CAPE WINELANDS DISTRICT
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

THIRD REVIEW

of the 2022/2023 – 2026/2027

INTEGRATED DEVELOPMENT PLAN

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

CAPE WINELANDS DISTRICT
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The Cape Winelands District Municipality is one of five district municipalities in the Western Cape and is bordered by all the other Districts and the City of Cape Town. The Cape Winelands stretches across
an area of more than 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 and 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 is available in as little as a half an hour 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 Foreword



Ald (Dr) Elna von Schlicht

It is with great pride and humility that I, as the Executive Mayor of the Cape Winelands District Municipality, exercise my legislative responsibility in presenting the 3rd Review of the Integrated Development Plan (IDP) for the 2025-2026 financial year. Our commitment as your elected leadership is to serve our communities with dedication, integrity, and transparency. This IDP is not only a policy document, but it also embodies our shared vision—yours and ours—for a thriving, inclusive, and sustainable Cape Winelands District Municipality.

We are also proud to celebrate a significant achievement—the 11th consecutive clean audit for the CWDM. This remarkable milestone highlights our commitment to good governance, effective financial management, and ethical leadership. It is a testament to the hard work of our administration and the trust placed in us by our residents. While we take pride in this accomplishment, we remain focused on continuing the pursuit of excellence as we move forward.

At the core of our efforts is a deep commitment to the communities we serve. We firmly believe in an inclusive approach where every voice is heard and valued. As your leadership, we are always accessible, responsive, and dedicated to ensuring that your needs and aspirations guide the direction of our municipality. Through ongoing engagement, open communication during our Mayoral Mondays and other stakeholder events, and strategic collaboration, we will continue to promote a participatory approach to governance.

A special word of gratitude goes to our stakeholders, the community, local municipalities, NPOs, NGOs, and government partners. Your continued support and collaboration are essential in helping us strengthen our district's development and create a solid foundation for growth, resilience, and excellence.

With renewed purpose and focus, we are ready to serve, ready to lead, and ready to build a Cape Winelands we can all be proud of.

ALDERMAN (DR) ELNA VON SCHLICHT
EXECUTIVE MAYOR

Municipal Manager Foreword


Mr Henry

Dear Reader,

It is with pleasure that we present the 3rd Review of the 2025/2026 Integrated Development Plan (IDP). This document is so much more than a compliance exercise; it is the basis from which the organisation and our employees develop their commitment to service excellence, financial accountability, and sustainable development. Despite challenges, the administration of the Cape Winelands District Municipality (CWDM) stands firm in its dedication to upholding the principles of good governance while ensuring that our residents receive the services required, as expressed through the Public Participation process.

There are many ways in which we could demonstrate our dedication, sound financial management, transparency, and ethical administration. However, the awarding of our 11th consecutive Audit Opinion with no findings (or 'clean audit') remains a high note of the year. This milestone refers not only to compliance but is evidence that the CWDM is able to continue service delivery, ensure that every resource is used efficiently to the benefit of our communities, and that we are a trustworthy organisation able to successfully navigate the changing environment.

Given this solid foundation, the administration has prepared for the new financial year, 2025/2026, with renewed focus and determination. We recognise that strong political leadership, paired with an efficient and accountable administration, is key to delivering on our developmental priorities. The IDP serves as our guide in guaranteeing that our policies and initiatives align with the evolving needs of our communities.

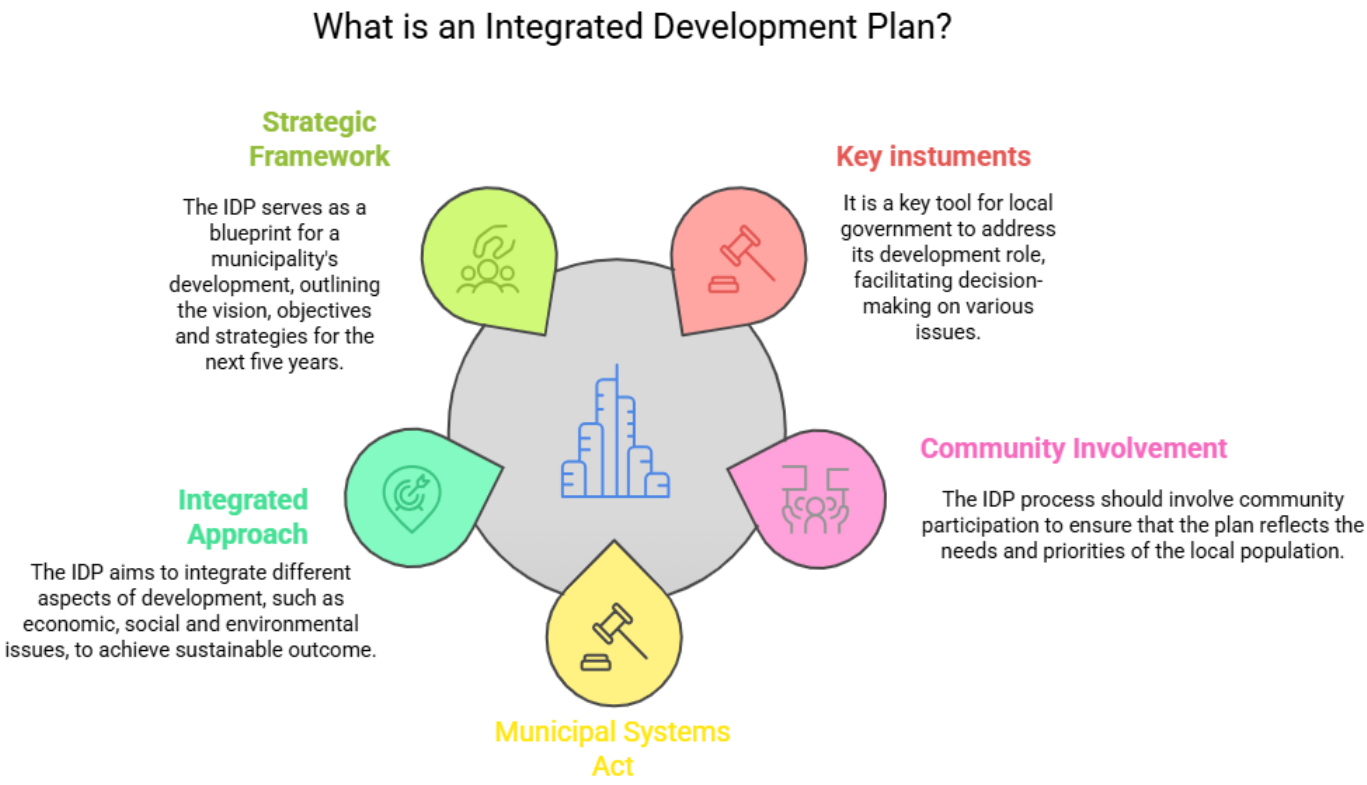
Collaboration remains at the heart of our business. I extend my sincere appreciation to our Executive Mayor, Council, local municipalities, stakeholders, and dedicated municipal officials. Your partnership and shared commitment to service delivery allow us to navigate challenges and drive impactful change. Through open dialogue, innovative solutions, and a culture of continuous improvement, we are shaping a municipality that is resilient, relevant, inclusive, and future-focused.

As we enter this new financial year, we do so with confidence, responsibility, and a promise of transparency. The Cape Winelands District Municipality remains steadfast in its mission to serve with excellence, ensuring that every resident experiences the benefits of effective and responsive governance.

Yours,

Henry F. Prins
Municipal Manager

INTEGRATED DEVELOPMENT PLAN



Chapter 1
Introduction and Overview



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



Mrs Ingrid Barnard

CORPORATE SERVICES

Vacant

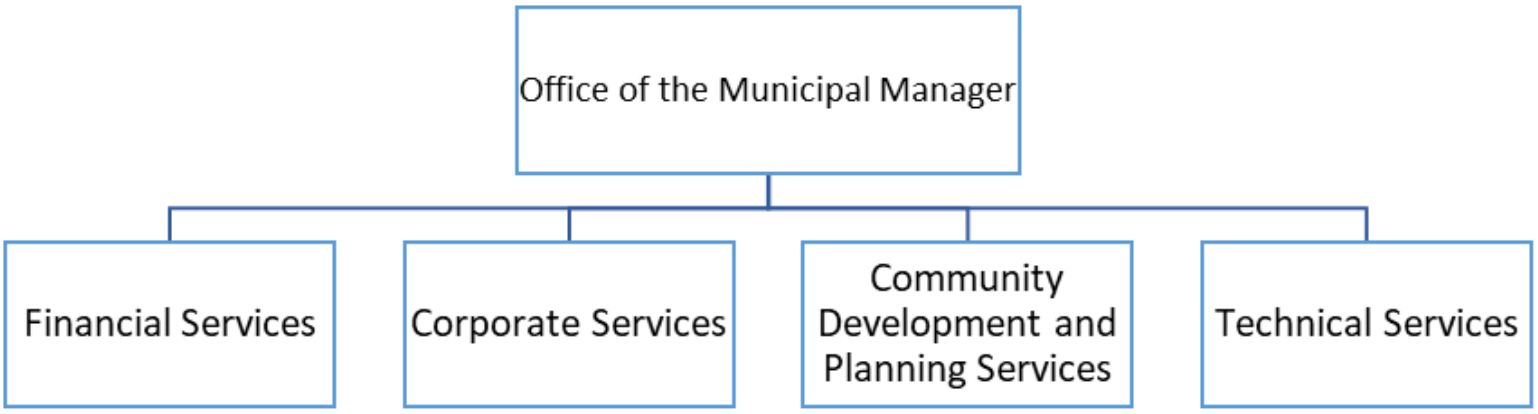
TECHNICAL SERVICES



Mr Pietie Williams

COMMUNITY DEVELOPMENT AND PLANNING SERVICES

CWDM: Macro Structure

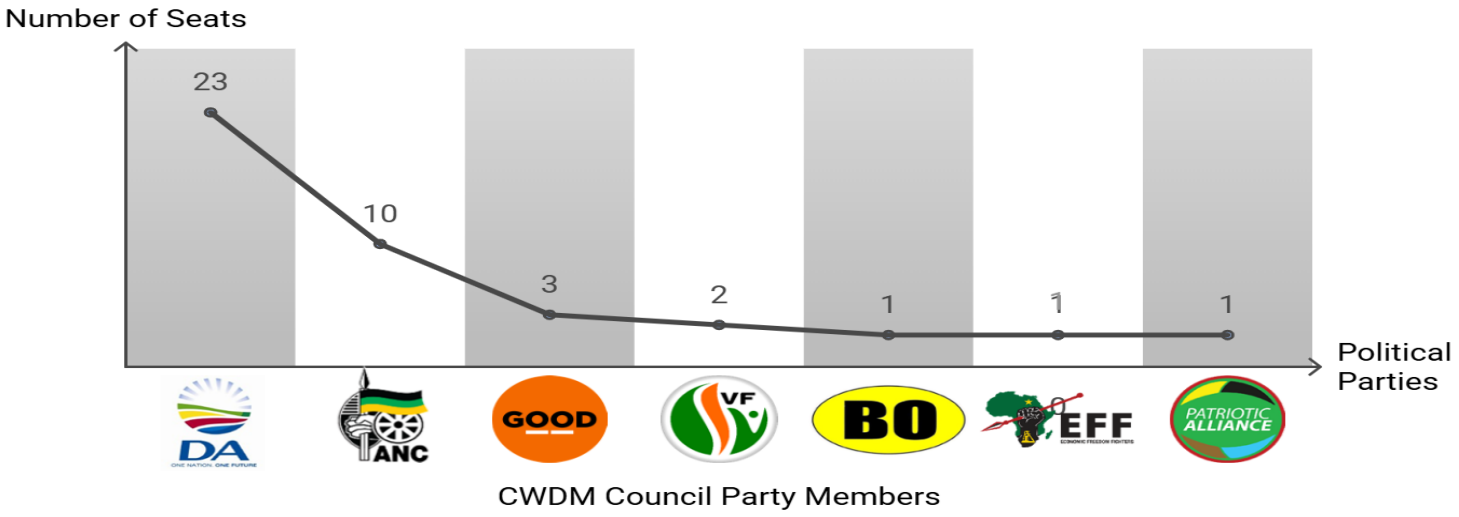


POLITICAL LEADERSHIP CAPE

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.



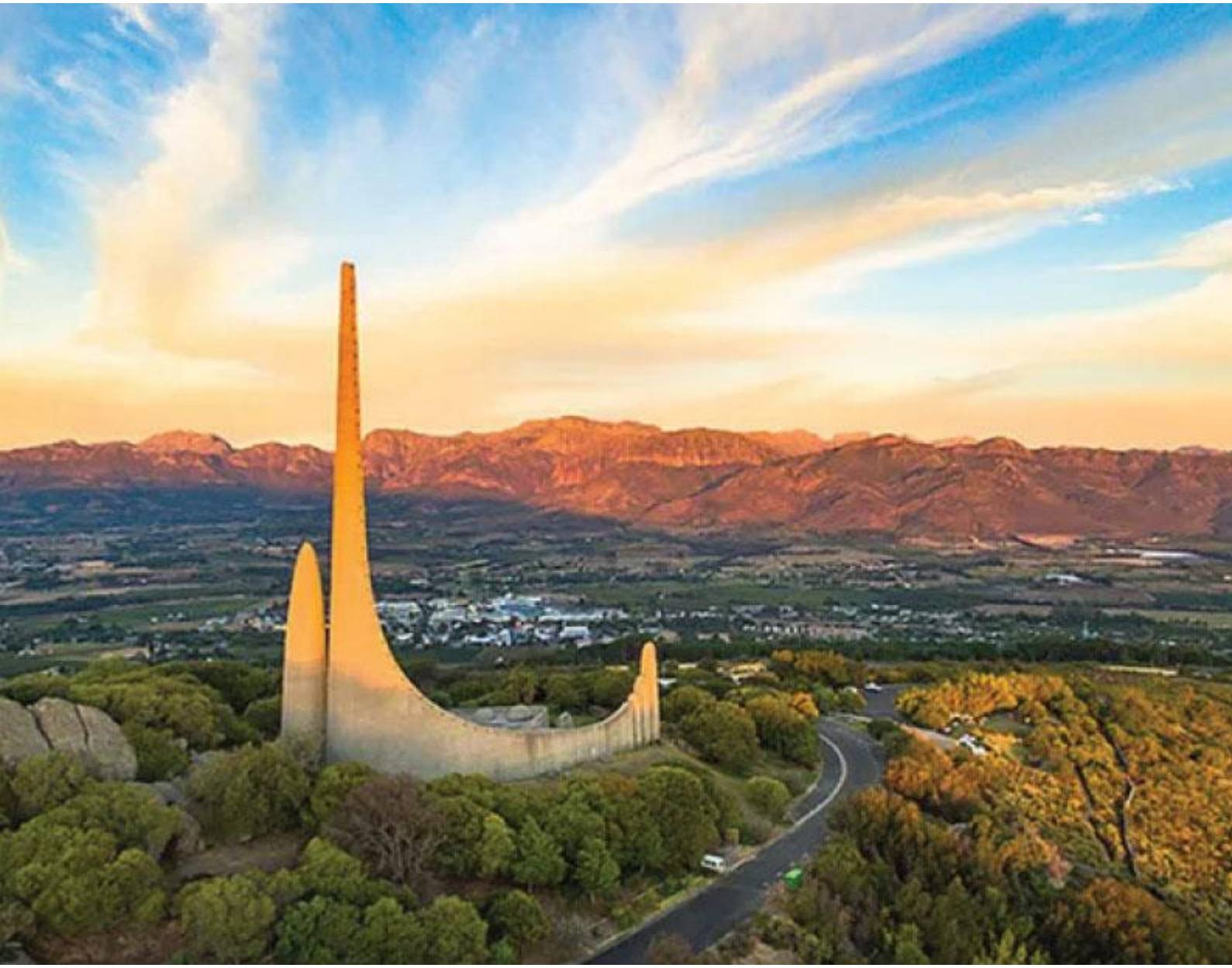


STRATEGIC OBJECTIVES

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*

National KPA	SO	Strategic Objectives	Outcomes
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 Institutional Development	**SO5**	**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.*
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



Cape Winelands District: At a Glance

Demographics

Population Estimates, 2024; Actual households, 2024

Population

1 013 983

(Source: Department of Health)

Households

217 455

(Source: Cape Winelands District Municipality)

Education

2023

Matric Pass Rate	74.5%
Learner Retention Rate	77.2%
Learner-Teacher Ratio	27.1

Poverty

2023

Gini Coefficient	0.59
Poverty Head Count Ratio (UBPL)	69.4%

Health

2023/24

Primary Health Care Facilities	Immunisation Rate	Maternal Mortality Ratio (per 100 000 live births)	Teenage Pregnancies – Delivery rate to women U/19
45 (excl. mobile/satellite clinics)	65.5%	31.4	11.5%

Safety and Security

Actual number of reported cases in 2023/24

Residential Burglaries	DUI	Drug-related Crimes	Murder	Sexual Offences
4 234	758	7 388	437	1 039

Access to Basic Service Delivery

Percentage of households with access to basic services, 2023

Water	Refuse Removal	Electricity	Sanitation	Housing
87.1%	85.6%	97.1%	96.2%	88.8%

Labour

2023

Unemployment Rate (narrow definition)

11.6%

Socio-economic Risks

Risk 1	Job losses
Risk 2	Low learner retention
Risk 3	Low skills base (Labour)

Largest 3 Sectors

Contribution to GDP, 2023

Finance, insurance, real estate and business services	Wholesale & retail trade, catering and accommodation	Manufacturing
28.3%	15.0%	13.9%

