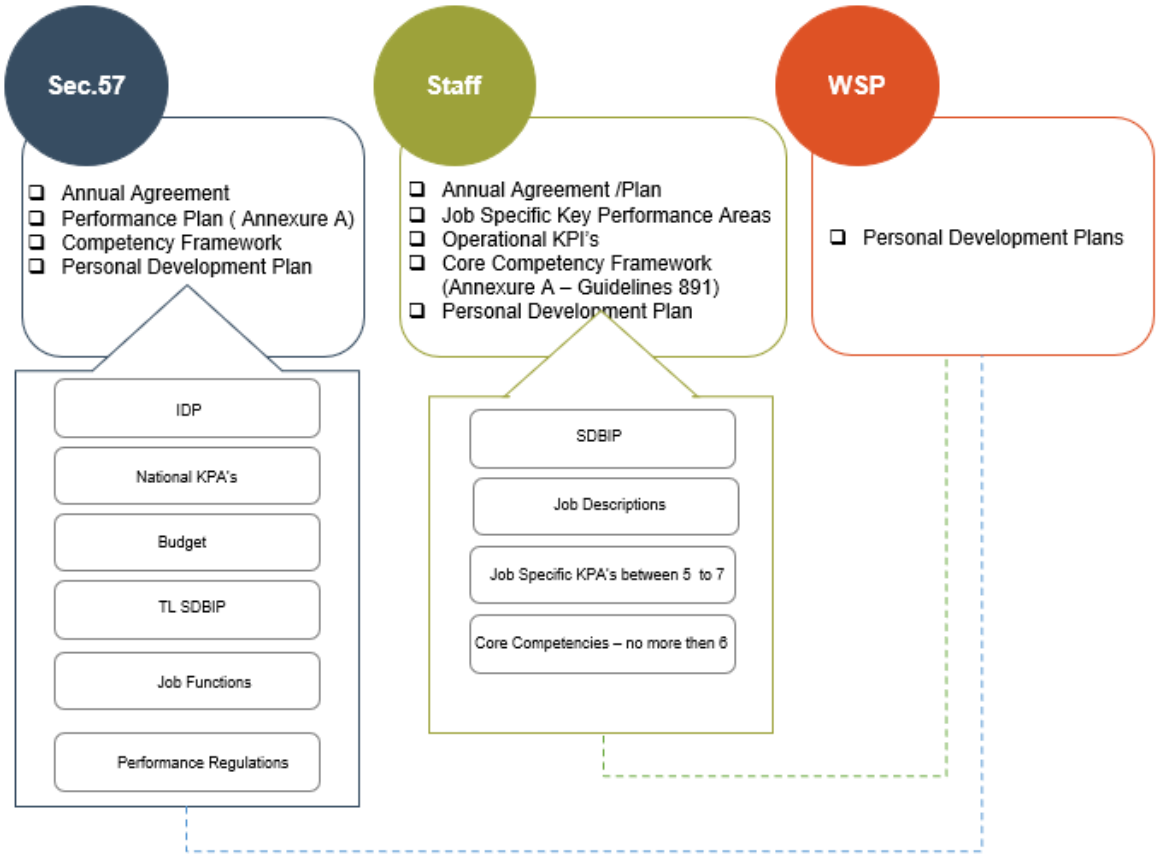

Figure 7: Individual performance components

6.1 Municipal Manager and Executive Directors

6.1.1 Performance Agreements

The MSA and Regulation 805 of August 2006, read with Regulation 21 of January 2014 (Performance of the Municipal Manager and the Managers reporting directly to the Municipal Manager) require, that a Municipal Manager and managers reporting directly to the Municipal Manager enter into annual performance agreements. The performance agreements of the Municipal Manager and Executive Directors should be directly linked to their employment contract, where applicable.

Draft annual performance agreements must be submitted to the Executive Mayor within 14 days of the approval of the annual budget in terms of the MFMA, Section 69(3). In terms of Section 53(3) of the MFMA the performance agreements must be made public no later than 14 days after the approval of the SDBIP. The agreements must be concluded within one month after the beginning of each financial year – MSA, Section 57(2). These performance agreements consist of three distinct parts:

a. Performance Agreement

This is an agreement between the Municipal Managers and Executive Directors and the municipality, which regulates the performance required for a particular position and the consequences of the performance. The agreement deals with only one aspect of the employment relationship, namely performance and development. This agreement must be reviewed and renewed annually, subject to the individual's annual performance.

b. Performance Plan

The performance plan is an Annexure (Annexure A) to the performance agreement and stipulates in detail the performance requirements for a single financial year. The SDBIP (sorted per Head of Department) transcends into the performance plan(s) of the Municipal Manager and the respective Executive Directors according to their areas of responsibility. The Municipal Manager and Executive Mayor could, in addition to the SDBIP, identify indicators, agreed with the Municipal Manager and Executive Directors, which could be included in the agreement.

c. Personal Development Plan

The development plan is an Annexure (Annexure C) to the performance agreement and addresses the developmental needs/ requirements of the person indicating actions and timeframes.

Performance plans included weights per indicator based on the importance of the indicator. Performance agreements are mutually agreed to by the Municipal Manager and Executive Directors / Municipal Manager and Executive Mayor and must be approved/signed within the first month of the financial year or within 3 months after the start of new employment.

6.1.2 Evaluation Municipal Manager and Executive Directors

The management of the performance process for the Municipal Manager and the Executive Directors must be done in terms of R805 and Regulation 21 as explained in detail in these Regulations. Performance should be reviewed quarterly, of which the mid-year and year-end performance must be formal evaluations. Performance panels should be constituted in terms of the agreements for the formal evaluations and the results should be reported to Council. In terms of Regulation 805 an evaluation panel constituted of the following persons must be established to evaluate the annual performance of the Municipal Manager

- Executive Mayor;
- Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a performance audit committee;
- Member of the Executive Mayoral or executive committee;
- Executive Mayor and/or municipal manager from another municipality; and
- Member of a ward committee as nominated by the Executive Mayor.

*Cape Winelands District Municipality has an Audit Committee which also constitutes as the Performance Audit Committee

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In terms of Regulation 805 an evaluation panel constituted of the following persons must be established to evaluate the managers directly accountable to the Municipal Manager:

- Municipal Manager;
- Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a performance audit committee;
- Member of the Executive Mayoral or executive committee; and
- Municipal Manager from another municipality.

Human Resources Manager must be present during both panels evaluation proceedings in order to take the minutes.

In terms of applicable legislation formal mid-year and final evaluations of performance must occur as follow:

Period 1 (1 July – 30 September): Due by– 30 October annually (informal documented discussion)

Period 2 (1 October – 31 December): **Due by– 30 January annually** (formally with panel)

Period 3 (1 January – 31 March): Due by – 30 April annually (informal documented discussion)

Period 4 (1 April – 30 June): **Due by – 30 December annually** (formally with panel)

6.1.3 Municipal Manager and Executive Directors Evaluation Source Documentation

The onus of keeping credible and verifiable evidence is the responsibility each manager. A POE must be made available to panel members before the formal evaluations take place. This is to ensure scrutiny of the documented evidence that substantiate the actual reported evidence.

6.2 All other Personnel

6.2.1 Performance Agreements/Performance Development Plans

Regulation 890, Chapter 4, Performance Management and Development System states:

Section 32 (1) The performance management and development system apply to all staff members of a municipality" (Excluding Senior Managers). An employee shall enter into a performance agreement with his or her direct supervisor/line manager for each financial year (1 July -30 June).