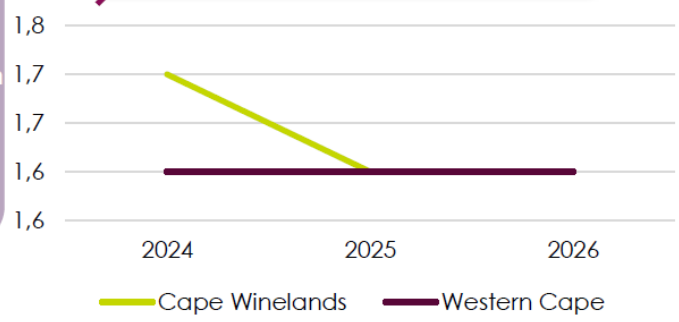
DEMOGRAPHICS

Current Population
1 013 983 2024

Estimated Population
1 098 839 2029

Estimated Average Annual Population Growth Rate 2023 - 2029
1.4%

Estimated Population Growth

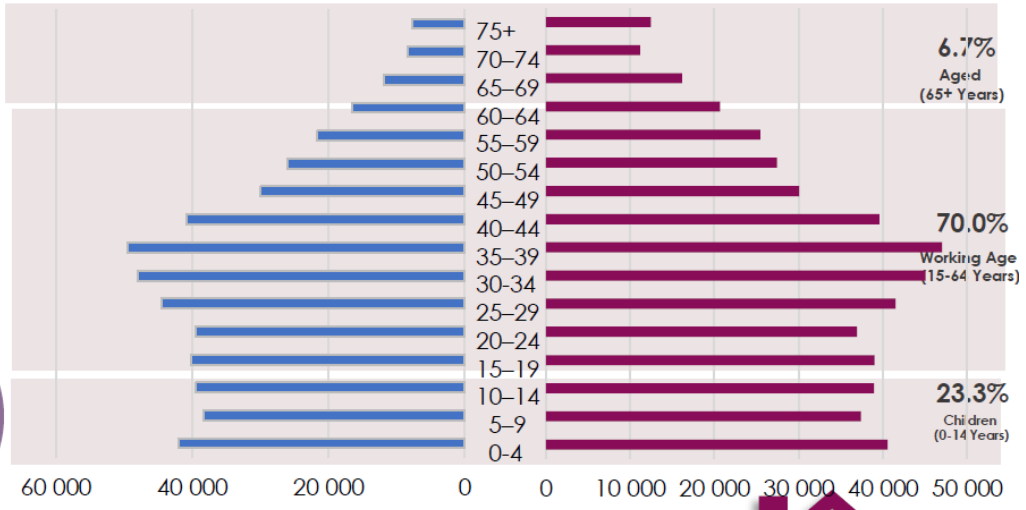


Gender and Age Dynamics

Female 50.4%
Male 49.6%

42.9 Dependency Ratio
28.6 Ageing Index

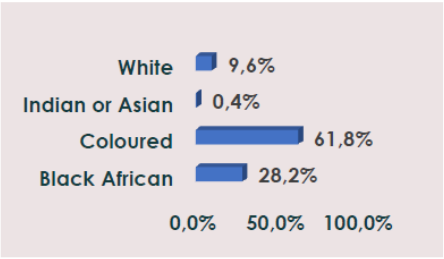
Population by Age 2024

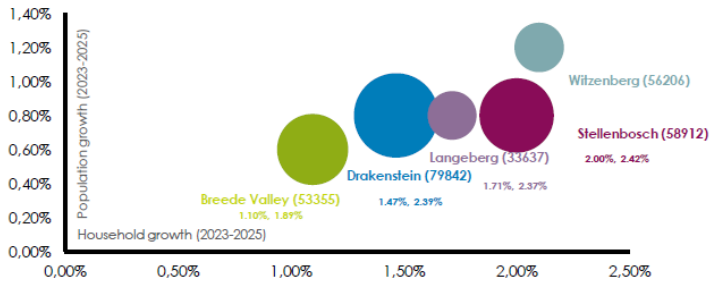


Population and Household Growth 2024

3.6 Household Size

Racial Split

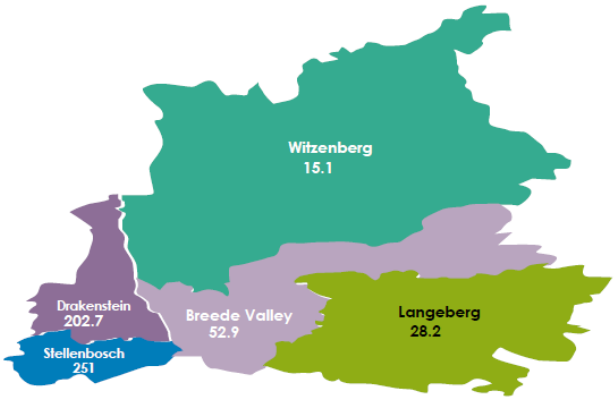




Population Density Cape Winelands 2024

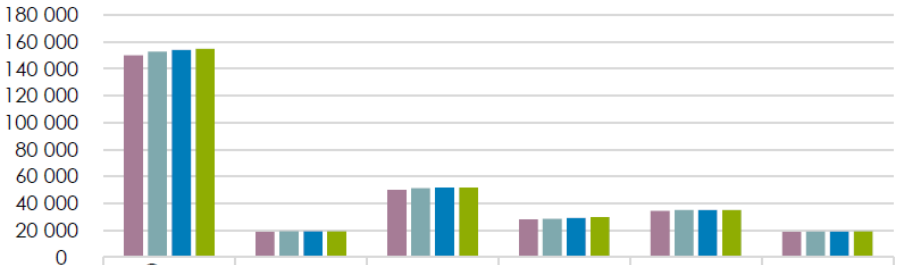
45.9 people/km² 2023

46.6 people/km² 2024



EDUCATION

Learner enrolment
2020 - 2023



	Cape Winelands District	Witzenberg	Drakenstein	Stellenbosch	Breede Valley	Langeberg
2020	150 125	18 705	50 186	28 033	34 542	18 659
2021	152 914	19 112	51 128	28 594	35 092	18 988
2022	154 061	19 138	51 730	29 092	35 112	18 989
2023	154 858	19 282	51 648	29 826	34 980	19 122

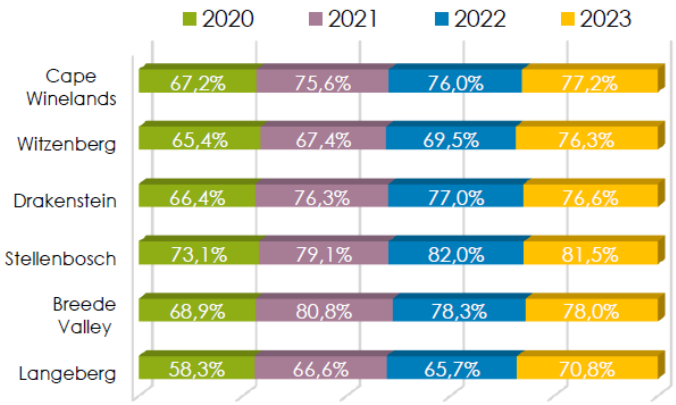
Educational facilities
2023

271
Number of schools

76.4%
Proportion of no-fee schools

Number of schools with libraries **122**

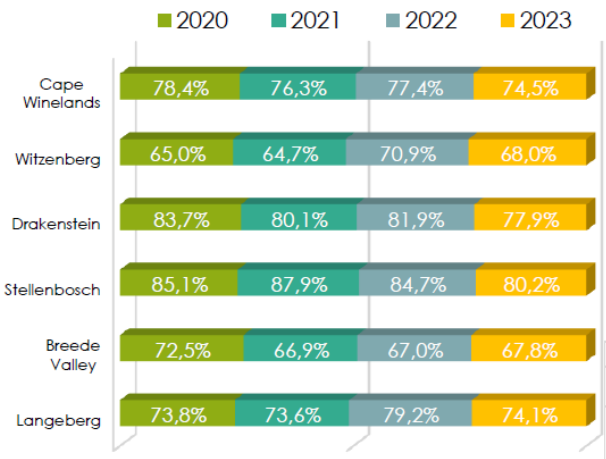
Learner retention
2020 - 2023



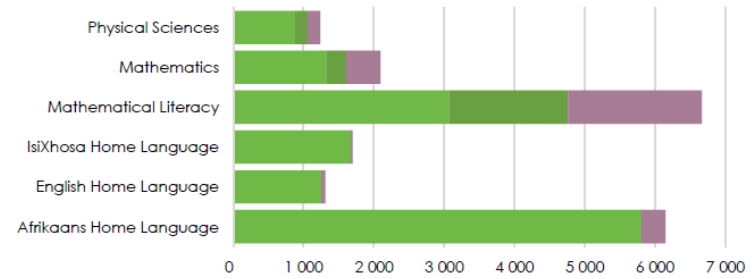
Learner-teacher ratio
2020 - 2023

	2020	2021	2022	2023
Cape Winelands District	27.8	28.0	27.8	27.1
Witzenberg	27.8	28.6	29.0	27.8
Drakenstein	27.7	28.0	27.6	27.0
Stellenbosch	26.8	27.2	26.7	26.3
Breede Valley	28.3	28.0	27.8	27.5
Langeberg	28.4	28.4	27.7	27.4

Matric outcomes
2020 - 2023



Matric subject outcomes
Cape Winelands District 2023



	Afrikaans Home Language	English Home Language	IsiXhosa Home Language	Mathematical Literacy	Mathematics	Physical Sciences
Achieved at 40%	5 809	1 255	1 675	3 071	1 328	884
Achieved at 30% - not shown for Home Languages				1 692	274	171
Achieved below 40% for Home Languages Achieved below 30% for Maths Lit, Maths, Physics	343	56	23	1 904	489	186

2024 Socio-Economic Profile

HEALTH

Healthcare Facilities

45 Fixed PHC Facilities

31 Mobile Clinics

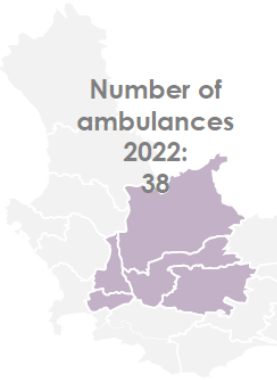
59 ART Clinics/ Treatment Sites

81 TB Clinics/ Treatment Sites

4 District Hospitals

2 Regional Hospitals

Emergency Medical Services



EMS per 10 000 people	
CWD	**0.4**
Witzenberg	0.4
Drakenstein	**0.2**
Stellenbosch	0.3
Breede Valley	0.5
Langeberg	0.7

Maternal Health

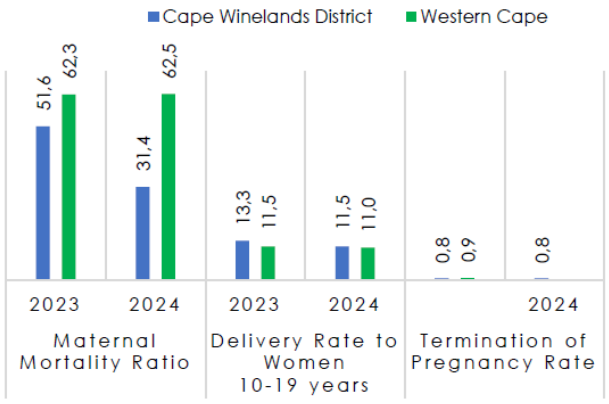
CAPE WINELANDS DISTRICT 2024: Maternal Health Indicators

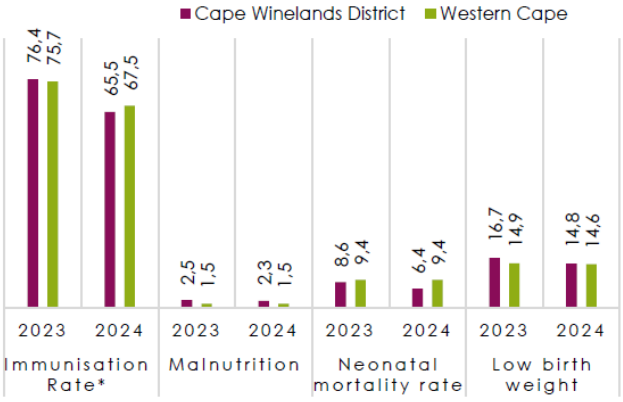
- Maternal deaths in facility : 4
- Deliveries in facility u19 years : 1 624
- Termination of pregnancy : 2 134

Child Health

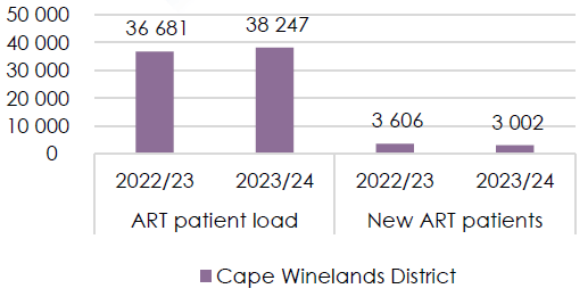
CAPE WINELANDS DISTRICT 2024: Child Health Indicators

- Live births under 2500g (low birth weight) : 2 128
- Inpatient deaths 6-28 day : 92
- Immunisation u1 year : 12 238
- Severe acute malnutrition u5 years : 199

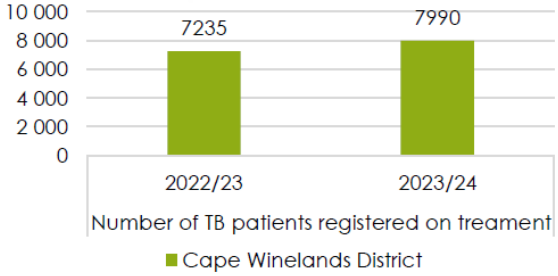




HIV/AIDS

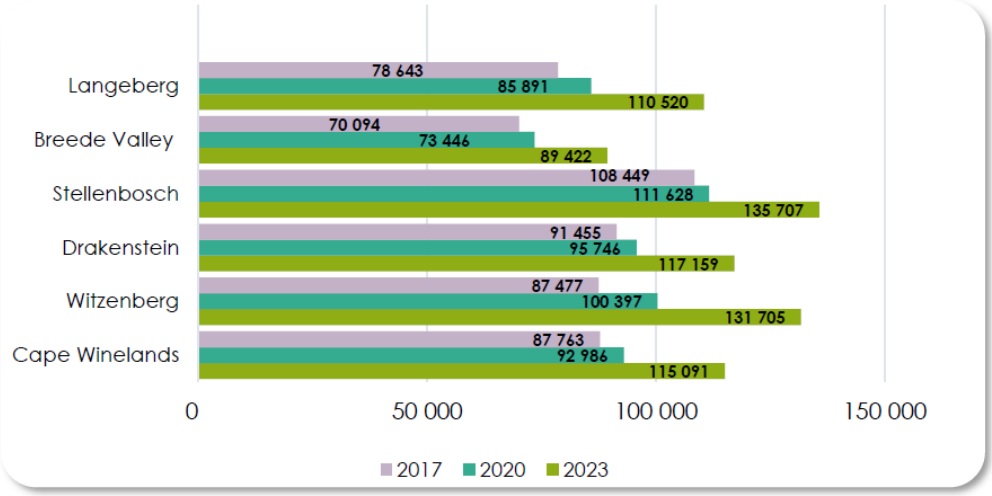


Tuberculosis

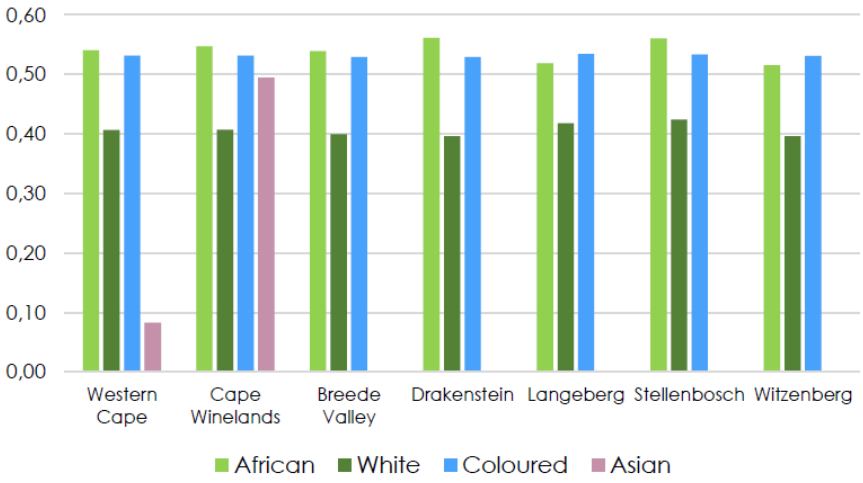


POVERTY

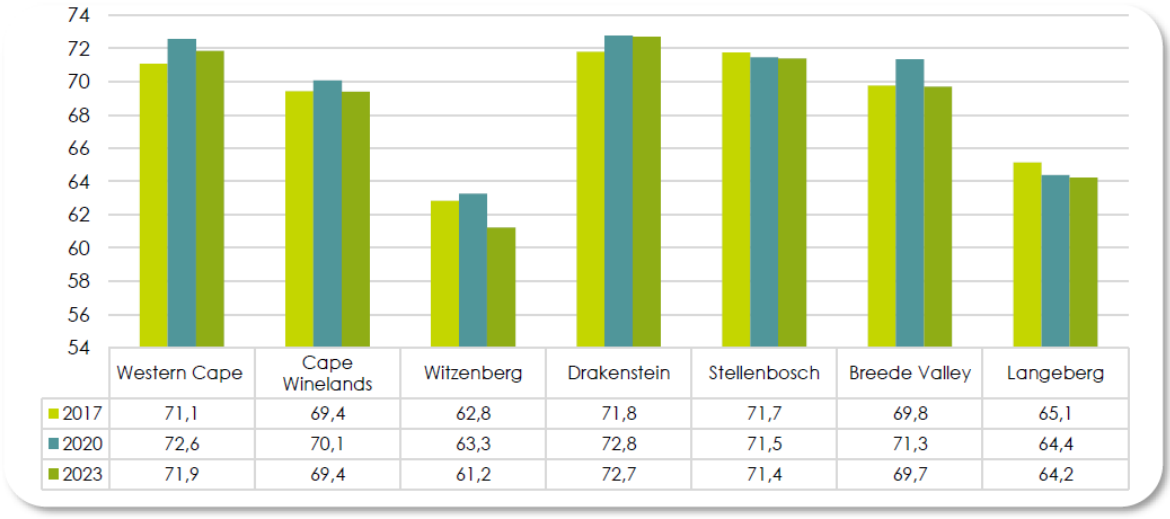
GDP per capita



Income Inequality



Poverty Line



	Western Cape	Cape Winelands	Witzenberg	Drakenstein	Stellenbosch	Breede Valley	Langeberg
2017	71,1	69,4	62,8	71,8	71,7	69,8	65,1
2020	72,6	70,1	63,3	72,8	71,5	71,3	64,4
2023	71,9	69,4	61,2	72,7	71,4	69,7	64,2