The agreements of a serving employee must be concluded by **30 July** (on 29 July) each year within 30 days of the commencement of the new financial year of the municipality whilst the performance agreements of other (appointment after probation as from 01 July of the new financial year; transfer or promotion to a new post or return from prolonged leave that is more than three months) employees must be concluded within 60 days of—

In terms of Section 32 (1) the performance management and development system apply to all employees of the Cape Winelands District Municipality except employees-

- Appointed on a fixed term contract with a duration of less than 12 months;

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- Serving notice —
  - of termination of his or her contract of employment; or
  - to retire on reaching the statutory retirement age;
- Appointed on an internship programme or participating in the national programme;
- Public works programme or any similar scheme; and
- Appointed in terms of sections 54A and 56 of the Act

In terms of the legislative prescribes an employee shall:

- Participate in setting his or her annual KPAs and KPIs
- Enter into a performance agreement annually with the Municipality
- Remain committed to the KPAs and KPIs throughout the performance period and be accountable for his or her performance
- Take responsibility for his or her personal development and learning opportunities
- Where applicable, maintain a portfolio of evidence if required
- Ensure that the portfolio of evidence is relevant and up to date
- Actively seek out and be open to feedback; and
- An employee shall understand what is expected of him or her.

Performance agreements and/or performance development plans will be agreed with each employee and should include the following information as stated by Guideline 891:

a. Personal information

Details relating to the employee (name and surname), job title and his/her designation (department) and supervisor.

b. Key Performance Areas

The supervisor or superior of the individual together with the staff member must ensure that the performance management is aligned to the staff member's job and KPA's relevant to the post as depicted on the individuals Job Description, that the staff member holds. The KPA's must relate to the staff member's functional area and must consist of not less than 5 and not more than 7 KPA's. As per the Job Description.

c. Key performance indicators

The KPI's include the inputs, activities, programmes or outputs by which performance in respect of KPA's are measured. A KPI must be measurable and verifiable. Where applicable KPI's delegated to employees from the SDBIP can be included here. New KPI's can be added to existing KPI's (from the SDBIP) or new KPI's can be created for employees who do not have KPI's on the SDBIP from the Job Activities Library.

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Specific targets should be set as per the “SMART” principles and must be accompanied by a valid and credible POE.

The performance standard for each KPI may be qualitative or quantitative.

d. Target

Once a set of suitable indicators has been defined for a specific programme or project, the level of performance the employee should strive to achieve must be set. This should be done by setting suitable performance targets relative to the current baseline. The target should be in terms of the SMART principles as state by the Framework for Manging Performance Programme.

e. Performance Standards

Performance Standards for each KPI should be expressed in order to indicate the minimum acceptable level of performance. These should be informed by legislative requirements, departmental policies and service level agreements. It can also be benchmarked against performance levels in other institutions, or according to accepted best practices. The decision to express the desired level of performance in terms of a target depends on the nature of the performance indicator.

f. Core Competencies

The job specific competencies, as derived from Annexure A of the Municipal Staff Regulations (Gazette no. 45181), and as listed on an individual’s JD must be included with the performance agreements of each staff member. The following prescribes are applicable and must be included:

(i) the name and definition of the specific competency;

(ii) the expected level of capability;

(iii) the relevant weightings;

Furthermore, the competencies must be specific and applicable to the job (as per the job description) of the employee and should not exceed six (6) competencies within a performance cycle.

g. Weights

In terms of the weights the criteria upon which a staff member is assessed consists of two components as defined above being the KPA’s (80%) and the core competencies (20%). A KPA weight must be allocated and where applicable, weights must be allocated to each KPI that will relay back to the specific KPA’s overall weight percentage. Weights allocated should indicate the relative importance of a KPI. The weights and the distribution of the weights per KPI need to be determined by the Head of Department/ applicable manager/ supervisor/ staff member in the beginning of each financial year and agreed with the employee or group of employees.

Each core competency as selected from the specific competency framework the position belongs to, as per the applicable level, must be provided with a weight as well.

Once the performance is assessed an overall score combined by the KPA weighting and core competencies weight will be evaluated out of a 100%.

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h. Personnel Development Plan

Every employee must have a personal development plan that identifies and addresses employees' developmental needs that were identified during the performance review or assessment.

- The personal development plan should contain the actions and timeframes agreed to by the relevant supervisor and employee.
- An employee may only undergo training that is –

(i) contained in personal development plan or

(ii) approved by the municipal manager or his/her delegate

The Personal Development Plan will address the identified training needs. The following should be carefully considered during the identification of training needs:

- Organisational needs;
- The competency requirements of individual jobs. The relevant job requirements (job competency profile) as identified in the job description should be compared to the current competency profile to determine the individual's competency gaps;
- Specific competency gaps and training needs identified during evaluation;
- Individual training needs that are job/career related;
- The training needs should be prioritised since it may not be possible to address all identified training needs in a specific financial year. It is however of critical importance that training needs be addressed on a phased and priority basis. This implies that all these needs should be prioritised for purposes of accommodating critical/strategic training and development needs in the HR Plan and Workplace Skills Plan;
- Consideration must then be given to the expected outcomes, so that once the intervention is completed the impact it had can be measured against relevant output indicators; and
- An appropriate intervention should be identified to address training needs/skills gaps and the outcome to be achieved but with due regard to cost effectiveness.

The performance objectives and targets reflected in the performance agreements/performance development plans are set by the employer in consultation with the employee and based on the IDP, SDBIP and budget of the municipality, job descriptions, and shall include key performance indicators; target dates and weights (where applicable). Executive Directors should be part of the performance planning for lower levels when compiling performance agreements/performance development plans.

The Performance Management Section should annually after the performance agreements/performance development plans are completed, do a sample check of performance agreements/performance development plans for quality purposes.

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6.2.2 Team-based performance management and development system

The Municipality may establish a team-based performance management and development system for a category of staff below the level of a supervisor that will assist the Municipality in managing probation, rewards and skills development of staff members, which is consistent with the principles of the Regulation's chapter 4.

Before implementing the team-based performance management and development system, the municipality must:

- Pilot the system on a team of staff members in all affected occupational streams; and
- Consult the system with recognised trade unions within the local labour forum.

6.2.3 Skills Development Plan

The Workplace Skills Plan should be compiled/updated on a yearly basis with the information obtained from the performance agreements/performance development plans taking into account legislative compliance in terms of the Annexure A Core Competency Framework as stipulated by Regulation 890 and Guidelines 891. The relevant Human Resources Manager together with the respective line manager/ supervisor is responsible to facilitate the implementation of the Skills Development Plan.

6.2.4 Formal Performance Evaluations

Although performance should be managed daily, the respective supervisor should do quarterly reviews of which the **mid-year** and **final** year must be formal**.** Constructive feedback should be provider to ensure that performance standards are being upheld**.** The feedback should be given verbally and recorded in writing to serve as evidence that performance discussion took place between supervisor and employees.

The formal mid-year and final year assessments should be concluded as follows:

Period 1 (1 July – 30 September): Due by– 30 October annually (informal documented discussion)

Period 2 (1 October – 31 December): **Due by– 30 January annually** (formally on the electronic web-based system)

Period 3 (1 January – 31 March): Due by – 30 April annually (informal documented discussion)

Period 4 (1 April – 30 June): **Due by – 29 August annually** (formally on the electronic web-based system)

The objective of the review should be based on actual performance and performance evidence. The supervisor and employee need to prepare for the review and discuss the performance during a focussed performance meeting.

The employer (supervisor) should prepare by:

- Ensuring that all the information required for the evaluation is available, including obtaining information from other supervisors where required;

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- Reviewing the previous period performance and the indicators and targets for the next period;
- Evaluating the level of support required and planning to address the development needs; and
- Provide comprehensive and honest feedback.

The employee should prepare by:

- Ensuring that all the information required for the evaluation is available;
- Identifying new objectives and indicators where required;
- Identifying support and training needed;
- Conduct a self-review; and
- Reflecting on the feedback from the employer.