BASIC SERVICE DELIVERY



27 432

Western Cape

Total number of households

Cape Metro	1 369 703	West Coast	136 715
Cape Winelands	217 455	Overberg	110 767
Central Karoo	27 432	Garden Route	241 347



87.5% Cape Metro
88.0% Cape Winelands
99.0% Central Karoo
89.1% West Coast
86.1% Overberg
89.4% Garden Route
Formal Dwelling



0.5% Cape Metro
0.8% Cape Winelands
0.3% Central Karoo
1.5% West Coast
0.8% Overberg
1.3% Garden Route
Traditional Dwelling



11.7% Cape Metro
11.7% Cape Winelands
0.8% Central Karoo
10.5% West Coast
13.7% Overberg
10.4% Garden Route
Informal Dwelling

0.2% Cape Metro
0.2% Cape Winelands
0.1% Central Karoo
0.4% West Coast
0.3% Overberg
0.2% Garden Route
Other/Unspecified



Piped water inside dwelling/yard or communal/neighbor's tap

Cape Metro	85.4%
Cape Winelands	98.9%
Central Karoo	99.7%
West Coast	98.8%
Overberg	98.7%
Garden Route	99.4%



Flush/chemical toilet

Cape Metro	93.4%
Cape Winelands	96.0%
Central Karoo	97.5%
West Coast	94.5%
Overberg	93.4%
Garden Route	94.5%



Electricity (incl. generator) as primary source of lighting

Cape Metro	96.7%
Cape Winelands	96.9%
Central Karoo	96.5%
West Coast	95.8%
Overberg	95.0%
Garden Route	95.8%



Refuse removal at least once a week

Cape Metro	90.2%
Cape Winelands	86.7%
Central Karoo	81.4%
West Coast	87.7%
Overberg	85.6%
Garden Route	90.9%

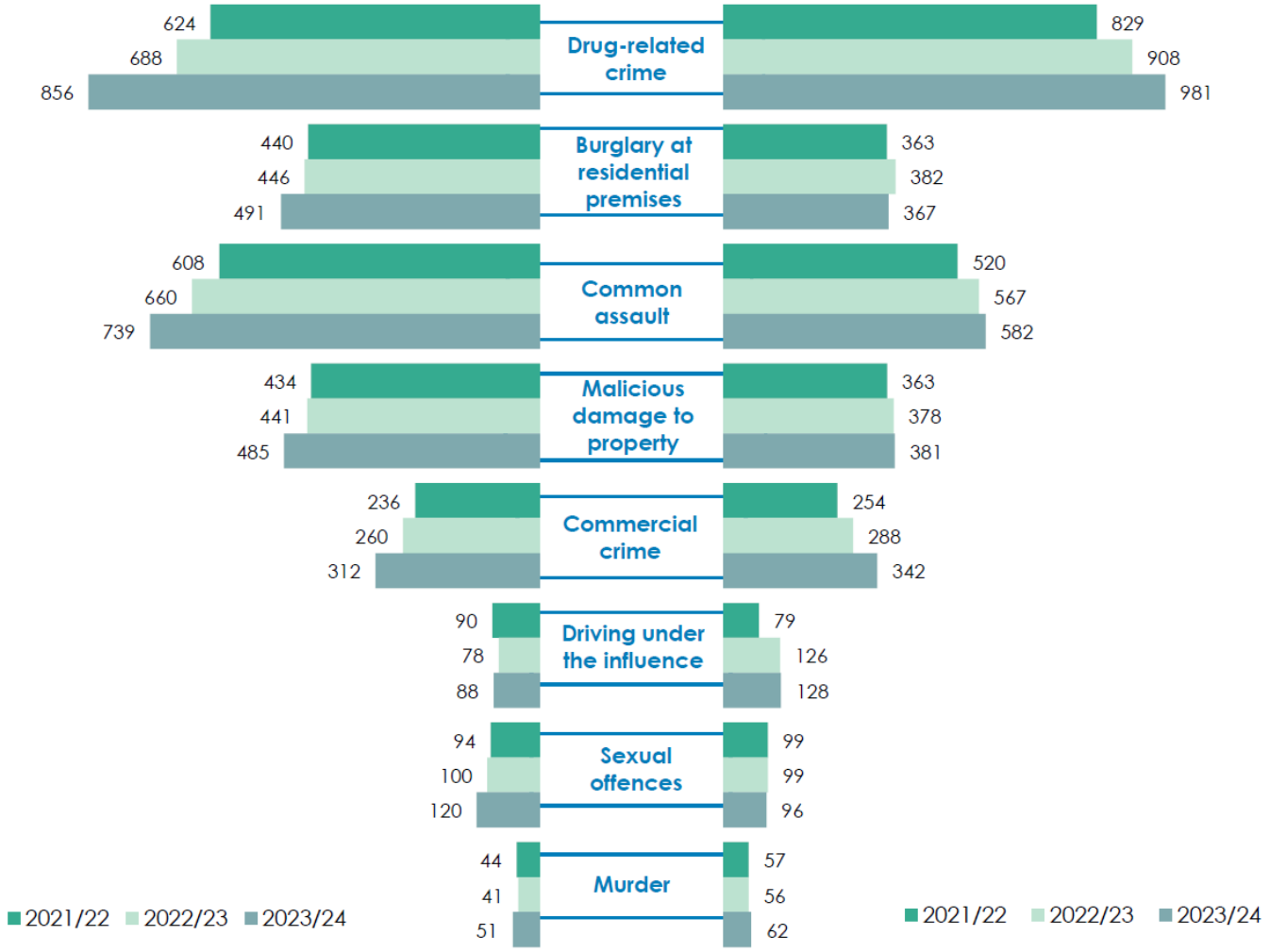
SAFETY AND SECURITY

CAPE WINELANDS

3 142 Total reported crime per 100 000 people in the Cape Winelands District in 2023/24

WESTERN CAPE

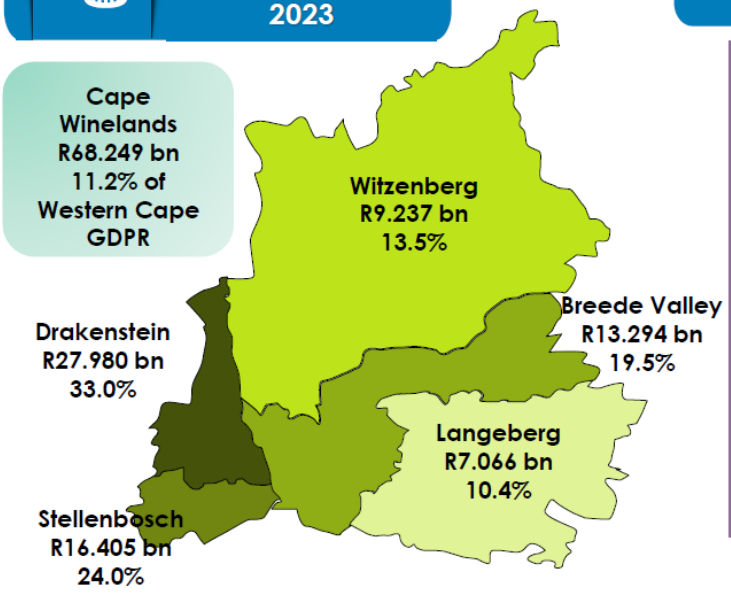
2 939 Total reported crime per 100 000 people in Western Cape in 2023/24





GDPR PERFORMANCE

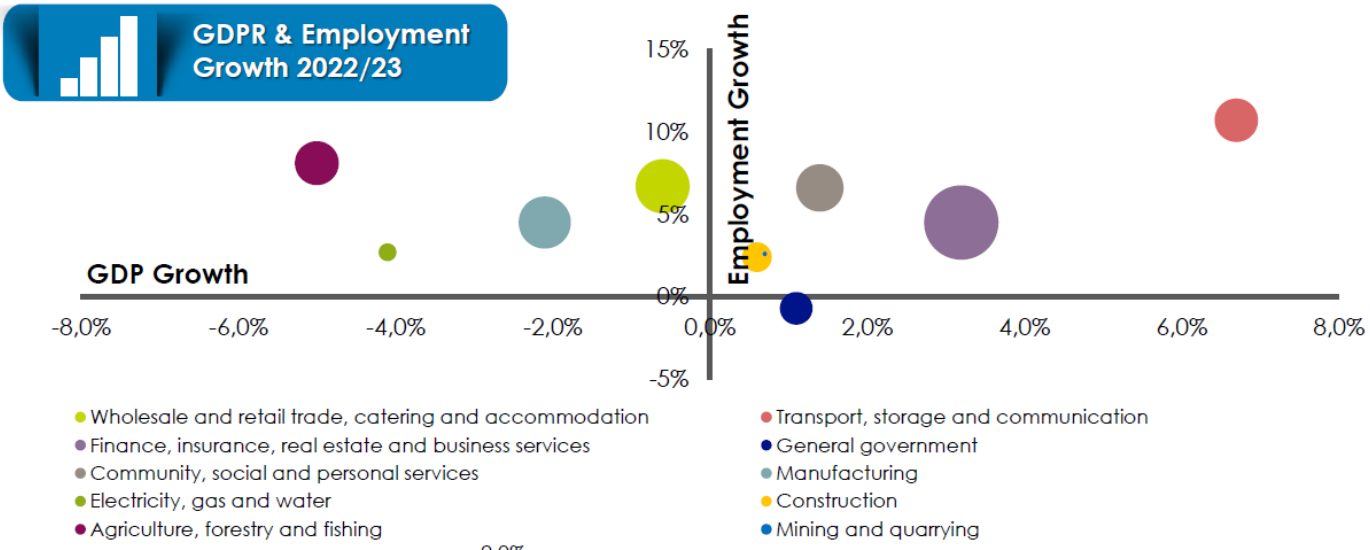
GDPR Contribution 2023



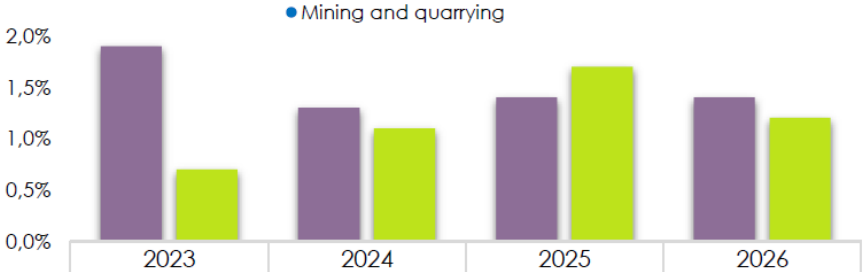
Sectoral contribution to GDPR 2023



GDPR & Employment Growth 2022/23



GDPR forecast



	2023	2024	2025	2026
Cape Winelands	1,9%	1,3%	1,4%	1,4%
Western Cape	0,7%	1,1%	1,7%	1,2%

International Trade, 2023

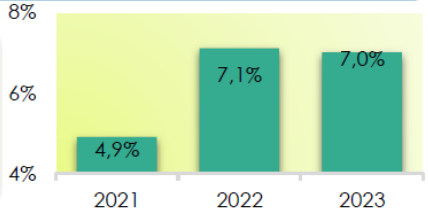


Imports
R16.2 billion

Exports
R55.2 billion

Top exported products	Top imported products
Citrus fruit, fresh or dried	Rice
Wine of fresh grapes, including fortified wines	Fruit juices (including grape must) and vegetable juices, unfermented
Grapes, fresh or dried	Wheat and meslin

Tourism spend % of GDP



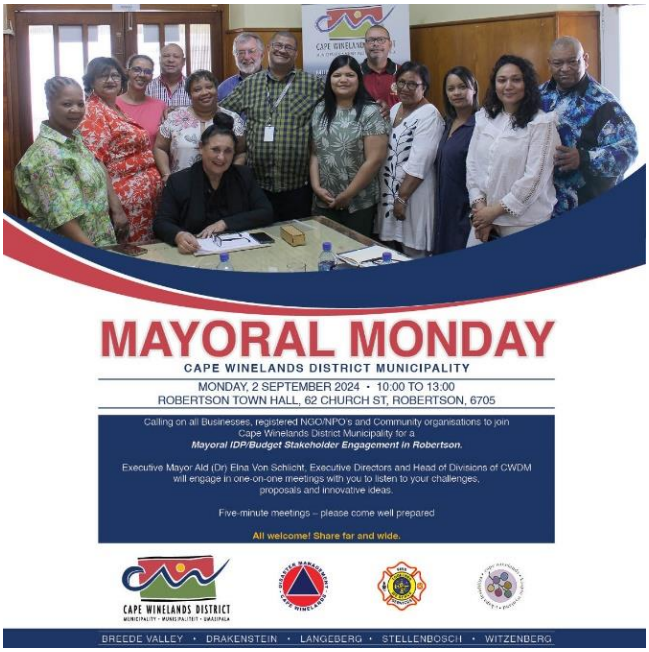
Chapter 3
Strategic Substance of the IDP



PUBLIC PARTICIPATION PROCESS

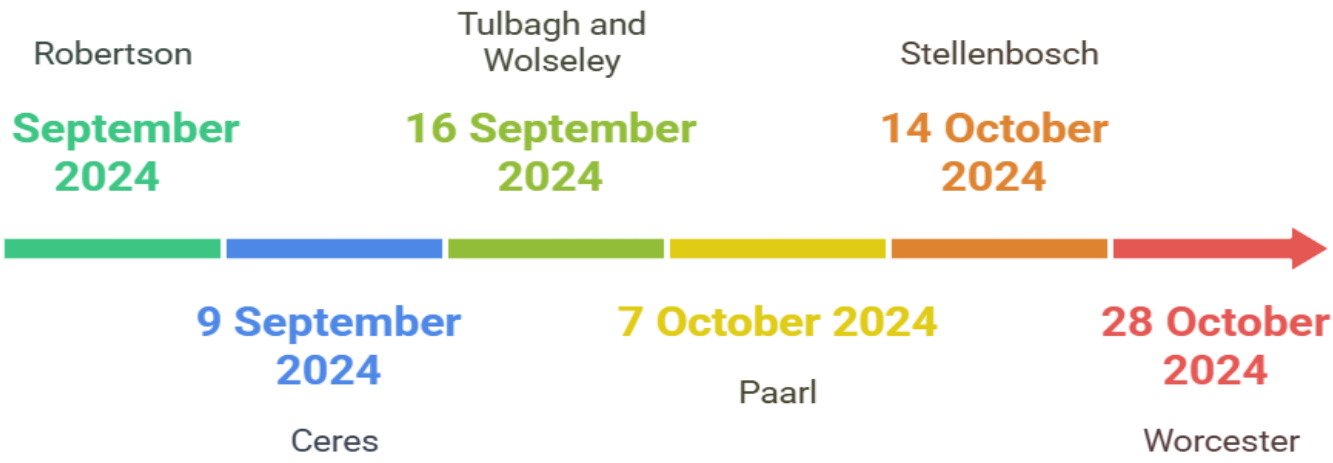
Cape Winelands District Municipality implemented the following initiatives to ensure public participation:

- **Mayoral Mondays:** Held in each local municipality to facilitate direct engagement.
- **Public Invitations:** Disseminated via various social media platforms.
- **Newspaper Advertisements:** Published in local newspapers across the district.
- **Online Accessibility:** IDP- and budget-related documents were made available on the municipal website.
- **Mayoral Business Engagement:** Businesses and Farm owners' network to unlock the excellence of our district.





Journey through the Winelands
Mayoral Mondays



Mayoral Monday Cluster Needs



Joint District and Metro Approach (JDMA)

Introduction

JDMA is a strategy aimed at fostering collaboration and alignment between different spheres of government to address complex challenges and improve service delivery outcomes.

Integrated Planning: Ensuring that all government entities operating within a district or metro are aligned in their plans and priorities to avoid duplication and promote efficiency.

Improved Service Delivery: Addressing socio-economic challenges more effectively by leveraging shared resources and expertise.

Increased Stakeholder Collaboration: Engaging municipalities, government departments, traditional leadership, and the private sector to work together towards common development goals.

Cost-effectiveness: Reduce duplication and enhanced coverage.

Cape Winelands District Municipality: Joint District and Metro Approach – Implementation Plan (Appendix A) – *Presentation as approved by the DCF on 22 November 2024*

Chapter 4
Departmental Inputs
2025/2026



CAPE WINELANDS DISTRICT
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

Office of the Municipal Manager

DIVISION

Legal Services

Legislative context for division

Line Departments

Assisting various departments with legal needs

Legal Support

Providing necessary legal assistance to ensure compliance



Administration Actions

Supporting administrative tasks with legal guidance

Council Decisions

Ensuring decisions are legally sound and risk-managed

DIVISION

Internal Audit

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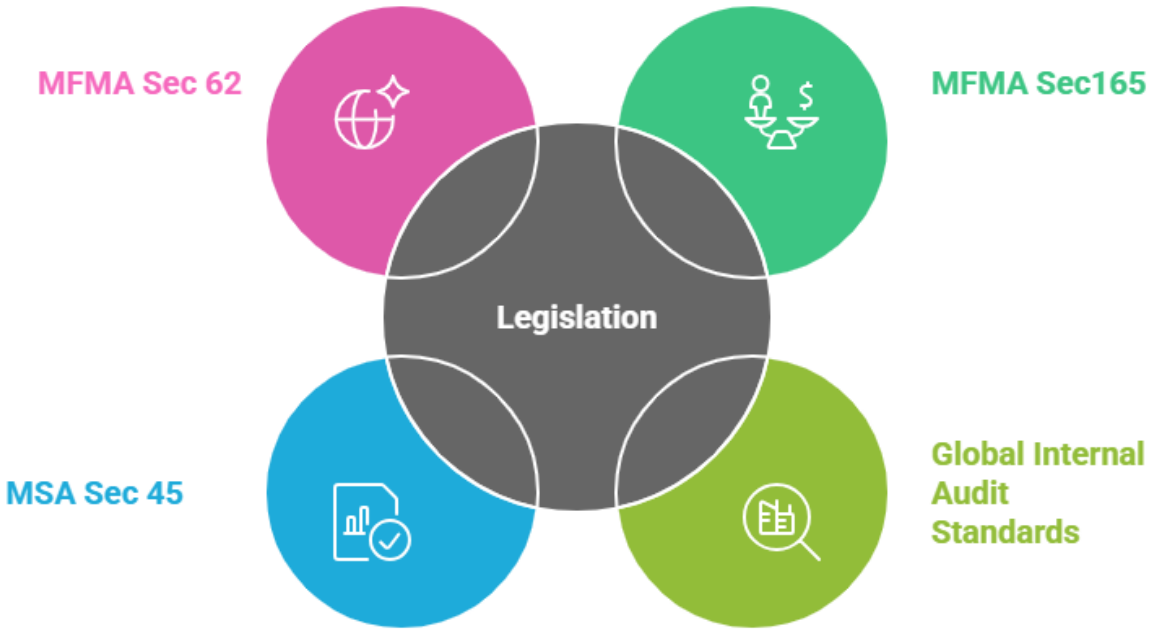
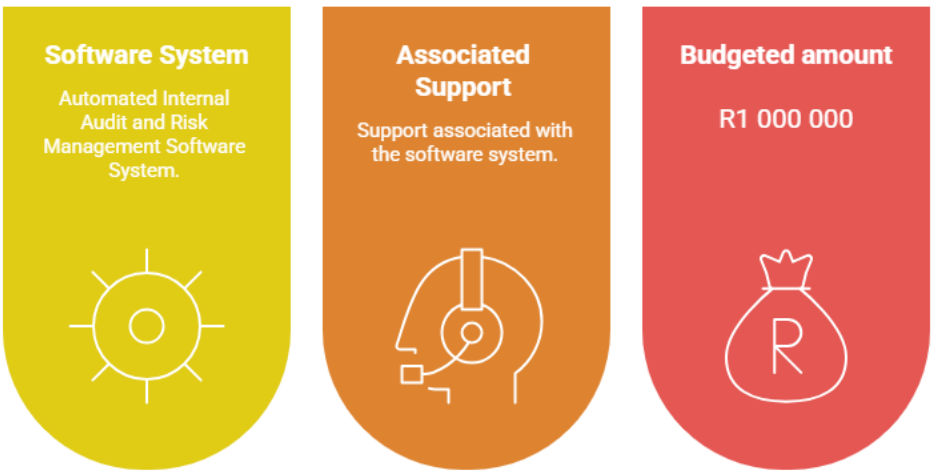
Internal Auditing strengthens the organisation's ability to create, protect and sustain value by providing board and management with independent, risk-based and objective assurance, advice, insight and foresight.

Legislative context of division



Major expenditure 2025/2026



Current state VS desired state

Internal Audit current state:

- Chief Audit Executive
- Senior Internal Auditor
- Internal Auditor

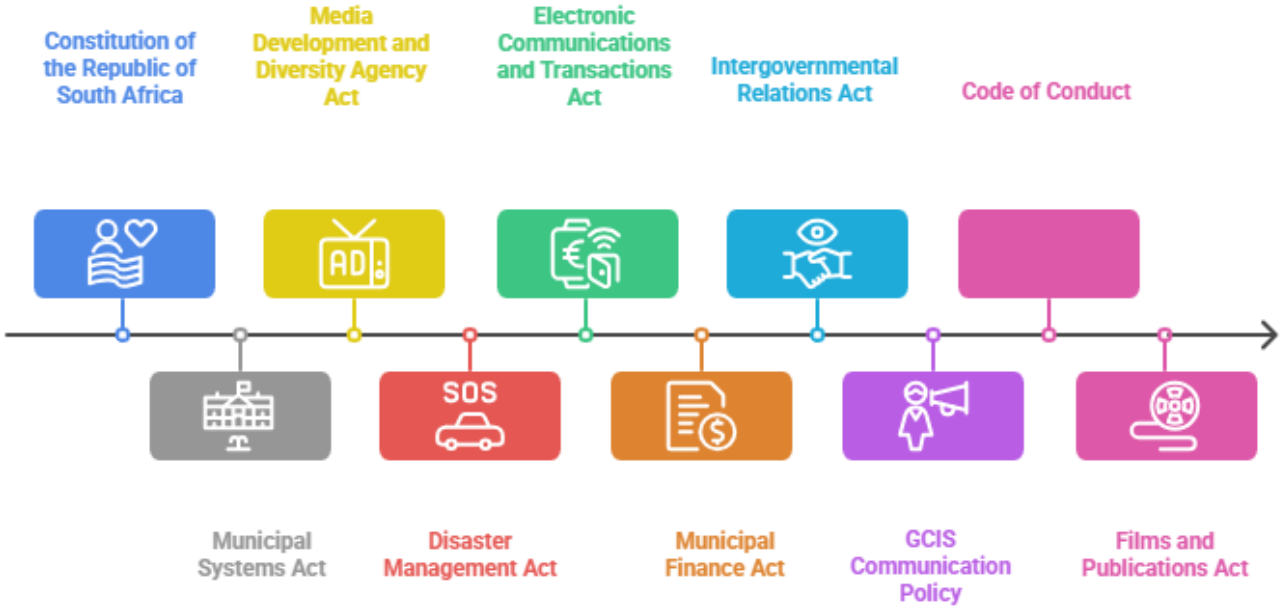
Internal Audit desire:

- Chief Audit Executive
- Audit Manager
- Senior Internal Auditor
    - Internal AuditorX2
    - Audit Manager
    - 1 internal auditor
    - 1 administrative clerk

DIVISION

Communications

Legislative context of division



Our Current state vs Desired State:

We are currently 3 Permanent employees; with support of and Administration Intern and a Public Relations Student. We would like to grow to include a permanent Junior Public Relations post, and a Knowledge Management position which can manage the Website and all Social Media processes.

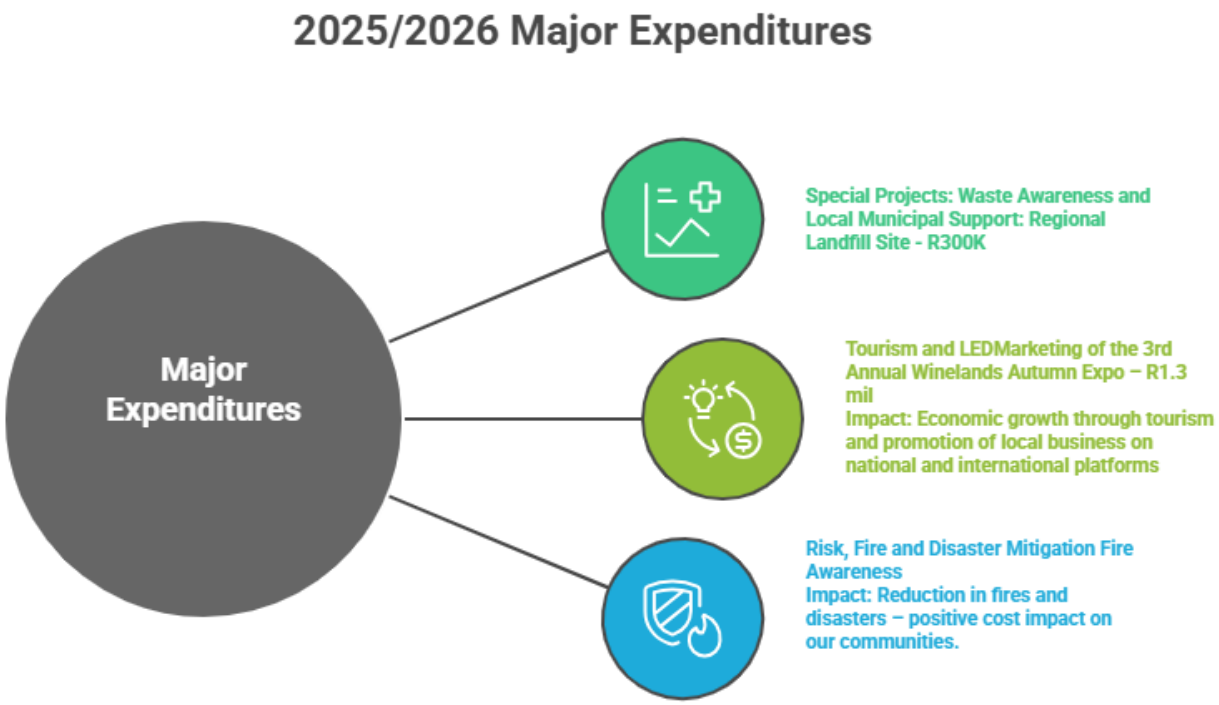
MEDIA: Our office is involved in most events and functions, specifically related to reporting to media and media relations in respect of: Crisis Communication – Fire, Disaster, Council and Administrative issues. Due to constraints, we do not have the time to do more in depth campaigns making use of newer more exciting ways of communicating. We would like to grow our footprint in this respect. (More platforms with more regular relevant coverage addressing issues that are relevant; waste management, community environmental health, disaster mitigation).

REPUTATION MANAGEMENT: The CWDM's reputation management via media and IGR form part of our function through the Communications Forum and other platforms maintained. Currently Communications is often informed after the fact, rather than

included into a situations – to we would like to do more proactive rather and reactive communications

EXTERNAL COMMUNICATION: (Stakeholders and Community) Via a variety of platforms, Traditional, Digital and Broadcast Media. We like to grow this platform and do away with print media; but rather present more readily available media through boosting etc.

INTERNAL COMMUNICATION: Challenging, but done via Internal newsletters, desk drops, Road Shows etc. Improved inter-division co-operation and commitment to internal communications.



CAPE WINELANDS DISTRICT
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

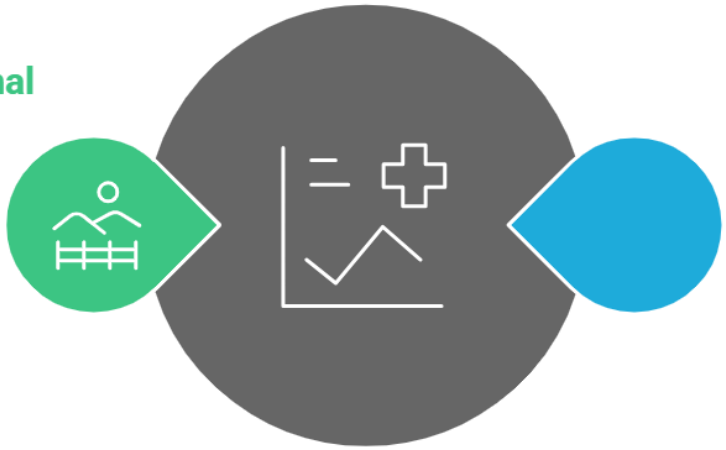
Community Development and Planning Services

DIVISION

Municipal Health Services

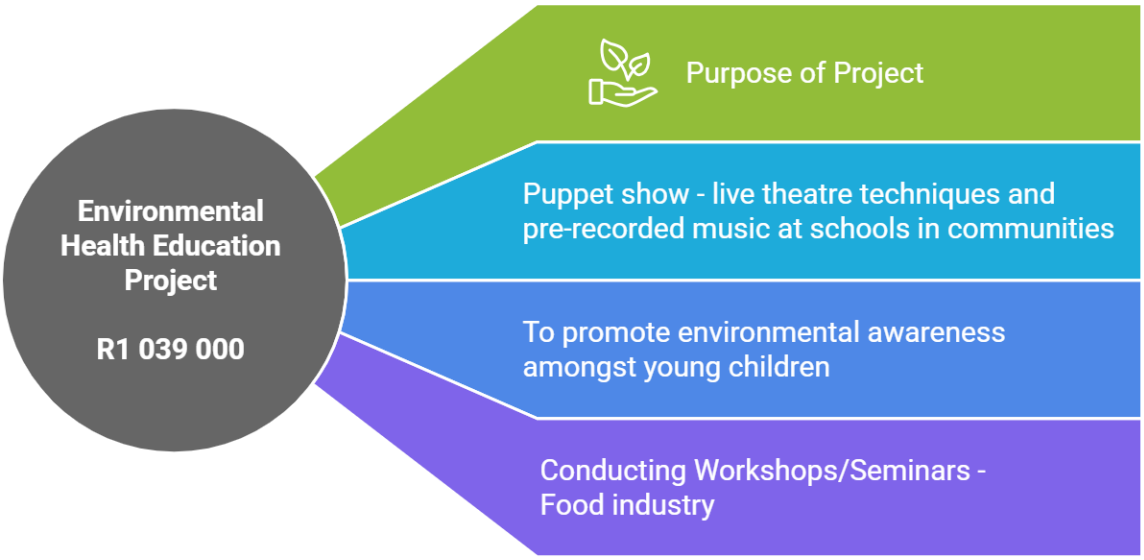
Ensuring Effective Municipal Health Services

Section 32(1) National Health Act

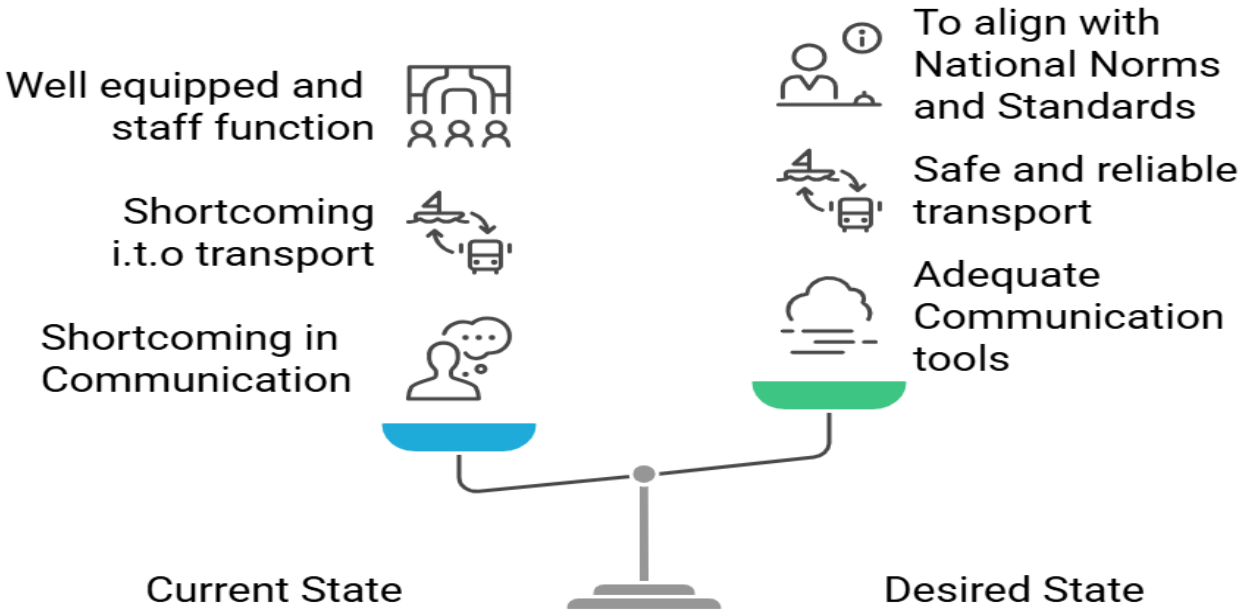


Determines that every metropolitan and district municipality must ensure that appropriate municipal health services are effectively and equitably provided in their respective areas.