The assessment of the performance of the employee will be based on the following rating scale:

Level	Terminology	Description
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the Performance Annexure and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the Performance Annexure and Performance Plan.
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half of the key performance criteria and indicators as specified in the Performance Annexure and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all the performance criteria and indicators as specified in the Performance Annexure and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts

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Level	Terminology	Description
		to encourage improvement.

Table 3: Performance Rating Scale

The employer shall keep a record of assessment meetings and signed-off assessments must be submitted to Records Section to be placed on the personnel file of the employee.

6.2.5 Portfolio of Evidence

POE should also be kept for all individual performance assessments. The onus for a credible POE is on the individual, however in terms of Regulation 890 the Municipal Manager must constitute a formal process or assign a staff member responsible for those lower level staff who is unable to physically keep POE records. This process is outlined as part of the POE Policy.

6.2.6 Performance Moderation

a. Departmental Moderation Committees

The Municipal Manager must establish a departmental moderation committee. The performance moderation process must take place within a reasonable timeframe after the end of the performance cycle, but no later than six months after the end of the financial year must it be concluded. The departmental performance moderation committee must convene annually.

The departmental moderation committee is constituted as follow:

- the relevant heads of departments, who must act as chairpersons in the committees
- All managers directly accountable to the heads of departments (who must recuse from the committee before their assessments are considered by the committee)
- A senior human resource functionary who will advise, guide and provide support, including arrangements for secretariat services.

b. Municipal Moderation Committee

The Municipal Council must establish a municipal moderation committee, who will be responsible for the final moderation outcomes of performance for the specific financial year under review which must be concluded before 31 December.

- The municipal moderation committee is constituted as follow:
- The Municipal Manager, who must act as the chairperson of the committee;
- all heads of departments;
- head of municipal planning and organisational performance;
- head of the municipal internal audit;
- a senior human resource functionary to guide, advise and provide support, including

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arrangements for secretariat services; and

- a performance specialist, where applicable.

6.2.7 Circumstances That Impact on Performance Evaluations

a. Absence / Maternity leave during the performance cycle

If an employee is on any type of leave or on sick leave that has been approved for short periods of time, it should not impact on the performance of the employee. In the case of absence for long periods of time, the employee and employer should have a discussion to agree on the rating of the performance for the period not absent. The agreement and the new targets agreed should be documented and be attached to the original agreement.

The employer must carefully consider the rating and assessment of an employee who has been on prolonged leave of absence, to balance the rights of those who were absent with the contribution of those who had to do more work because of those being absent.

b. Acting in higher positions

When an employee is appointed to act in a higher position for shorter than twelve weeks, the performance plan should be based on the post that the employee is permanently appointed to. Depending on the employee's performance during the periods of acting, recognition for performance of duties of the higher position should be given during the performance assessment, on the performance agreement/performance plan of the permanent post.

c. Eventuality for new employees

Employees that have started service and worked for at least 3 months and longer within a financial year will be evaluated.

d. Staff Movements

When employees are transferred at the same level, it is their responsibility to provide their most recent performance assessment to the new department. Where staff members change jobs within the department during the performance cycle, performance reviews related to the employee vacating the post should be completed prior to moving to the new position. If the employee changing jobs is a supervisor or manager, performance reviews for each employee under his/her control should be completed prior to his/her movement. When an employee is transferred to another department, a progress review discussion will be conducted for the current performance cycle prior to the employee leaving the department. In the case of supervisors, regardless of the reason for their departure, they will be required to assess their staff prior to departure.

e. Misconduct and suspension

Decisions pertaining to performance rating should be based on an employee's actual performance. In the event of alleged misconduct, some questions need to be posed.

- What was the nature of the misconduct (e.g. financial, management)?

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- Was the person found guilty or not?
- If found guilty, what was the nature of the sanction (e.g. discharge, suspension)?
- Did the misconduct and/or sanction impact on performance?
- Was the employee suspended for a prolonged period?

Each case should however be judged on its own merit. If a misconduct charge, and /or the hearing, and/or any sanctions have a serious negative impact on an employee's performance, it would be difficult to motivate for awarding a 3-rating or higher.

f. Employees on probation

In instances where employees are on probation, the results of the performance assessment could assist in determining whether permanent appointment should be considered. The performance of the employees on probation should be evaluated on a monthly basis and the assessment form should be submitted to the Division Human Resources.

g. Departmental moderation committee

Section 39(5) describes the process for performance not conforming to the norms and standards as detected by the departmental moderation committee and states:

If the departmental moderation committee has reason to believe that any performance assessment by the supervisor does not conform to performance norms and standards or that there is lack of evidence or information to support the performance ratings, the departmental moderation committee may not reassess, amend or adjust the performance ratings of a staff member, but may refer the assessment back to the relevant supervisor for re-assessment in consultation with the affected staff member.

Upon conclusion of the re-assessment, the departmental moderation committee may reconvene to moderate the assessment of the staff member concerned.

If the supervisor fails to re-assess the staff member within the stipulated timeframe despite the request to do so by the relevant authority or the departmental moderation committee still has reason to believe that the performance ratings are not substantiated, the moderation committee may request the higher-level supervisor to re-assess the relevant staff member. The affected staff member must be consulted and be offered an opportunity to respond.

6.2.8 Process Flow for Performance Assessments

- The first step in the assessment allows for self-evaluation by the employee. Employees that do not have access to computers at the workplace must be provided with a hardcopy of their performance development plans to facilitate the process of manual assessment. The signed self-assessment must be submitted to the respective supervisor for capturing.

  Note: when mid-year assessment is concluded time must be allowed for adjustments to be made to the performance agreements as stipulated by Section 37(4) of the Regulation and number 4.2.7

of this document.

- The second step in the assessment is the official rating of performance by the relevant supervisor/manager or Head of Department. The outcome of the assessment should be discussed between the supervisor/manager or Head of Department in order to clarify gaps between the self-assessment and the rating scored.
- The third step in the assessment constitutes the moderation of performance outcomes by the Departmental Moderation Committee
- The fourth step is the final moderation by the Municipal Moderation Committee and
- Address poor performance, where applicable.

6.2.9 Record Keeping

The system users performance agreements/ performance development plans and assessments will be signed off electronically and stored on the web-based system whilst non-system users will have to be provided with a hardcopy for sign-off and must be submit to Human Resources Division to be placed on the personnel file of the employee.

It is the responsibility of HR to notify the Performance Management Section when an employee has been transferred/left the service/was newly appointed in order to update the details on the performance management system.

6.2.10 Amendments to Performance Agreements/Performance Development Plans

Performance in the municipality takes place in a dynamic environment and a performance plan can therefore never be cast in stone. Even though the initial agreement is signed at the start of the performance cycle, significant changes and additions could on an on-going basis be reflected in the performance agreement/plan when taking the workplace challenges and changes beyond a staff member's/ team's control into account.

The performance plan against which an employee is assessed at the end of a cycle must accurately reflect the employee's actual activities and outputs during the entire performance cycle. Amendments made to performance agreements/ plans must be signed and dated by both the employee and the employer. Performance can only be assessed on mutually agreed indicators and targets.

In terms of the Executive Directors performance agreements adjustments to the Annexure A performance plans can only be done once Council has approved the adjustment Top Layer SDBIP. The adjusted agreements should then be signed-off by the applicable parties and subsequently made public within the legislative timeframe on the Municipal website.

In terms of other personnel amendments / adjustments can only be made after the midyear evaluation has been completed by mutual agreement of both the employee and the supervisor. The performance agreement/plan must be signed-off and dated by both parties to take effect.

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7. REWARD AND RECOGNITION

The evaluation of the employee's performance will form the basis for acknowledging outstanding performance or correcting unacceptable performance.

7.1 Municipal Manager and Executive Directors

Performance financial rewards will only be applicable with regard to the Municipal Manager and Executive Directors if such a clause is included in the appointment contract when the person is appointed and as stipulated by Regulation 805.