Major expenditure and impact on communities



Current state VS Desired state



DIVISION

Disaster Management

Legislative context of division

Disaster Management Act 57 of 2002

Provides an integrated and coordinated disaster management policy that focuses on:



Prevention

Actions taken to avert disasters before they occur

Rapid Response & Post-disaster recovery

Quick action to address disasters immediately

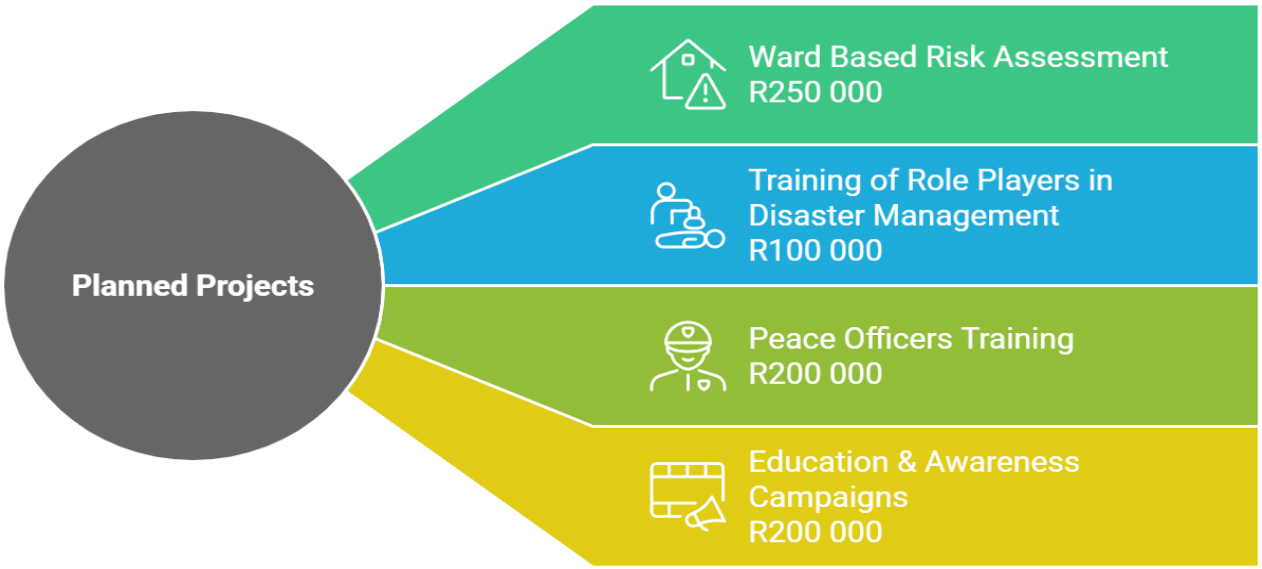
Mitigation

Efforts to reduce the severity of potential disasters

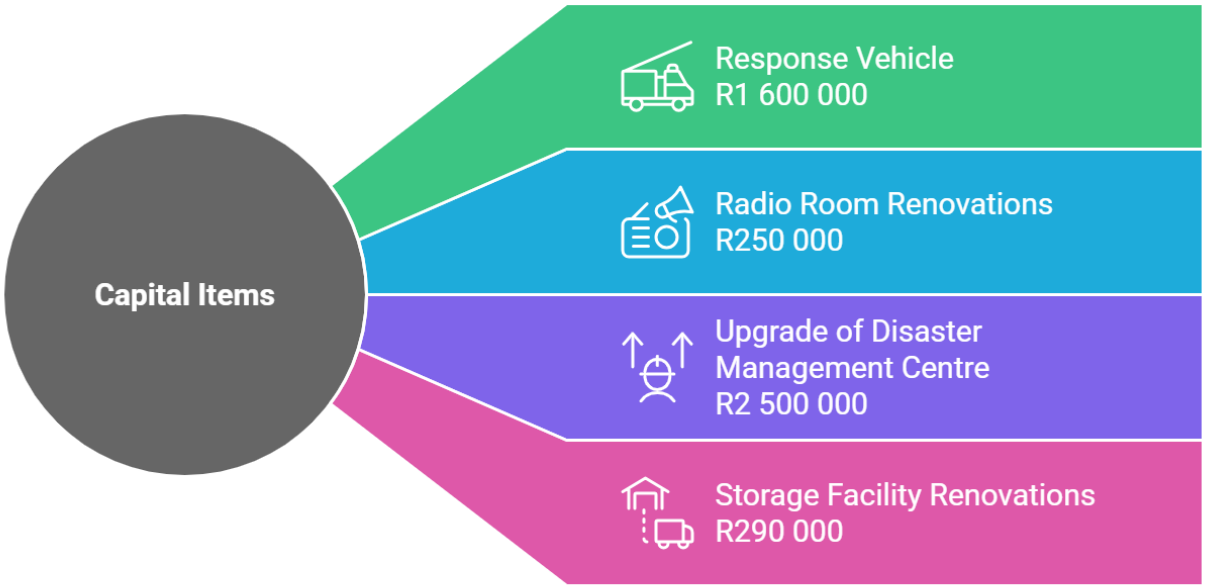
Emergency Preparedness

Readiness plans and training for potential disasters

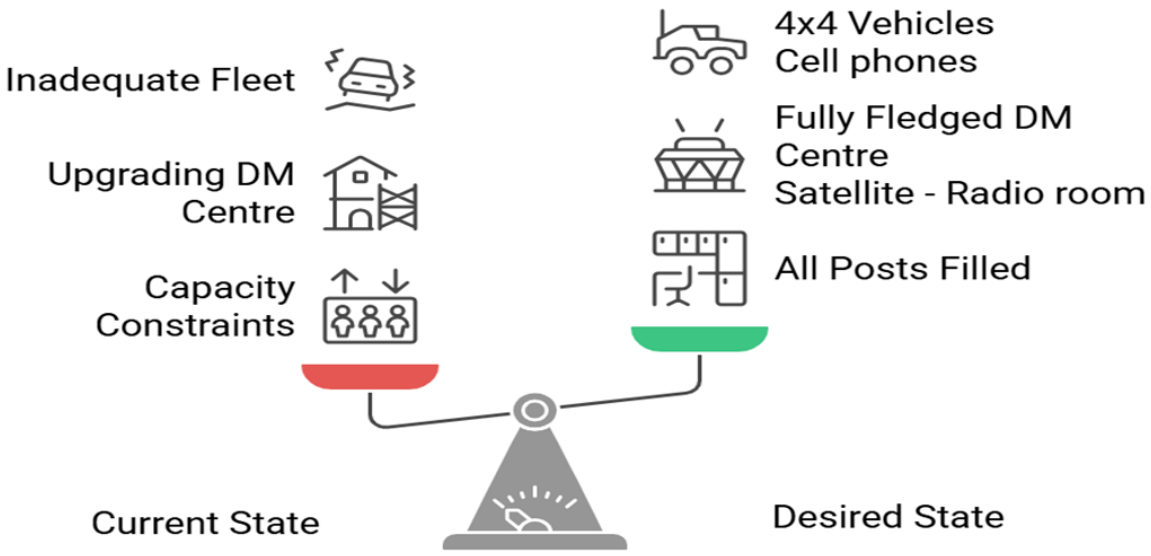
Major expenditure and impact on communities

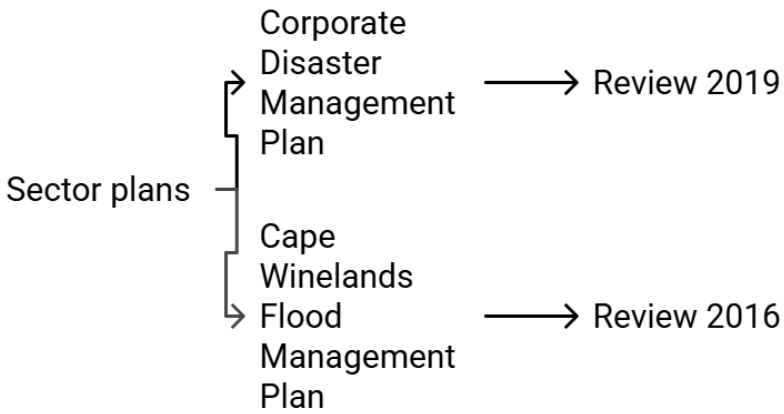


Major Capital Allocations for 2024/25–2026/27



Current state VS Desired State





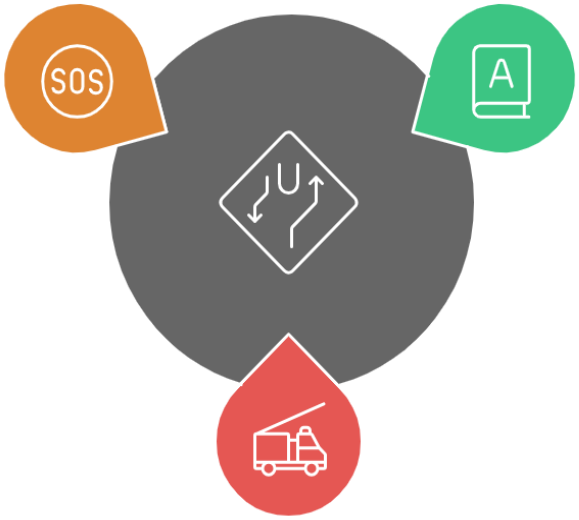
DIVISION

Fire Service

Legislative context for division

Municipal Structures Act

Mandates district municipalities' to provide Fire Fighting Services in its area as whole



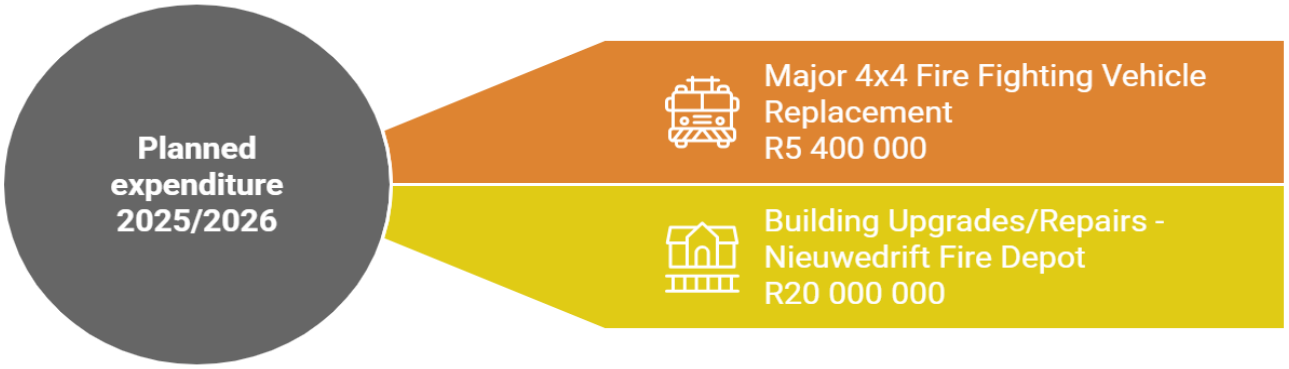
Constitution of South Africa

Assigns the function Fire Fighting Services to Local Governments.

Fire Brigade Act

Provides for the establishment, maintenance, employment, co-ordination and standardization of Fire Brigade Services; and for matters connected therewith

Major expenditure and impact on community



DIVISION

Socio Economic Development

Legislative context for division

Western Cape Investment and Trade Promotion Agency Law

Governs tourism and trade in the Western Cape.

Constitution of South Africa

Establishes foundational objectives for local governance.



Tourism Act

Promotes and regulates tourism activities.

Municipal Structures Act

Defines roles and responsibilities of municipalities.

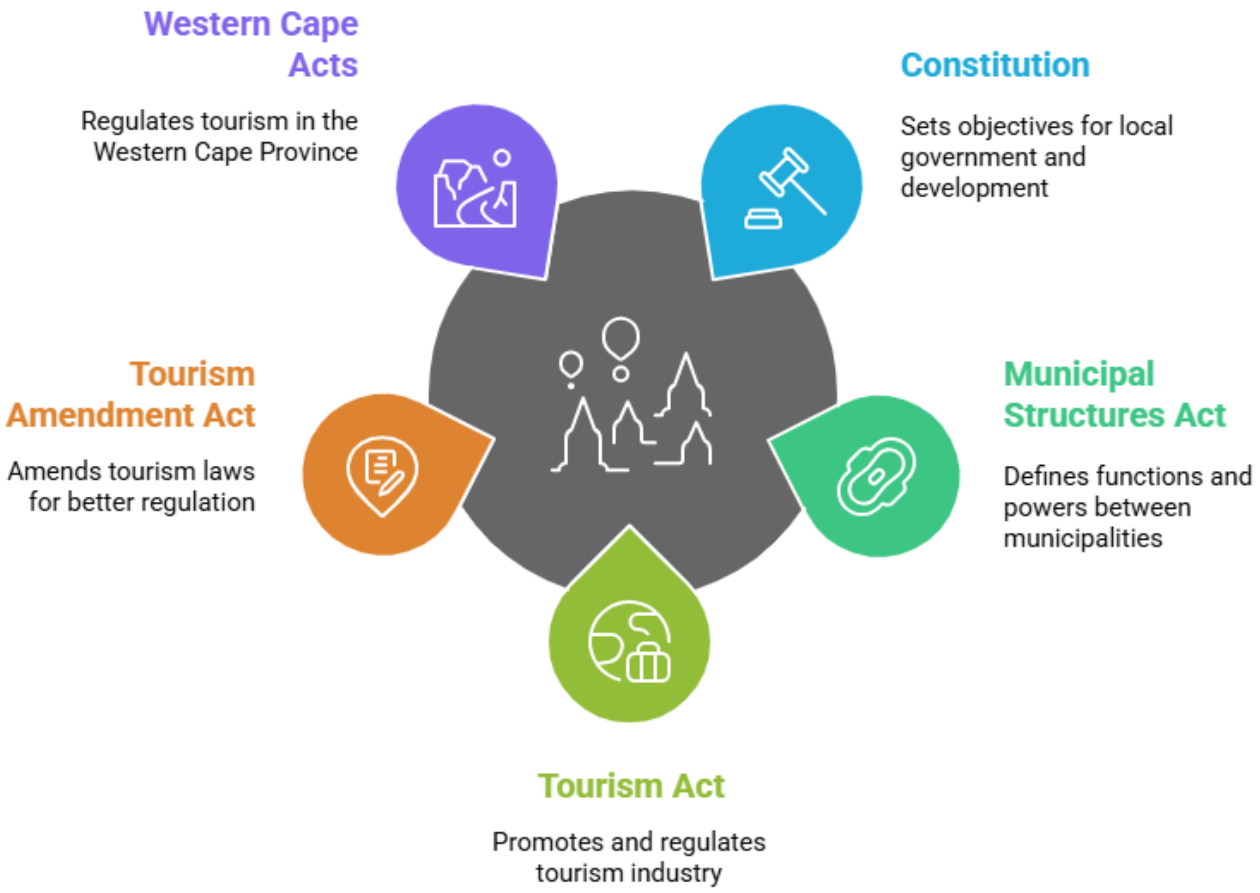
National LED Framework

Outlines government roles in economic development.

DIVISION

Tourism

Legislative context of division



Planned projects for 2025/2026

LTA Projects
Supports new tourism projects and creates tourism awareness for local communities.
R450 000

Tourism Training
Capacity building, skills development, and mentoring for tourism staff and stakeholders.
R950 000

Township Tourism
Provides financial and non-financial support for existing and developing new tourism routes.
R500 000

Women In Tourism
Capacity building, empowering, and support for women-owned tourism businesses.
R50 000

Media Educationals
Promotes hidden tourism gems and experiences within the Cape Winelands region.
R300 000

Tourism Campaign
Promotes the Cape Winelands as a preferred destination during the low season.
R549 000

Tourism Events
Increases visitors to the region, focusing on the hinterland areas.
R477 000

Tourism Month
Encourages domestic travel to increase awareness of local tourism products.
R71 000

Mayoral Tourism Awards
Recognizes tourism products that contribute positively to tourism promotion.
R200 000

Branding items
Gift and promotional items promoting the region as a preferred destination.
R200 000

Tourism exhibitions
Marketing Cape Winelands as a preferred destination on various platforms.
R750 000

Brochures & e-brochures
Printing, publications, and books for tourism marketing purposes.
R190 000

Tourism Unit: Current vs. Desired State

Characteristic	Current State	Desired State
Staff Regulations	N/A	Adherence to new local government regulations
Partnerships	Formal relationships with WESGRO, SAT, LTAs, municipalities, DEDAT, stakeholders	Strengthened partnerships, resource mobilization for development
Tourism Destination	Fulfills role of regional tourism organization (RTO)	Re-establish as preferred destination for all tourism types
Market Exploration	Providing support regarding marketing, product development, etc.	Explore new markets with WESGRO for regional products
SMME Support	Providing a platform for SMMEs in the district to penetrate new markets for their products and services.	Continue to provide a platform for SMMEs in the district to penetrate new markets for their products and services.
Innovation	N/A	Premier location for innovation and new firm creation
Business Relationships	Strengthen the existing business relationships with WESGRO, SAT, 15 LTAs, 5 B-municipalities and the various tourism stakeholders within the region.	Strengthen the existing business relationships with WESGRO, SAT, 15 LTAs, 5 B-municipalities and the various tourism stakeholders within the region.
Tourist Engagement	N/A	Investigate new approaches in engaging tourists and tourism stakeholders

DIVISION

Local Economic Development

Role of Economic Development in Cape Winelands

Facilitator for Economic Development

Engages community involvement and support



Government Role

Provides leadership and enabling policies for growth

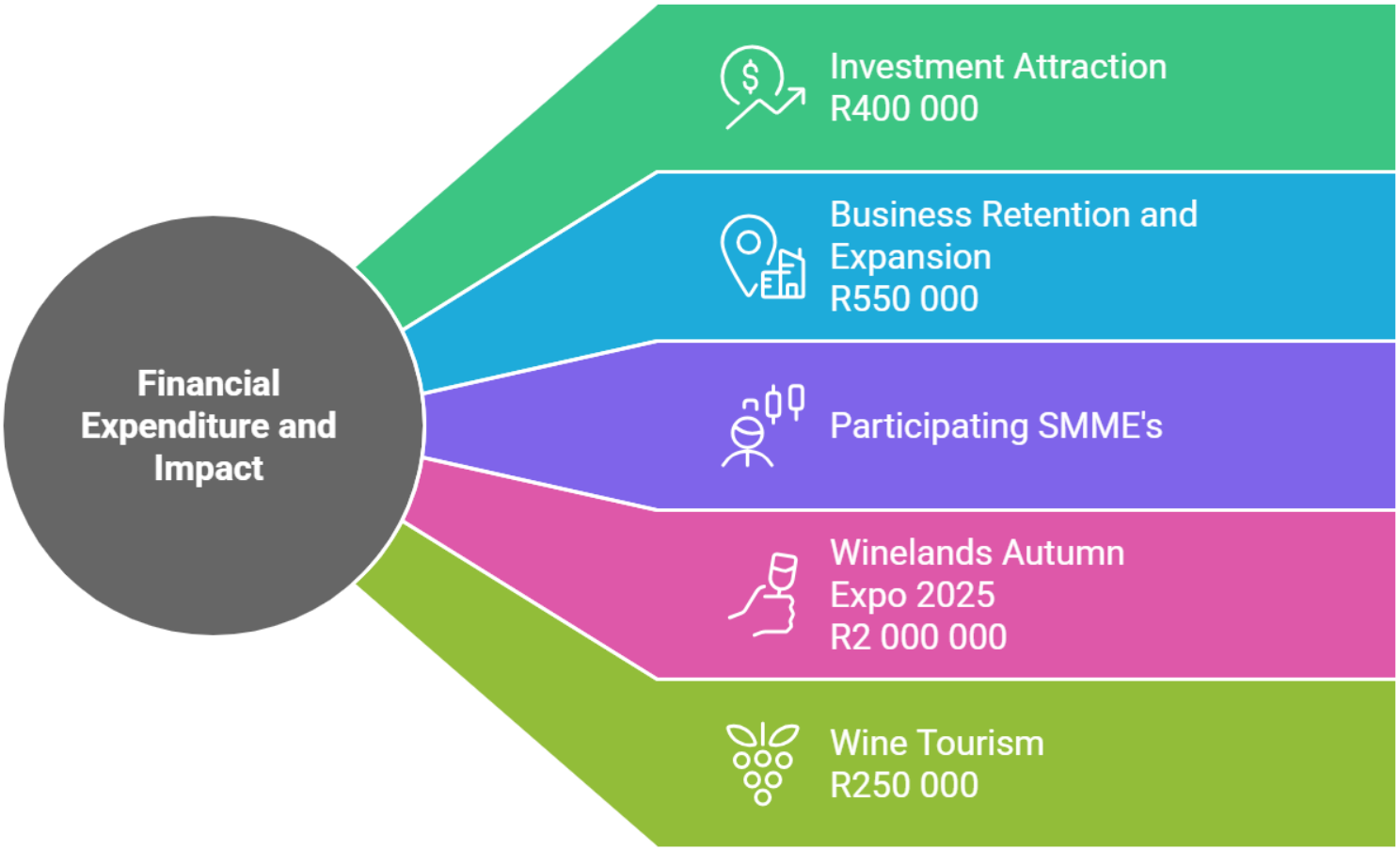
Private Sector

Offers innovation and economic vitality

Strategic Facilitator

Help to get things done.

Major expenditure and impact on community



DIVISION

RURAL AND SOCIAL DEVELOPMENT

Legislative context for division

Constitutional Schedules 4B and 5B

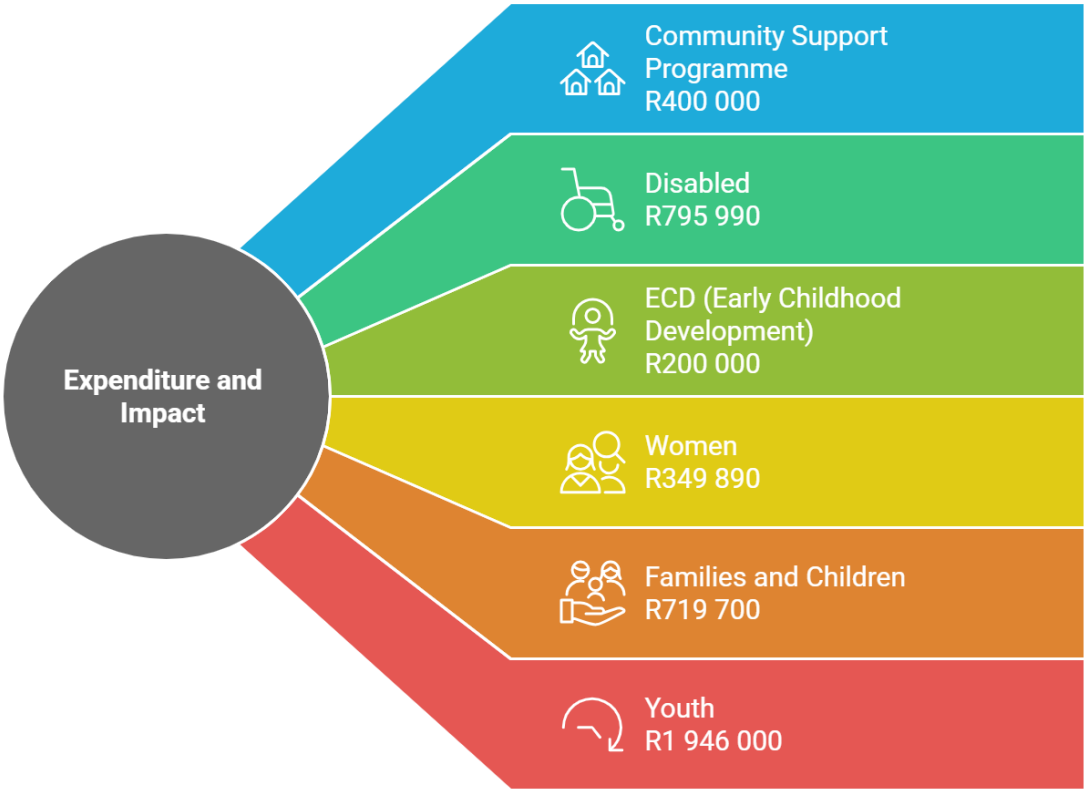
Defines core functional services of local government for planning and regulation



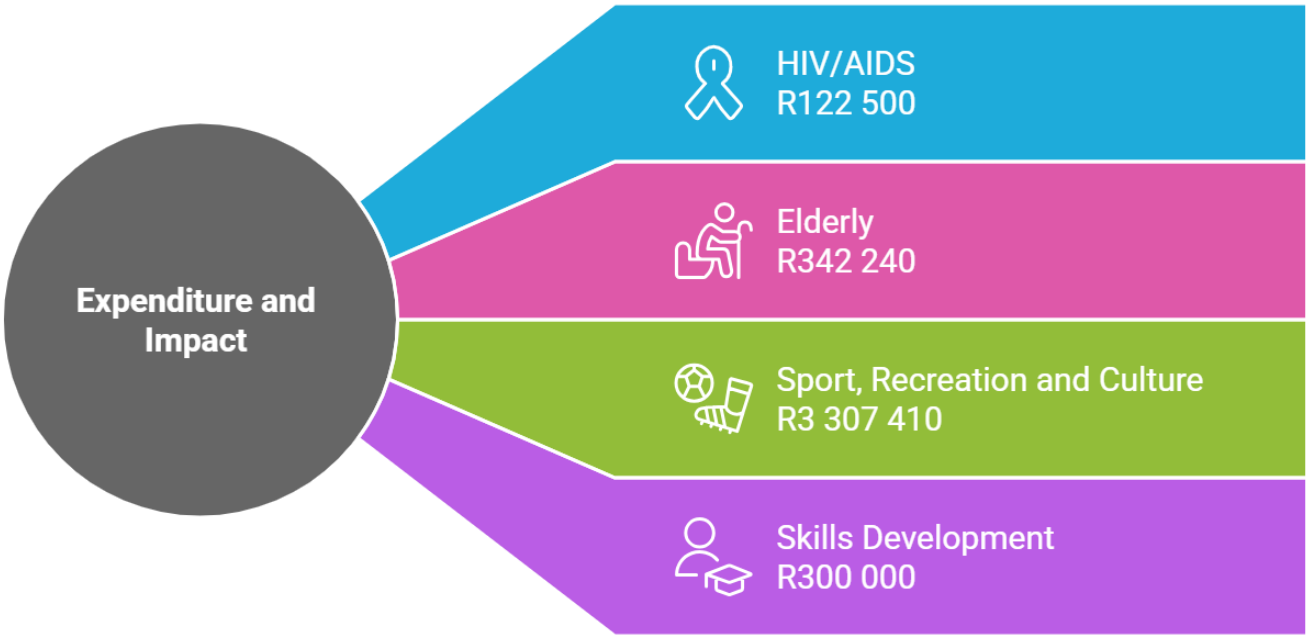
Section 153 of the Consitution

Defines developmental duties for all categories of Municipalities

Major expenditure and impact on community



Major expenditure and impact on community



DIVISION

SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT

Legislative context for division

Geographic Information Systems

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



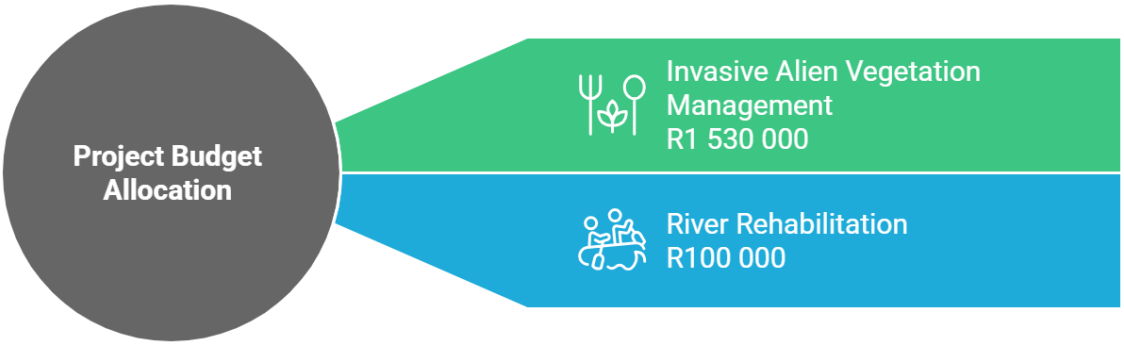
Spatial Planning

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).

Environmental Resource Management

Natural Resource Management programmes; projects pertaining to water and biodiversity conservation.

Expenditure and impact on community





Technical Services

DIVISION

Roads

Legislative context of division

Agency function

CWDM is performing an Agency-function for WCG in terms of a Memorandum of Agreement.



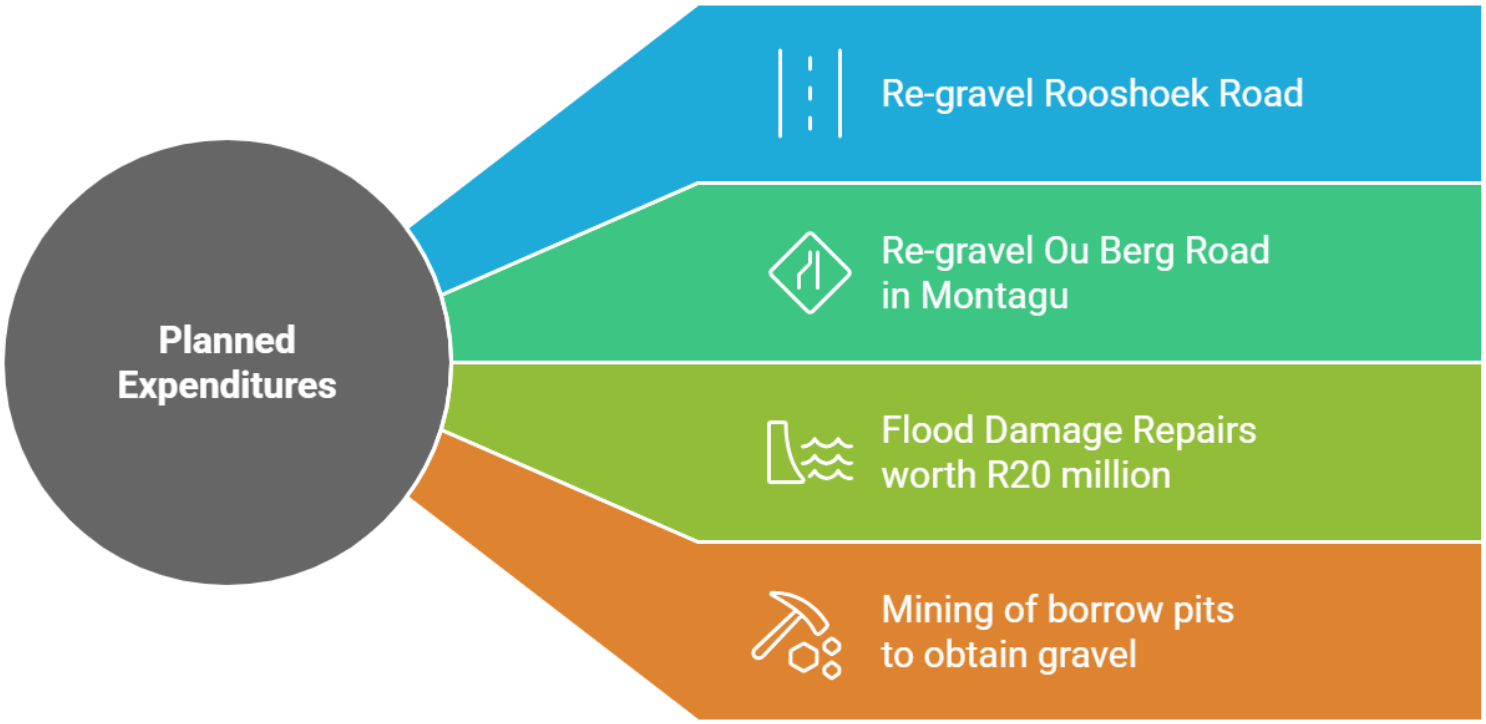
CWDM Mandate

Under this mandate CWDM maintains and does limited construction on the 1232km surfaced roads and 3127km gravel roads within its boundaries.

WCG's Support

WCG's provision of fleet and budget - CWDM providing staff and buildings

Expenditure and impact on community



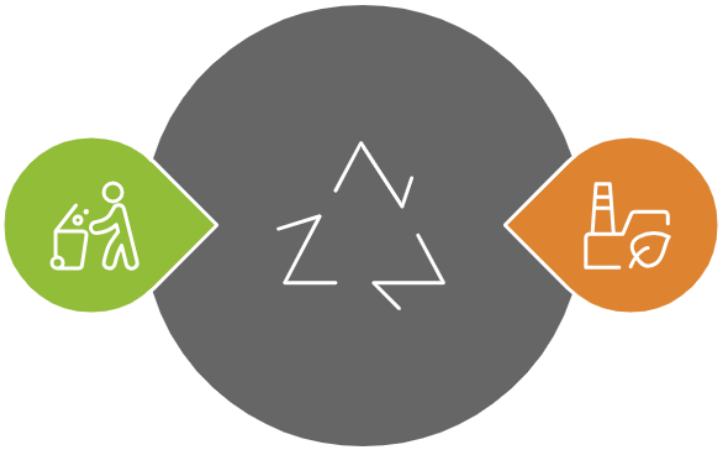
DIVISION

Project Management

Legislative context of divsion

Local Municipality Role

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.



District Municipality Role

Section 84 of the Municipal Systems Act (Act 32 of 2000) assigns a function of waste disposal to District Municipalities.