7.2 Performance Rewards

Currently, no provision will be made for financial rewards within the municipality for staff falling under Regulation 890. If in future the municipality decides to financially or otherwise reward excellent performance, the policy framework will be adjusted and a separate policy on reward and recognition will be developed as clarification on performance incentives.

7.3 Managing Poor Performance

7.3.1 Organisational Performance - SDBIP

In a case where the targets of the Service Delivery Budget Implementation Plan are not met by the department:

- The Service Delivery Budget Implementation Plan provides for corrective measures where targets are not met.
- The quarterly report is sent to council.
- The Head of Department needs to ensure that corrective actions are implemented and that adequate resources are provided for until the target is met.

7.3.2 Individual performance

An employee's performance may either exceed expectations or fall below expected performance standards or planned targets. In the case of unacceptable individual performance, the employer should–

i) A staff member who receives a performance rating below 3 in terms of the Five-Point Rating table in regulation 38(2) must-

- be assisted in developing his or her competencies through training, and supervision; and
- develop a revised personal development plan with his or her supervisor.

ii) The personal development plan must contain at least—

- a description of the behaviour and skills that require improvement;
- a description of the actions that will be undertaken to improve the identified behaviour and skills

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that require improvement;

- the deadlines for improvement;
- a schedule of meetings to assess improvements and provide feedback; and
- details of the potential consequences in the event that there is no improvement in performance.

iii) The meetings to assess improvements and to provide feedback must be recorded in writing.

iv) The personal development plan to manage performance improvement must cover a maximum period of six months, at the end of which, a formal evaluation of performance must take place.

v) The following alternatives must be considered in respect of a staff member whose performance has not improved to at least a performance that is fully effective:

- Continuation of the actions referred to in the personal development plan;
- alternative actions to improve performance;
- offering the staff member an alternative job within the municipality that is better suited to the staff member's behaviour and skills; or
- dismissal owing to incapacity in terms of the provisions of the Labour Relations Act.

vi) Poor work performance must be dealt with in in accordance with item 9 of Schedule 8 to the Labour Relations Act.

7.4 Mentoring and Coaching

Regular mentoring and coaching sessions must take place between supervisors and employees. These sessions can be used to change an employee's behaviour to ensure that targets are met or exceeded in instances where underperformance was identified.

These coaching and mentoring sessions are important to track employee performance and assists in strengthening competencies expected from employees. All coaching and mentoring sessions must be documented and signed by all parties involved.

Employees may also be required to undergo training to improve their performance. These training needs should be in line with the training needs in their Personal Development Plans.

Coaching, mentoring and training are not only for employees who are underperforming and must also be provided to those employees who are performing well to ensure that employees are improving on their skills and knowledge to enable them to meet the evolving organisational needs.

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8. Appeals Process

8.1 Municipal Manager and Executive Directors

The appeals process as prescribed in R805 of August 2006 and as agreed in the employment and performance agreements of the Municipal Manager and Executive Directors will be applicable in instances where they are not in agreement with their final performance evaluations.

8.2 Other Personnel:

Should employees not agree with the contents or adjustments of their performance agreement after the performance discussions (a grievance must be lodged within 5 days) or with the final scores that are allocated to them, they may elect to follow the municipality's normal grievance procedures. **Grievances should be logged within 30 days from receiving the final score**. (Reg 891 Section 41)

9. Service Providers

The municipality does currently have municipal entities and/or service providers who provides a basic municipal service to the local community on behalf of the municipality. The performance monitoring and reporting processes of any other services providers of the municipality are provided for in the Supply Chain Policy of the municipality.

10. Evaluation and Improvement of the Performance Management System

The MSA requires the municipality to annually evaluate its performance management system. It is proposed that after the full cycle of the annual review is completed; the Performance Management Division will initiate an evaluation report, taking into account the input provided by Executive Directors and divisions. This report will then be discussed by the Municipal Manager and Executive Directors and finally submitted to the Council for discussion and approval. The evaluation should assess:

- The adherence of the performance management system to the MSA;
- The fulfilment of the objectives for a performance management system;
- The adherence of the performance management system to the objectives and principles; and
- Opportunities for improvement and a proposed action plan.

While good and excellent performance must also be constantly improved to meet the needs of citizens and improve their quality of life, it is poor performance in particular that needs to be improved as a priority. In order to do this, it is important that the causal and contributing reasons for poor performance are analysed. Poor performance may arise out of one or more of the following:

- Poor systems and processes;
- Inappropriate structures;

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- Lack of skills and capacity;
- Inappropriate organisational culture; and
- Absence of appropriate strategy.

To improve performance, the appropriate response strategy should be chosen:

- Restructuring is a possible solution for an inappropriate structure;
- Process and system improvement will remedy poor systems and processes;
- Training and sourcing additional capacity can be useful where skills and capacity are lacking;
- Change management and education programmes can address organisational culture issues;
- The revision of strategy by key decision-makers can address shortcomings in this regard; and
- Consideration of alternative service delivery strategies should be explored.

Performance analysis is a requirement in order to identify poor performance. The Municipal Manager will implement the appropriate response strategy to improve performance.

11. PERFORMANCE MONITORING AND REPORTING

An organization that is performing well is one that is successfully achieving its goals and is effectively executing suitable strategies. Monitoring is the regular collection and analysis of information to track the implementation and measure the performance of the municipality against its pre-determined objectives.

The IDP represents a set of strategic objectives and/or goals about what is aimed to be achieved within the given timeframe. Monitoring provides crucial information about how the municipality is performing and this in turn helps decision makers and other stakeholders to measure whether the organisation is on track in meeting its objectives.

11.1 Reporting Intervals

Report	Frequency	To whom	Content	Comments
Departmental SDBIP	Quarterly	Municipal Manager, Executive Directors and Portfolio Committees	Actual results achieved against department SDBIP KPI's	NB: Reasons for non-performance and corrective measures
Top Layer SDBIP (Could serve as sec 52 report as well)	Quarterly (Sec 52 within 30 days after end of quarter)	Municipal Manager, Executive Directors and Council	Actual results achieved against Top Layer SDBIP KPI's	NB: Reasons for non-performance and corrective measures

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Report	Frequency	To whom	Content	Comments
Internal Audit reports on performance results	Quarterly	Council and Performance Audit Committee	Audit outcomes from auditing actual results captured/ indicated/ reported on	Outcomes to be used to rectify KPI's and actuals
MFMA Sec 52 report	Quarterly (within 30 days after end of quarter)	Municipal Manager, Executive Directors and Council (Copy to PT and NT)	Actual results achieved against Top Layer SDBIP KPI's	NB: Reasons for non-performance and corrective measures
MFMA Sec 72 report	25 January	Executive Mayor (Submit to next Council meeting after 25 January and copy to PT and NT)	Consists of 2 parts PM: Actual results achieved against Top Layer SDBIP KPI' Finance: As prescribed by NT	Use results/outcome to motivate adjustments budget
MSA Sec 46 report	31 August	AGSA, Council	Consist of chapters 3 & 4 of the AR	Must form part of AR
Annual report	Draft: 31 October to AGSA Draft: 31 January to Council Final: 31 March to Council with oversight report	AGSA, Council, Audit Committee, Oversight Committee (Copy to PT and NT)	As prescribed	NB: If full draft is submitted earlier to Council, remember that final must be submitted within 2 months after draft has been submitted

Table 4: Reporting Intervals

11.2 Mid-Year Assessment

The performance of the municipality for the first 6 months of the financial year should be assessed and reported on in terms of Section 72 of the MFMA. The accounting officer of a municipality must in terms of Section 72 of the MFMA assess the performance of the municipality for the 1st six months of the financial year and submit a report to the Executive Mayor by 25 January. The municipality must during the assessment consider the appropriateness of the targets in terms of the first six months' performance and the adjustment estimate. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustments of KPI's, if necessary

According to Section 33 of the Municipal Budget and Reporting Regulations the mid-year budget and performance assessment referred to in Section 72 must be in the format specified in Schedule C of the Regulation and include all the required tables, graphs and explanatory information taking into

account the guidelines issued by the National Minister.

Although the report is mainly a financial report, one of the Annexures in terms of Section 7(b) of Schedule C requires a performance assessment in relation to the quarterly performance targets for the delivery of basic services in terms of the TL SDBIP.

In summary, the Municipal Manager should:

Analyse the performance in terms of the targets set in the TL SDBIP;

- Preparation of the adjusted TL SDBIP for submission to Council for approval with the Adjustments Budget by the end of February as required by Section 54(1)(c) of the MFMA and Sections 24 to 26 of the Municipal Budget and Reporting Regulations;
- Effecting the approved adjustments on the SDBIP system;
- Adjusting the Annexure A's of the performance agreements of the MSA Section 56 and 57 managers in line with the adjusted TL SDBIP; and
- Adjusting the performance plans of other personnel directly associated with the Departmental SDBIP to ensure alignment.

11.3 Annual Performance Report

The annual performance report must be completed by 31 August and submitted with the financial statements to AGSA. This report must be based on the performance reported in the TL SDBIP. Reports should be generated from the respective performance management system, reviewed and updated in the performance comments field for reporting purposes. POE should be kept in order to proof recorded actuals.

11.4 Annual Report

The draft annual report must be prepared and submitted to Council by 31 January and the final annual report by 31 March annually to Council for adoption.

11.5 Analysis of Performance Reports and Follow-up

In summary, the quarterly (S52 MFMA), mid-year (S72 MFMA) and the annual (S46 MSA) reports should be analysed and reviewed as soon as the reports are available. It will add credibility to the reports when it is published and to the individual performance assessments of the Municipal Manager and Executive Directors.

The analysis should not only focus on POE when the performance results are audited but also on an analysis of the results. The following is important:

- Performance reported should indicate continuous improvement over time and should not only be to the benefit of communities and should focus on outcomes and not only on processes;
- The performance results reported should be a true reflection of the results reported in the performance management system;

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- The results should be effectively communicated so that it is of value to the intended users;
- The quality of performing the function should be balanced with the cost of the performance, also to the consumer and not just to municipality; and
- Promotion of equalities and sustainable growth and development should also be reported on.

Actions should be identified to address the performance shortcomings highlighted during the audit. These actions must be recorded and regularly followed-up to ensure performance improvement.

12. GOVERNANCE

The audit of the performance information and system should comply with Section 166 of the MFMA and Regulation 14 of the Municipal Planning and Performance Management Regulations (2001). These processes provide credibility to the overall performance processes.

12.1 Quality Control and Co-ordination

The Performance Management Section is required to co-ordinate and ensure good quality of performance reporting and reviews on an ongoing basis. It is their role to ensure conformity to reporting formats and verify the reliability of reported information, where possible.

The Municipal Manager/Executive Directors/Heads/Managers/Supervisors/ staff member have the responsibility to ensure credible POE's are kept substantiating performance and the actual results.

The Municipal Manager/Executive Directors/Heads/Managers/Supervisors subsequently have the added responsibility to review overall performance and the quality of reported performance monthly along with the applicable POE.

As mentioned the POE documentation, process and all related organisational arrangements regarding POE's is documented in a separate document/ policy as in terms of Regulation 890/891 the Municipal Manager may exempt categories of staff from maintaining a portfolio of evidence in which case the municipality must determine alternative mechanisms, or designate a staff member who will maintain the POE of those staff members.

12.2 Performance Investigations

The Executive Mayor or Audit Committee should be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. Performance investigations should assess:

- The reliability of reported information;
- The extent of performance gaps from targets;
- The reasons for performance gaps; and
- Corrective action and improvement strategies

While the internal audit function may be used to conduct these investigations, it is preferable that

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external service providers, who are experts in the area to be audited, should be used. Clear terms of reference will need to be adopted by the Executive Mayor for such investigation.

12.3 Internal Audit

Section 165 of the MFMA requires that each municipality must have an Internal Audit Unit, however such function may be outsourced.

Internal audit can determine the reliability, accuracy, and integrity of financial and operational information. The MSA, Section 45 stipulates that the results of performance measurements must be audited as part of the municipality's internal auditing processes.

The municipality's Internal Audit Unit should continuously assess the performance reports based on the organisational and departmental scorecards and submit a quarterly internal audit report to the Municipal Manager and Audit Committee.

The audit should include an assessment of:

- The usefulness of performance indicators;
- The functionality of the municipality's performance management system;
- Whether the municipality's PMDS complies with the MSA; and
- The extent to which the municipality's performance measurements are reliable in measuring the performance of the municipality by making use of indicators.

Auditing of performance reports must be conducted by the internal Audit Unit prior to submission to the municipality's Audit Committee and the AG.

12.4 Performance Audit Committee

The MFMA and the Municipal Planning and Performance Management Regulations require that the Council establish an Audit Committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No councillor may be a member of an Audit Committee. Council shall also appoint a chairperson who is not an employee.

The Regulations give municipalities the option to establish a separate Performance Audit Committee whereas the MFMA provides only for a single Audit Committee. The Audit Committee of CAPE WINELANDS DISTRICT MUNICIPALITY also fulfils the duties of the Performance Audit Committee. The operation of this Performance Audit Committee is governed by Section 14 (2-3) of the regulations.

According to the Regulations, the Performance Audit Committee must:

- Review the quarterly reports submitted to it by the internal audit unit;
- Review the municipality's performance management system and make recommendations in this regard to the council of that municipality;
- Assess whether the performance indicators are sufficient; and
- At least twice during a financial year submit an audit report to the municipal council.

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It is further proposed that the Performance Audit Committee be tasked with assessing the reliability of information reported.

In order to fulfil their function an Audit Committee may, according to the MFMA and the regulations, must:

- Communicate directly with the Council, Municipal Manager or the internal and external auditors of the municipality concerned;
- Access any municipal records containing information that is needed to perform its duties or exercise its powers;
- Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

12.4.1 Role of the Performance Audit Committee

The Audit Committee should also be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. The performance investigations should assess:

- The reliability of reported information;
- The extent of performance gaps from targets;
- The reasons for performance gaps; and
- Corrective action and improvement strategies

12.5 Legislative Reporting Processes

The legislative requirements regarding reporting processes are summarised in the following table:

Time frame	MSA/ MFMA Reporting on Performance	Section
Quarterly reporting	The Executive Mayor must within 30 days after the end of each quarter submit a report to council on the implementation of the budget	MFMA S52
	The Internal Auditors must submit quarterly audited reports to the Municipal Manager and to the Performance Audit Committee	MSA Regulation 14(1)(c)
Mid-year reporting	The Performance Audit Committee must review the PMDS and make recommendations to council	MSA Regulation 14(4)(a)
	The Performance Audit Committee must submit a report (at least twice during the year) to Council	MSA Regulation 14(4)(a)
	The municipality must report to Council at least twice a year	MSA Regulation 13(2)(a)