Expenditure and impact on community



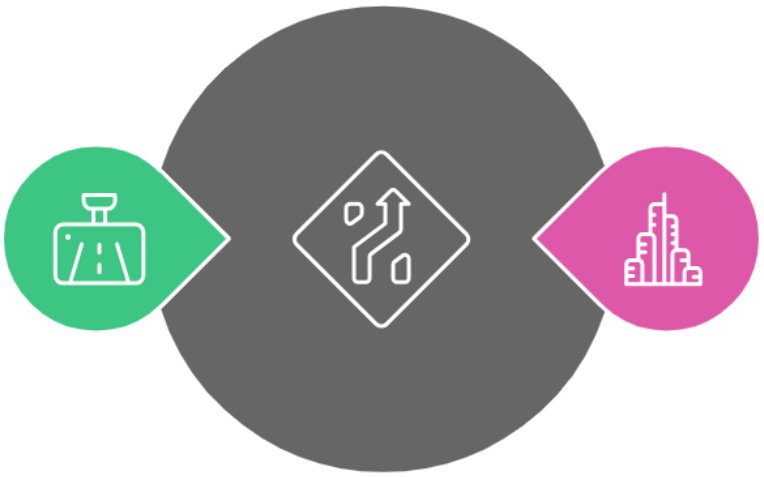
DIVISION

Regulation Passenger Transport Services

Legislative context of division

National Land Transport Act (NLTA), Act 5 of 2009

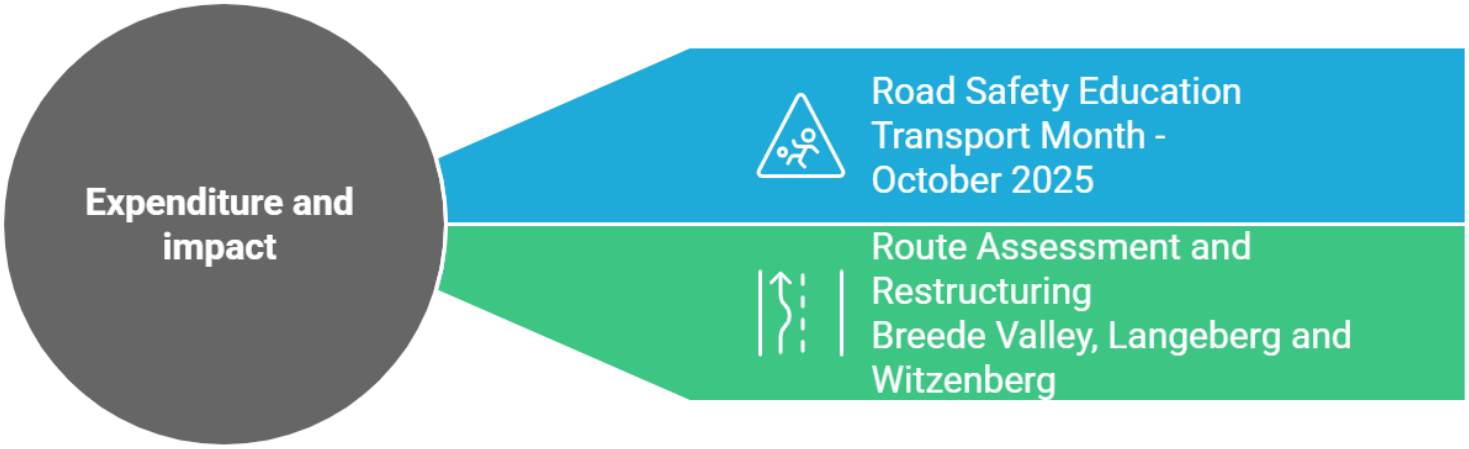
Requires all Planning Authorities to compile an Integrated Transport Plan



Integrated Development Plan

Broader development plan incorporating transport

Expenditure and impact on community



DIVISION

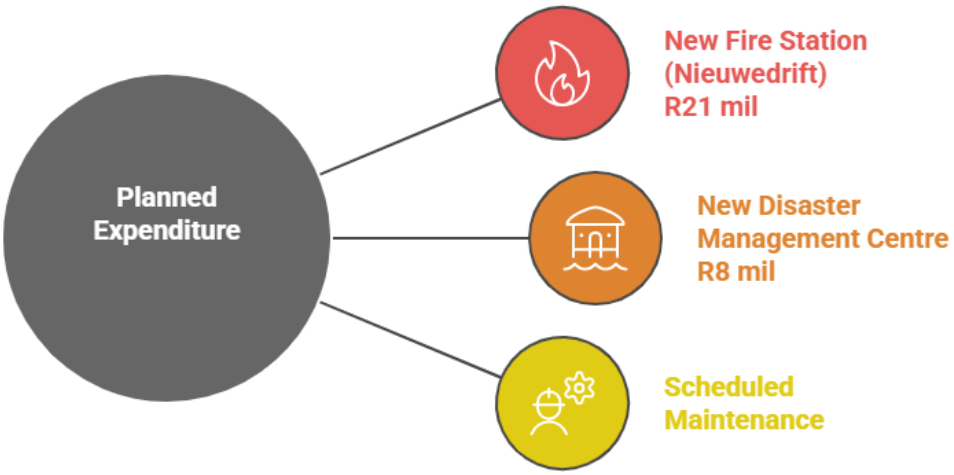
Maintenance

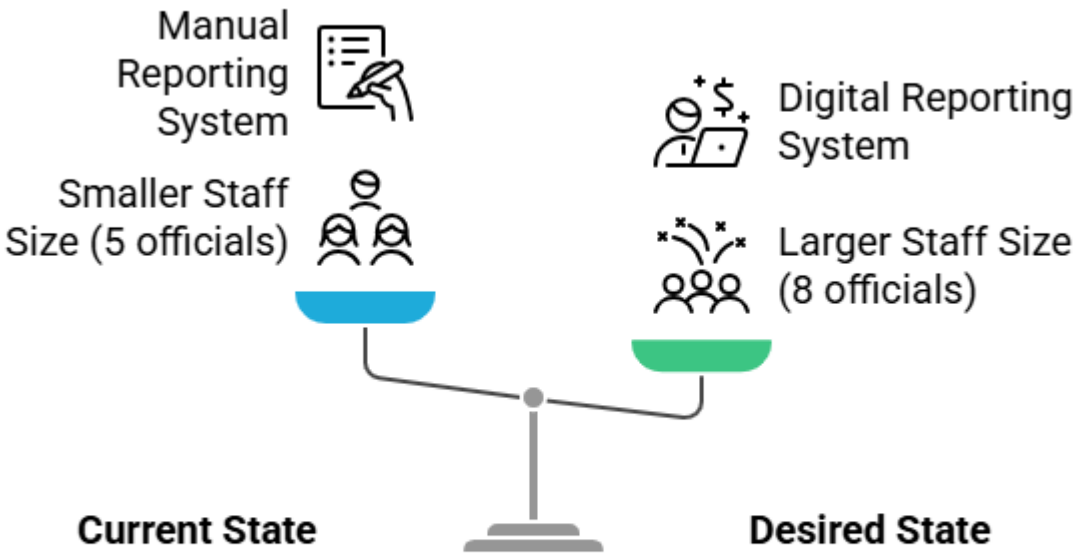
As a Division we are responsible for mainaining the Fixed assets of CWDM and maintain a safe working environment for the employees.

Legislative context of division



2025/2026 Expenditure Plans

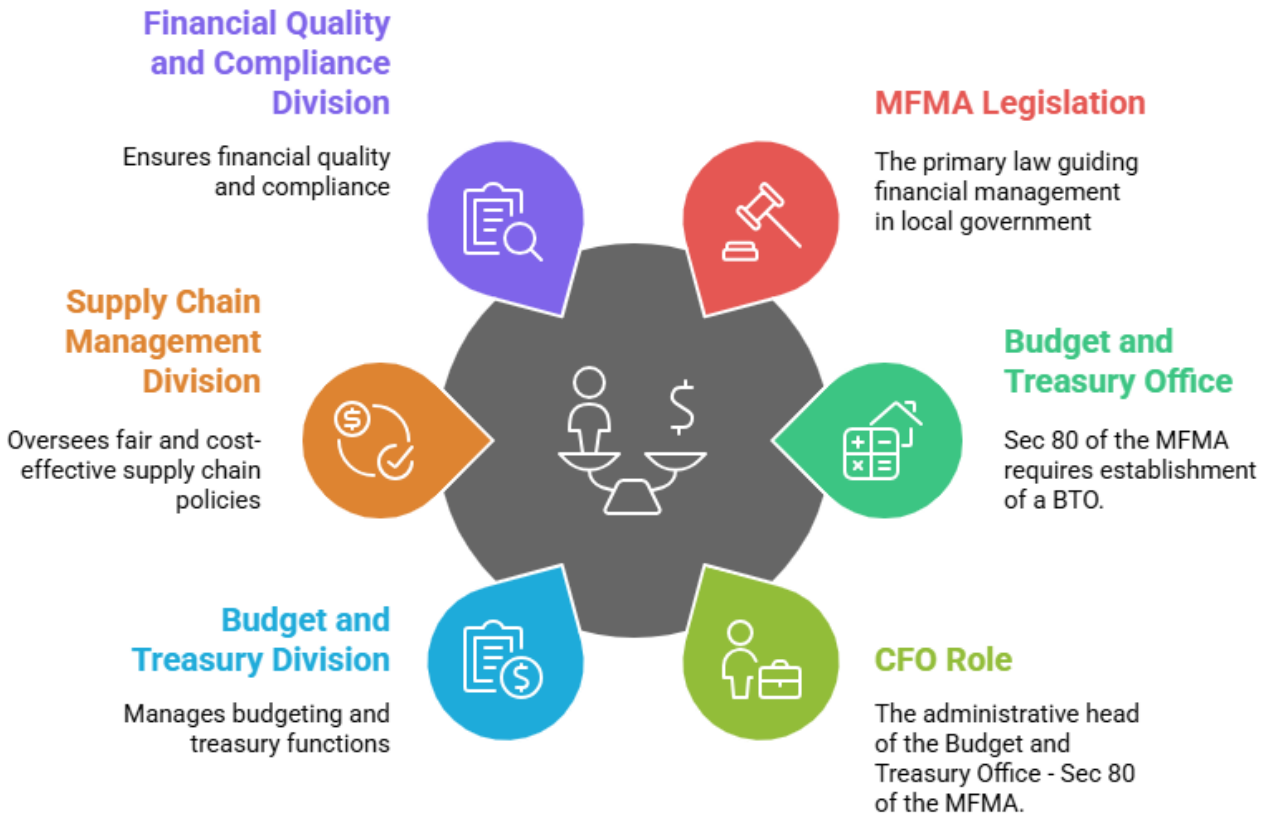



Manual Reporting System
Smaller Staff Size (5 officials)
Digital Reporting System
Larger Staff Size (8 officials)
Current State
Desired State

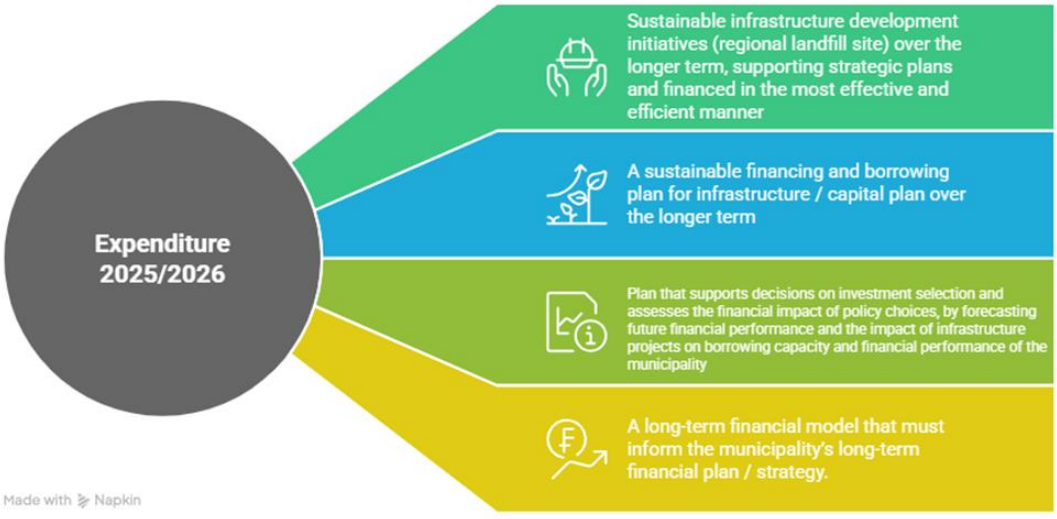
CAPE WINELANDS DISTRICT
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

Financial Services

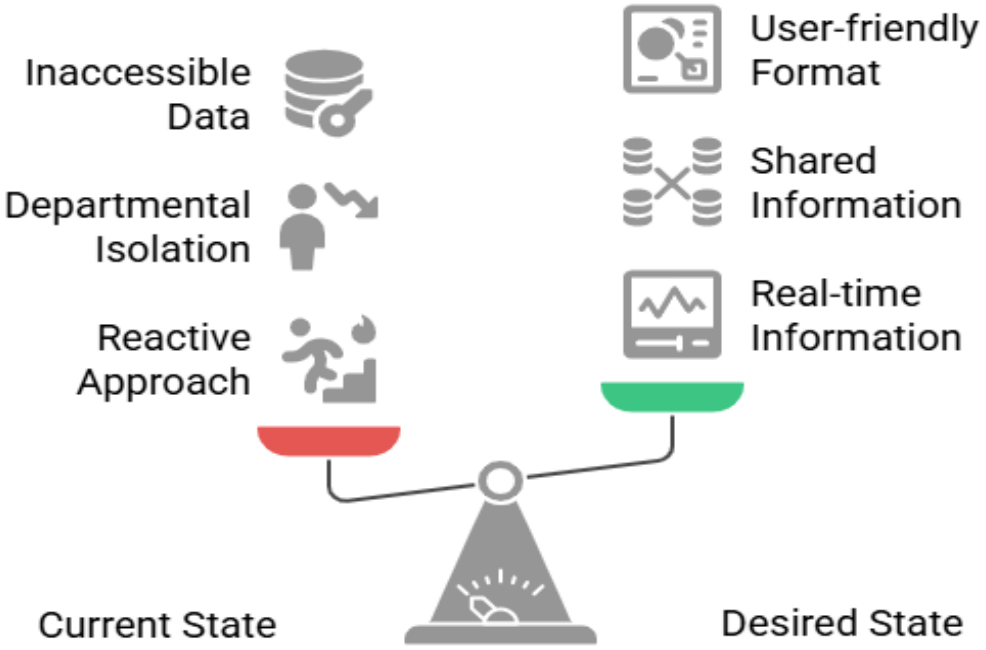
Legislative context of division



Major expenditure planned for 2025/2026



Current state VS Desired state



CAPE WINELANDS DISTRICT
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

Corporate Services

DIVISION

Administrative Support Services

Legislative Framework for Municipal Division

Protection of Personal Information Act

Protects personal information and ensures compliance.

Municipal Structures Act

Provides the foundation for municipal governance and council support.



Records Service Act

Ensures proper management and organization of records.

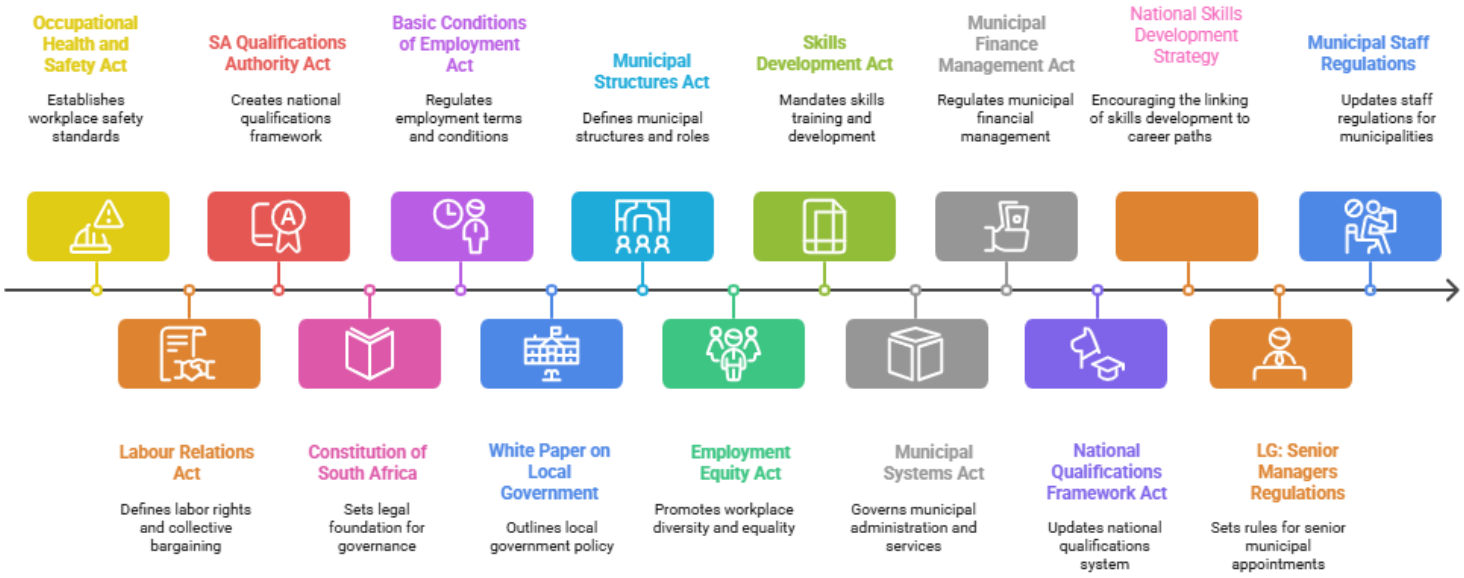
Municipal Systems Act

Assist the Municipal Manager with the executive of administrative function

DIVISION

Human Resources

Legislative context of division



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

Strategic Human Resources Management:	2023/24	2024/25	2025/26	2026/27	2027/28
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): 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				x	
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
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		

Training and Development (Learning):	2023/24	2024/25	2025/26	2026/27	2027/28
Conduct a Skills Audit every 5 years in terms of Municipal Staff Regulations	x				
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		
Implement a Labour Relations 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

Staff Wellness:	2023/24	2024/25	2025/26	2026/27	2027/28
HIV and TB drive (increase awareness and conduct free HIV and TB tests).		x		x	
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				
Design reporting process to assess and address negative exit interview comments.			x		

Exit Management	2023/24	2024/25	2025/26	2026/27	2027/28
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

Major operational expenditure planned for 2025/2026 financial year.

Recruitment and Selection of competent Staff

Cape Winelands District Municipality understands the unique context and challenges specific to local government organizations and when planning for recruitment and selection, the process requires careful planning, compliance with local regulations, and a focus on efficient use of resources to meet the needs of the community while managing financial resources effectively.