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Time frame	MSA/ MFMA Reporting on Performance	Section
	The Accounting officer must by 25 January of each year assess the performance of the municipality and submit a report to the Executive Mayor, National Treasury and the relevant Provincial Treasury.	MFMA S72
Annual reporting	The annual report of a municipality must include the annual performance report and any recommendations of the municipality's audit committee	MFMA S121 (3)(c)(j) & MSA S46
	The accounting officer of a municipality must submit the performance report to the Auditor-General (AGSA) for auditing within two months after the end of the financial year to which that report relates	MFMA S126 1(a)
	The AGSA must audit the performance report and submit the report to the accounting officer within three months of receipt of the performance report	MFMA S126 (3)(a)(b)
	The Executive Mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality	MFMA S127(2)
	The AGSA may submit the performance report and audit report of a municipality directly to the municipal council, the National Treasury, the relevant provincial treasury, the MEC responsible for local government in the province and any prescribed organ of the state	MFMA S127 (4)(a)
	Immediately after an annual report is tabled in the council, the accounting officer of the municipality must submit the annual report to the AGSA, the relevant provincial treasury and the provincial department responsible for local government in the province.	MFMA S127 (5)(b)
	The council of the municipality must consider the annual report by no later than two months from the date on which the annual report was tabled, adopt an oversight report containing council's comments on the annual report	MFMA S129 (1)
	The meetings of a municipal council at which an annual report is to be discussed or at which decisions concerning an annual report are to be taken, must be open to the public and any organ of the state	MFMA S130 (1)
	The Cabinet member responsible for local government must annually report to Parliament on actions taken by the MECs for local government to address issues raised by the AGSA	MFMA S134

Table 5: MFMA Reporting on Performance

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13. SUMMARY OF MUNICIPAL PERFORMANCE CYCLE

The following high level process maps summarise the key organisational and individual performance processes. These process maps should be read with the sections dealing with these performance processes:

13.1 Top Layer SDBIP



Figure 8: TL SDBIP Process Map

13.2 Departmental SDBIP



Figure 9: Departmental SDBIP Process Map

13.3 Individual Performance

13.3.1 Municipal Manager and Executive Directors

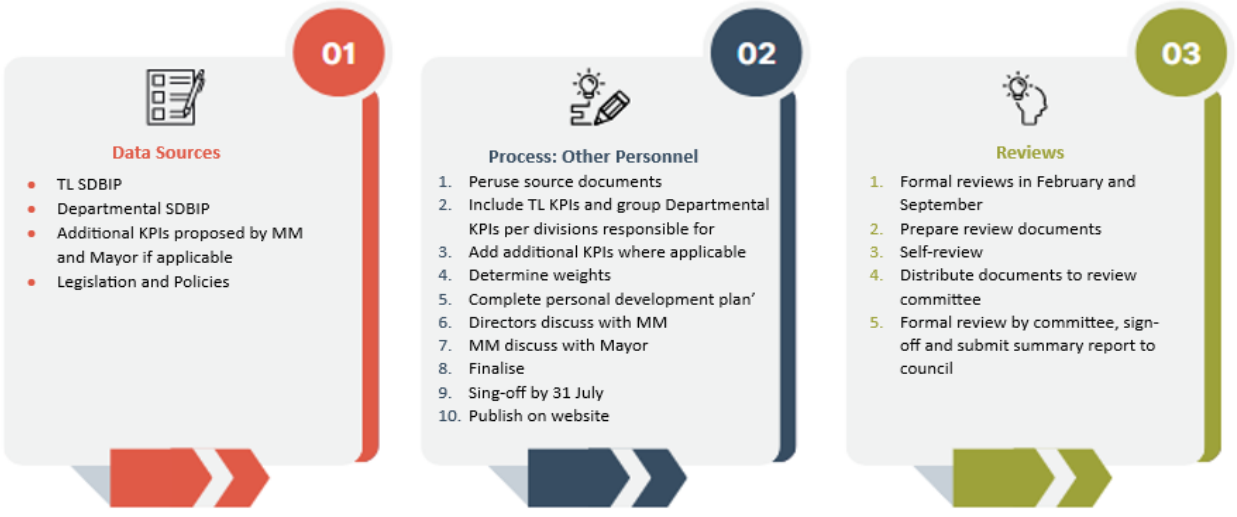

Figure 10 : Individual Performance MM & Executive Directors Process Map

13.3.2 Other Personnel



Figure 11 : Individual Performance Other Personnel Process Map

13.4 Performance Calendar

The table below indicates a high-Level summary of the annual municipal performance calendar with the various monthly actions:

Action	Activity	Comment
July		
Service Provider Performance	4th Quarter (previous financial year) service provider report Review performance of service providers	Departments to submit reports to SCM SCM to submit combined report to Council Address poor performance if needed
Performance Reporting	4th Quarter performance Report: Top Layer SDBIP (previous financial year)	Input for Annual Performance Report and Annual Report
MM / Executive Directors performance agreements	Prepare/ approval and sign	Prepare agreements ito R805 Approval and signed before 31 July KPI's aligned with SDBIP
Other Staff	Prepare/ approval and sign	Prepare agreements ito R890/891 Approval and signed before 30 July KPI's aligned with JD's Core Competencies aligned to JD's and Annexure A of the staff regulations
SDBIP system reporting	Update actual results on SDBIP system	Actions to address GAPS

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Action	Activity	Comment
August		
SDBIP system reporting	Update actual results on SDBIP system	Actions to address GAPS
Individual Performance (other than MM and Executive Directors)	Formal year-end review of performance	Evaluation of performance for the past 6 months ending June Document and report
IDP	IDP/IDP review Process Plan	Draft process plan to ensure proper planning and involvement of all stakeholders to identify clear objectives and key performance areas Submission to Executive Mayor and Council Approval of plan
Individual Performance (other staff)	Self-Review and Manager Review to be completed as well as identifying the personal growth and development needs	In terms of Reg 890/891
Annual Performance Report	Finalise Annual Performance Report of the previous financial year	Draft report Submit to Auditor General with the financial statements Input for Annual Report
September		
SDBIP system reporting	Update actual results on SDBIP system	Actions to address GAPS
MM/Executive Directors Performance	Final year-end performance review of the previous financial year	Review against targets agreed upon in performance agreements Document and sign-off
Individual Performance (other staff)	Previous financial year's Departmental Moderation	Departmental Moderation Committees moderate the actual results from the performance assessments conducted the previous year
October		
Service Provider Performance	1st Quarter current year service provider report Review performance of service providers	SCM to submit combined report to Council Address poor performance if needed
SDBIP system reporting	Update actual results on SDBIP system	Actions to address GAPS
Performance Reporting	1st Quarter performance Report: Top Layer SDBIP current financial year	Submit to council and other role-players as legislated
MM/Executive Directors Performance	Informal performance discussion	How are we doing, progress and address possible shortcomings
IDP & Budget	Public participation	Consult key stakeholders / role-players Identify potential projects / needs
Annual Report	Finalise draft Annual Report (previous financial year)	Draft to be ready for submission to Auditor-General
November		

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Action	Activity	Comment
SDBIP system reporting	Update actual results on SDBIP system	Actions to address GAPS
Planning	Strategic Planning	Planning sessions with Council, MM and Executive Directors Review Mission, Vision and Values Review progress against strategic objections Review strategic direction Identify projects
December		
SDBIP system reporting	Update actual results on SDBIP system	Actions to address GAPS
Individual Performance (other staff)	Previous financial year's Municipal Moderation	Municipal Moderation Committees moderate the actual results from the performance assessments conducted the previous year
January		
Service Provider Performance	2nd Quarter current year service provider report Review performance of service providers	SCM to submit combined report to Council Address poor performance if needed
SDBIP system reporting	Update actual results on SDBIP system	Actions to address GAPS
Performance Reporting	Prepare and submit Mid-year performance report ito s72 of the MFMA	Submit to Executive Mayor by 25 January Submit to next Council meeting after 25 January Submit to other role-players as legislated
Individual Performance (other staff)	Discussion and Manager Review to be completed as well as identifying the personal growth and development needs	In terms of Reg 890/891, decide on actions to address and amendments/ changes to agreements
Annual Report	Submit draft report to Council	Draft submitted to Council for adoption in principle and start public participation process
February		
SDBIP system reporting	Update actual results on SDBIP system	Actions to address GAPS
Individual Performance (other than MM and Executive Directors)	Formal review of Individual Performance (other than MM and Executive Directors)	Evaluation of performance for the past 6 months ending December Document and report
MM/Executive Directors Performance	Mid-year formal performance review	Review against targets agreed upon in performance agreements Document and sign-off
Oversight	Oversight Committee considers Annual Report	Compile oversight report for submission to council with final annual report
March		
SDBIP system reporting	Update actual results on SDBIP	Actions to address GAPS

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Action	Activity	Comment
	system	
IDP	Draft IDP/IDP review to Council	Include clear objectives and targets
Budget	Draft Budget to Council	Budget aligned with IDP to address IDP objectives
Top Layer SDBIP	Draft Top layer SDBIP	Submit to council for information purposes with draft budget
Annual Report	Final Annual Report submitted to council	Public comment considered Oversight committee report submitted
April		
Service Provider Performance	3rd Quarter current year service provider report Review performance of service providers	SCM to submit combined report to Council Address poor performance if needed
SDBIP system reporting	Update actual results on SDBIP system	Actions to address GAPS
Performance Reporting	3rd Quarter performance Report: Top Layer SDBIP current financial year	Submit to council and other role-players as legislated
IDP & Budget	Public participation	Obtain public input on draft documents and consult key stakeholders
MM/Executive Directors Performance	Informal performance discussion	How are we doing, progress and address possible shortcomings
May		
SDBIP system reporting	Update actual results on SDBIP system	Actions to address GAPS
IDP & Budget	Approval of IDP/IDP review and Budget	Submit final documents to Council
SDBIP	Departmental SDBIP development for the new financial year	Workshops with departments Address departmental responsibilities, key activities, challenges and risks; inputs and timeframes
Individual Performance	Update the Work Place Skills Plan	Align needs with the skills as per mid-year performance reports
June		
SDBIP system reporting	Update actual results on SDBIP system	Actions to address GAPS
Top Layer SDBIP	Top Layer SDBIP approval	Top Layer SDBIP to be submitted to Executive Mayor within 14 days after budget approval Approval by Executive Mayor within 28 days after budget approval
SDBIP	Approval of departmental SDBIP	Submit final to the MM for approval

Table 6: Performance Calendar

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The proposed performance management framework is aimed at guiding the municipality in the development of a performance management system which will contribute to improving the municipal performance and enhance service delivery. The framework is developed to provide details which describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players.

The process of implementing PMDS must be seen as a learning process, where we are continuously improving the way the system works to fulfil the objectives of the system and address the emerging challenges from a constantly changing environment.

14. ROLES AND RESPONSIBILITIES

The following table indicates the roles and responsibilities of the stakeholders in performance planning, measurement and analysis and performance reporting and reviews:

ROLE PLAYER	ROLES AND RESPONSIBILITIES
Municipal Council	The Municipal Council adopts and approves amongst others the following: ○ A process plan to guide the planning, drafting, adoption and review of the IDP; ○ The IDP including organisational indicators and targets; ○ Changes to the IDP, organisational indicators and targets; ○ The Performance Management Policy Framework; and ○ Oversight mechanisms and structures ○ Establishment of the Municipal Moderation Committee
Executive Mayor	The responsibilities of the Executive Mayor includes amongst others the following: ○ Identifies, reviews and evaluates the municipality's needs in order of priority; ○ Recommend strategies, projects and services to the Council in order to address priorities; ○ Concludes the performance agreement, including measurable key performance indicators (KPI's) and targets for the Municipal Manager; ○ Performance evaluations of the Municipal Manager; ○ Ensures the performance agreements of Section 57 employees are made public; ○ Approves the Top Layer SDBIP and municipal projects as per the IDP; and ○ Presents the mid-year and annual report to Council.
Executive Committee	The responsibilities of the Executive Committee includes amongst others the following: ○ Provide strategic awareness and manage the development of the IDP and PMDS; and ○ Monitor progress via portfolio Committee meetings and advise the Executive Mayor accordingly.
Portfolio Committees	The responsibilities of the Portfolio Committees includes amongst others the following: ○ Monitor and make recommendations on the implementation of the municipal strategy;

ROLE PLAYER	ROLES AND RESPONSIBILITIES
	○ Monitor make recommendations on the implementation of the IDP; and ○ Monitor make recommendations on the implementation of the SDBIP.
Municipal Manager (MM)	The responsibilities of the Municipal Manager includes amongst others the following: ○ Provide strategic direction and develop strategies and policies for the organisation; ○ Manage the development and implementation of the IDP; ○ Development of the PMDS; ○ Identify indicators and set targets; ○ Ensure that KPI's are useful and relevant; ○ Submission of the draft Top Layer SDBIP to the Executive Mayor; ○ Manage the implementation of the PMDS; ○ Conclude performance agreements, including measurable KPI's and targets for Municipal Manager and Executive Directors; ○ Monitor the implementation of the IDP and the PMDS, identifying risks early; ○ Performance evaluations of the Municipal Manager and Executive Directors; ○ Ensure that regular monitoring, measurement and analysis of performance information takes place and ensure performance reporting is done in terms of legislation; ○ Propose response strategies to the Executive Mayor and Council; and ○ Co-ordinate the compilation of the Mid-year and Annual reports ○ Determine the process for keeping of POE's
Executive Directors	The responsibilities of the Executive Directors includes amongst others the following: ○ Assist in providing strategic direction and developing strategies and policies for the organisation; ○ Assist the Municipal Manager with the development and implementation of the IDP; ○ Ensure that their performance agreements are inclusive and that mandatory KPI's are included as per legislative requirements; ○ Ensure that performance information complies with the SMART (specific, measurable, achievable, relevant and time-bound) principles and audit standards of the AGSA; ○ Ensure that accurate, reliable and evidenced performance results are provided for performance monitoring on a monthly and quarterly basis; ○ Ensure that evidence to support the performance achievements is collected, stored and submitted for internal and external audit purposes; ○ Conclude performance agreements, including measurable key performance indicators and targets for immediate subordinates (Division Heads / Managers) and performance development plans for lower level staff where applicable; and ○ Performance evaluation of immediate subordinates (Division Heads / Managers) and lower level staff where applicable.
Directors/Managers	The responsibilities of the Division Heads include amongst others the following: ○ Ensure that their performance agreements are inclusive and that mandatory KPI's are included as per legislative requirements; ○ Ensure that performance information complies with the SMART (specific,

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ROLE PLAYER	ROLES AND RESPONSIBILITIES
	measurable, achievable, relevant and time-bound) principles and audit standards of the AGSA; ○ Ensure that accurate, reliable and evidenced performance results are provided for performance monitoring on a monthly and quarterly basis; ○ Ensure that evidence to support the performance achievements is collected, stored and submitted for internal and external audit purposes; ○ Draft performance agreements, including measurable KPI's and targets for subordinates and performance development plans for lower level staff where applicable; and ○ Performance evaluation of all employees within the division; ○ Mentoring and coaching is being conducted in order to promote skills development
Supervisors	The responsibilities of the Supervisors include amongst others the following: ○ Ensure that performance information complies with the SMART (specific, measurable, achievable, relevant and time-bound) principles and audit standards of the AGSA; ○ Ensure that accurate, reliable and evidenced performance results are provided for performance monitoring on a monthly and quarterly basis; ○ Ensure that evidence to support the performance achievements is collected, stored and submitted for internal and external audit purposes; ○ Draft performance agreements, including measurable KPI's and targets for subordinates and performance development plans for lower level staff where applicable; and ○ Performance evaluation of all employees reporting to; ○ Mentoring and coaching is being conducted in order to promote skills development.
Other Staff	The responsibilities of the other staff members include amongst others the following: ○ Assist with the draft performance agreements, including measurable KPI's and targets are agreed upon and signed-off ○ Ensure that accurate, reliable and evidenced performance results are provided for performance monitoring on a monthly and quarterly basis; ○ Ensure that evidence to support the performance achievements is collected and stored for submission to the supervisor for performance assessments; ○ Ensure that skills acquired are submitted to the responsible supervisor or HR for updating the PDP
Performance Management Section	The responsibilities of the Performance Management Section includes amongst others the following: ○ The implementation of the Performance Management Policy Framework; ○ Co-ordinate and ensure good quality of performance reporting and reviews on an ongoing basis; ○ Ensure conformity to reporting formats and verify the reliability of reported information, where possible; ○ Prepare the quarterly Top Layer SDBIP performance reports for submission to Council; ○ Render municipal wide support with updating of actual performance and

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ROLE PLAYER	ROLES AND RESPONSIBILITIES
	correcting of performance information; and ○ Render municipal wide support and assistance with the drafting of individual performance agreements and performance development plans including the development of measurable individual KPI's and targets ○ Conducting workshops to facilitate understanding of the system and its application in defining and measuring organisational goals and accomplishment; ○ Ensure skills gaps are addressed through the focused training of employees
Human Resources Division	The responsibilities of the Human Resources Section includes amongst others the following: ○ The implementation of Individual Performance throughout the organisation ○ Ensuring that individual performance are conducted within the prescribed timeframes ○ Ensure record keeping of performance management results ○ Ensuring that JD's are maintained and aligned with the Performance Agreements ○ Updating of the Work Place Skills Plan in line with skills development needs as determined by the PDP's ○ Ensure that the performance management and development system is collaborative, transparent and fair ○ Establish a consistent system in collaboration with the MM record keeping related to the performance of all staff throughout the organisation ○ Ensure moderation committees are established for departmental moderation municipal moderation ○ Establish processes to manage substandard performance ○ Provide secretariat services to the Senior Managers Evaluation Committees ○ Provide secretariat services to the Municipal Moderation Committee ○ Attend all Municipal Moderation Committees ○ Report on the actual performance on moderating (mid-year report on performance results to the EXCO) ○ Oversee the effective implementation of mentoring coaching
Internal Audit	The responsibilities of Internal Audit includes amongst others the following: ○ Quarterly audit the performance measurement of the municipality; ○ Submit quarterly reports on their audits to the Municipal Manager and the Audit Committee; and ○ Provide input to management in terms of the quality of the performance indicators.
Performance Management Steering Committee	The responsibilities of the Steering Committee includes amongst others the following: ○ Oversee or directly responsible for the compilation of all inter-municipality documentation regarding the PMDS, including explanatory briefs and performance monitoring and evaluation forms for the staff appraisals ○ Review this policy from time to time and make recommendations to council to ensure the development of mechanisms, systems and processes for performance monitoring, measurement and review to champion the development of the system down to other staff levels; ○ Make recommendations and oversee synergizing of the IDP, Budget and PMDS processes; ○ Link all PMDS actions to specific timeframes;

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ROLE PLAYER	ROLES AND RESPONSIBILITIES
	○ Policy reflects the PMDS as it unfolds.
Audit and Performance Committee	The responsibilities of the Audit and Performance Committee includes amongst others the following: ○ Review the quarterly reports submitted by Internal Audit; ○ Review the PMDS of the municipality and report to the Council in this regard; and ○ Submit an audit report to Council at least twice a year; ○ The full Audit and Performance Committee has been appointed as the Audit and Performance Committee by Council resolution; ○ May request any Municipal documentation to investigate if it deems necessary; ○ May conduct any special meetings called by its members if required; ○ Consults directly with the Municipal Manager; ○ Must determine its own procedures in consultation with the Executive Mayor; ○ May officially request any person to attend the meeting
(MPAC) Municipal Public Accounts Committee	The responsibilities of the MPAC includes amongst others the following: ○ In terms of Section 129, within two months from the date of tabling of the annual report, must adopt an oversight report containing the council's comments, which must include a statement whether the council: ○ has approved the annual report with or without reservations; ○ has rejected the annual report; or ○ has referred the annual report back for revision of those components that can be revised ○ In terms of Section 132, the following documents must be submitted by the accounting officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report: ○ The annual report (or any components thereof) of each municipality and each municipal entity in the province; and ○ All oversight reports adopted on those annual reports. It is important to note that the oversight committee working with these reports should be chaired by the MPAC.
Departmental Moderation Committees	○ The responsibilities of the Departmental Moderation Committee include amongst others the following: ○ Conduct moderation of annual staff performance results in order to ensure that the norms and standards for performance management and development systems are applied in a fair, realistic and consistent manner across the department; ○ Assess and compare the performance and contribution of each staff member with his or her peers towards the achievement of departmental goals; ○ Ensure fairness, consistency and objectivity with regard to dispersal of performance recognition and ratings achieved for a common understanding amongst supervisors of the performance standards required at each level of the performance rating scale; ○ Determine the cost implications for recognition of performance of all staff members within the department; ○ Recommend the moderated performance scores for all staff members to the municipal moderating committee for approval; ○ Ensure that performance rewards are based on affordability; ○ Consider the impact of the performance assessments on financial rewards and

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ROLE PLAYER	ROLES AND RESPONSIBILITIES
	options for various forms of recognition; ○ Recommend performance rewards as well as remedial actions for performance considered to be below effective performance; and ○ Ensure that the integrity of the performance management and development system is protected.
Municipal Moderation Committee	The responsibilities of the Municipal Moderation Committee include amongst others the following: ○ Provide oversight over all staff performance management and development system to ensure the performance management process is valid, fair and objective ○ Moderate the overall performance assessment score for staff determined after the departmental moderation process ○ Ensure that the final individual performance ratings are fair across each grade and department or Head of Department ○ Ensure that the final individual assessment outcome corresponds with the performance of the municipality and the relevant department aligned to the staff members job description or Head of Department before any recognition of performance is considered ○ Determine the percentages for the merit based rewards subject to affordability and the annual approved municipal budget in terms of section 16 of the Municipal Finance Management Act; ○ Recommend appropriate recognitions for different levels of performance; ○ Recommend appropriate remedial actions for performance believed to be substandard; ○ Advise the municipality on recognition of performance, including financial and non-financial rewards, where applicable; ○ Identify potential challenges in the performance management system and recommend appropriate solutions to the Municipal Manager; ○ Identify developmental needs for supervisors to improve the integrity of the performance management and development system; and ○ Consider any other matter that may be considered relevant.
Community	The responsibilities of the Community include amongst others the following: ○ Provides inputs during the analysis phase to the IDP in order to inform the priority targets ○ Monitor the Top Layer SDBIP and performance during the year on a quarterly basis ○ Review the Annual Report ○ Keep Council accountable for performance on an annual basis

Table 7: Roles and Responsibilities

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ABBREVIATIONS

AGSA	Auditor-General of South Africa
CAPEX	Capital Expenditure
CBP	Community Based Planning
CCR	Core Competency Requirements
CFO	Chief Financial Officer
EE	Employment Equity
ED	Executive Director
HR	Human Resources
IA	Internal Auditor
IDP	Integrated Development Plan
JD	Job Description
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
EC	Executive Committee
MFMA	Municipal Finance Management Act (Act No. 56 of 2003)
MM	Municipal Manager
MMC	Member of Executive Committee
MSA	Municipal Systems Act No. 32 of 2000
mSCOA	Municipal Standard Chart of Accounts
NGO	Non-governmental organisation
NT	National Treasury
NTFMPPI	National Treasury Framework for Managing Programme Performance Information
OPEX	Operating expenditure
PDO	Pre-determined Objectives
PDP	Personal Development Plan
PMDS	Performance Management and Development System

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POE	Portfolio of Evidence
PT	Provincial Treasury
SALGA	South African Local Government Organisation
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
Senior Manager	Municipal Manager and Executive Directors
SMT	Strategic Management Team
SOP	Standard Operating Procedure
TID	Technical Indicator Description
TL	Top Layer

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