By aligning the recruitment and selection process with the specific goals of the municipality, complying with relevant laws and regulations, and strategically managing both operational and capital expenditures, you can ensure that the municipality attracts and hires the right talent while maintaining financial efficiency.

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. We do this to:

- Ensure that the Municipality makes the best use of human resources and anticipates and manages surpluses and shortages of staff;
- Ensure that the Municipality has the right number and composition of employees with the right competencies, in the right places, to carry out the Municipality's mandate

and achieve its strategic goals and objectives.

• Ensure that municipal employees have the knowledge and abilities necessary to benefit the municipality by providing sustainable solutions, guidance, and capacity building;

• Ensure that the Municipality recruits, keeps, and develops a diverse workforce in accordance with Employment Equity legislation and goals.

Internal Task Job Evaluation

- The job evaluation process is ongoing.
- Employees can submit job descriptions for job evaluation to the Internal TASK Job Evaluation Committee (ITJEC) on a monthly basis. The ITJEC is responsible for quality checking of all the job descriptions.
- The Municipal Managers Forum adopted a new T.A.S.K Job Evaluation policy for the Western Cape and five (5) licences will be procured from Deloitte for the City of Cape Town and 4 district municipalities to enable municipalities to perform job evaluations on the T.A.S.K job evaluation system.

Ongoing training and development initiatives

Cape Winelands District Municipality has 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 will ensure 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 by:

- Development of Training and Skills Development Strategy in line with the stipulations of the Skills Development Act, 1998 (Act No 97 of 1998), as amended and other relevant legislation;
- Introduce fair, reasonable and objective principles for education, training and development of employees in the employment of Council;

- Provide guidelines for training and development of employees in the employment of Council.
- Conduct thorough skills audits and identify gaps existing and devise strategies in terms of the broader vision of Council;
- Allocate significant training resources, within the means of Council;
- Ensure that people with disabilities have easy access to all learning opportunities by removing any learning barriers; and
- Put up comprehensive education, training and development programmes that focus on literacy, numeracy, technical competencies and management and development programmes

A three-year training tender was procured in December 2024, to strengthen the training capability of the CWDM – the latter will ensure that all compliance training is adhered to, as well as addressing succession planning with regard to scarce and critical skills within the municipality.

The above medium-term human resource development strategies are derived from the newly adopted CWDM HRD Strategy/Plan and mitigations of risks stemming from the HR Risk Register.

Provision of a holistic wellness program for CWDM employees and their immediate dependents

The CWDM as a caring employer remains committed to the well-being of its employees and immediate dependents. The Employee Assistance Programme benefits both the employees and the employer. Employees obtain help with personal problems, which may be affecting their wellbeing, family life or work performance whilst the employer benefits by retaining employees with valuable skills and knowledge. Early use of the Programme can contribute to the prevention of serious problems for the individual employee, family, and employer. EAP and Wellness Services will be provided on a continuous basis to CWDM employees and their immediate dependents by the Internal EAP Officer and in collaboration with the services of a new Service Provider, once appointed.

Individual Performance Management

- The electronical Performance Management Development System (PMDS) was

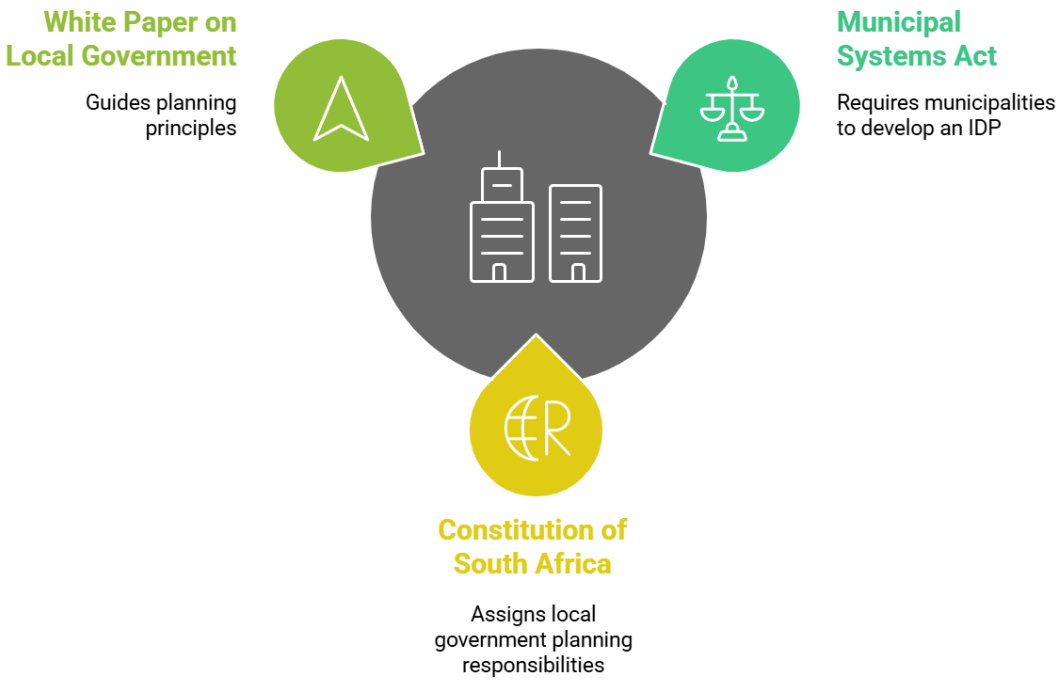
implemented by 30 July 2023 and is in full swing. The CWDM is fully compliant in terms of the Municipal Staff Regulations (MSR) in terms of the signing of Performance Agreements by the due date.

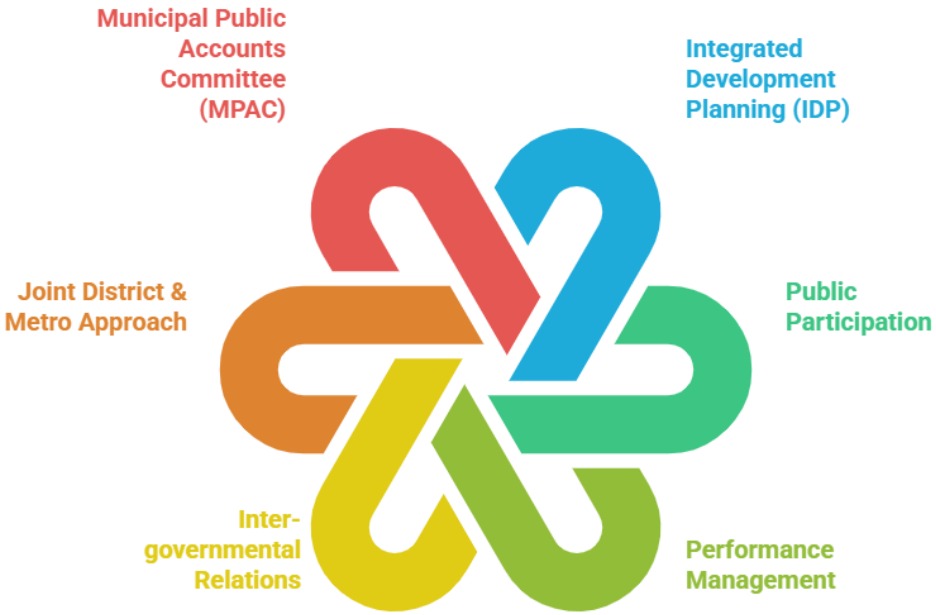
- The CWDM have been actively enhancing Performance Management within the organization in order to ultimately create a culture of excellence. Our approach of direct engagements with all staff resulted in a relatively successful first year of Performance Management implementation.
- Our vision for the 2025/26 year is to iron-out all our performance management challenges, whilst consistently improving on the quality of performance management within the CWDM.
    - Various Performance Management Development System MDS related training will be conducted by Ignite and the Training- and Performance Unit to all CWDM Officials staff throughout the year.
    - All CWDM Officials will be assessed against their key performance areas on a continuous basis.

DIVISION

IDP and Performance Management

Legislative context of division





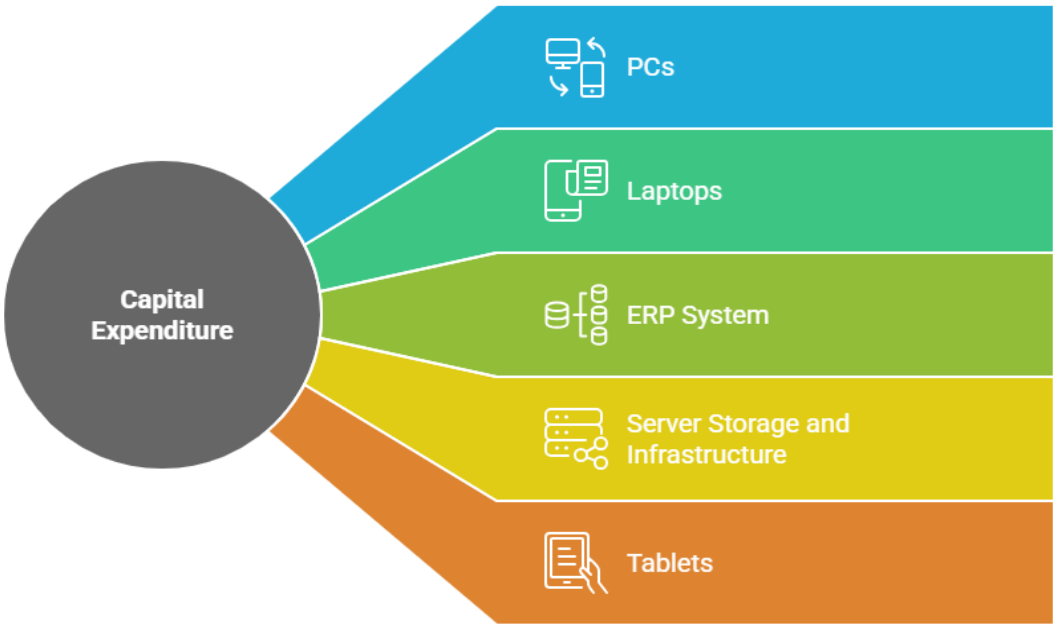
DIVISION

Information and Communication Technology

Legislative context of division



2025/2026 Capital Expenditure



ICT Department: Current vs. Future State

Characteristic	Current State	Future State
Business Processes	Mostly manual, limited integration	Fully digitized, end-to-end workflows
Operations & Support	Reactive, infrastructure-focused	AI-enabled, predictive analytics
Knowledge Workers	Limited digital tools, basic skills	Empowered with data, AI, platforms
Governance & Alignment	Cost center, basic compliance	Strategic partner, continuous improvement

Chapter 5
Support for Local Municipalities
-
Financial Impact (2025/26)



SUPPORT TO LOCAL MUNICIPALITIES
FINANCIAL IMPACT (2025/2026)

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 (66) – Educational (20)	R 159 000
Environmental Health Education	Number of theatre performances	R 673 000
Clearing of road reserves	643 km cleaned	R 2 649 000
Rural infrastructure support	Provision of water services to schools	R 900 000
Renewable Infrastructure – Rural Areas	Solar systems supply to farmers	R 500 000
Upgrading of Sport Facilities	Number of Sport Facilities upgraded	R 0
Entrepreneurial Seed Funding	Number of SMME's supported	R 600 000
Business Retention Expansion Programme	Number of action plans for tourism sector	R 550 000
Investment Attraction Programme	Number of projects implemented	R 400 000
Small Farmers Support Programme	Number of small farmers supported	R 200 000

SMME Training and Mentorship	Number of processes implemented	R	640 000
Tourism Business Training	Number of training and mentoring sessions	R	900 000
Tourism Educational	Number of educational	R	300 000
Tourism Month	Tourism month activities	R	28 143
Township Tourism	Number of SMME's linked with formal economy	R	500 000
LTA Projects	Number of LTA's participating	R	450 000
Tourism Events	Number of tourism events	R	477 008
Sport Tourism Winter Campaign	Campaign implemented	R	549 000
EPWP Invasive Alien Management Programme	Number of hectares cleared	R	1 417 000

HIV/AIDS Programme	Number of HIV/AIDS Programmes Implemented	R	161 845
Elderly	Number of Active Age programmes implemented	R	488 675
Disabled	Number of interventions implemented which focus on the rights of people with disabilities	R	760 990
Community Support Programme	Number of Service Level Agreements signed with community-based organisations	R	399 960
Families and Children (Substance Abuse)	Programmes and support for vulnerable children Provision of sanitary towels Support for ECDs	R	624 045
Early Childhood Development	Number of Early Childhood Development Toolkits distributed	R	200 000
Sport, Recreation and Culture Programmes	Number of programmes	R	3 070 110
Youth	Number of youth development programmes	R	2 069 400
Women	Number of awareness programmes	R	344 373
Sidewalks and Embayment's	Number of sidewalks and Embayment's completed	R	3 500 000
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

Chapter 6

Organisational Performance Scorecard and Financial Plan



CAPE WINELANDS DISTRICT
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

CAPE WINELANDS DISTRICT MUNICIPAL SCORECARD UP UNTIL 2026/27 AND IDP MUNICIPAL SCORECARD CIRCULAR 88

(Find attached as Annexure C)

Budget Allocation for 2025/2026 Financial Year

NR	DIVISION/DEPARTMENT NAME	DIVISIONS/DEPARTMENTS	2025/2026 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	18.594.236.00	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	127.845.857.00	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	34.325.233.00	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	Community Development & Planning Services	MHS Disaster Management Fire Services Socio-Economic Development Spatial Planning & Environmental Management	163.929.110.00	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. • The provision of municipal health services including air quality management.
				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	138.221.855.00	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		482.916.291.00			

Budget Allocation for 2026/2027 Financial Year

NR	DIVISION/DEPARTMENT NAME	DIVISIONS/DEPARTMENTS	2026/2027 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	19.891.266.00	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	134.148.827.00	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	32.218.931.00	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	Community Development & Planning Services	MHS Disaster Management Fire Services Socio-Economic Development Spatial Planning & Environmental Management	169.286.812.00	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. • The provision of municipal health services including air quality management.
				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	59.278.256.00	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		414.824.092.00			

Budget Allocation for 2027/2028 Financial Year

NR	DIVISION/DEPARTMENT NAME	DIVISIONS/DEPARTMENTS	2027/2028 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	20.284.206.00	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	139.407.543.00	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	33.525.876.00	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	Community Development & Planning Services	MHS Disaster Management Fire Services Socio-Economic Development Spatial Planning & Environmental Management	171.373.322.00	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. • The provision of municipal health services including air quality management.
				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	57.294.020.00	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		421.884.967.00			

Chapter 7
Financial Information



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 2025/2026 SDBIP, to be finalised and approved by the Executive Mayor in June 2025, 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 2025/2026 Medium- term Revenue and Expenditure Framework

OPERATING BUDGET:

YEAR	EXPENDITURE	INCOME	SURPLUS (-) /DEFICIT
2025/2026	482.916.291	-487.237.291	-4.321.000
2026/2027	414.824.092	-414.824.092	-
2027/2028	421.884.967	-421.884.967	-

CAPITAL BUDGET:

YEAR	EXPENDITURE	INCOME	SURPLUS (-) /DEFICIT
2025/2026	112.650.200	-112.650.200	-
2026/2027	51.295.000	-51.295.000	-
2027/2028	24.938.700	-24.938.700	-

OPERATING BUDGET – REVENUE

The Cape Winelands District Municipality is reliant on grant funding. This is as a result of the abolishment of the RSC Levies. The RSC replacement grant only increase with 4%, 4% and 3% over the MTREF period.

The following table reflects the revenue sources for the 2024/2025 and 2025/2026 financial years:

Sources of Income	2024/2025	2025/2026	% Inc./-Dec. Between 2024/25& 2025/26
Ex Rev: Operational Revenue	- 14.207.648	- 9.333.645	-34%
Ex Rev: Rental Fixed Assets	- 240.000	- 240.000	-
Ex Rev: Agency Services	- 134.642.000	- 92.298.500	-31%
Ex Rev: Sales Goods and Services	- 427.000	- 390.300	-9%
Ex Rev: Service Charges	-	- 16.875.045	-
Ex Rev: Int Divident Rent on Land	- 85.000.000	- 85.000.000	-
Non-Ex Rev: Licence and Permits	- 600.000	- 600.000	-
Non-Ex Rev: Transfers & Subsidies	- 277.043.598	- 281.810.000	2%
- RSC Replacement Grant	- 260.486.000	- 270.761.000	4%
- Equitable Share	- 3.174.000	- 3.089.000	-3%
- LG Finance Management Grant	- 1.000.000	- 1.000.000	-
- Municipal Systems Improvement Grant	-	-	-
- CWDM Integrated Transprot Plan	- 939.000	- 982.000	5%
- Community Development Workers	- 77.598	- 76.000	-2%
- WC Capacity Building Grant	- 200.000	-	-100%
- Local Government Internship Grant	-	-	-
- Joint District and Metro Approach	-	-	-
- Non Motorised Transport Infrastructure	- 3.500.000	-	100%
- WC Municipal Interventions Grant	- 100.000	-	-100%
- Expanded Public Works Programme	- 1.249.000	- 1.249.000	-
- Water Resiliance Grant	- 1.800.000		
- Safety Plan Implementation Grant	- 1.000.000	- 1.000.000	-
- Fire Service Capacity Building Grant	- 500.000	- 500.000	-
- Rural Roads Asset Man, System (Dora)	- 3.018.000	- 3.153.000	4%
Seta Refund	- 344.800	- 334.800	-
Gains	- 355.000	- 355.000	-
Total	- 512.860.046	- 487.237.290	-5%

OPERATING EXPENDITURE

The table below illustrates the operating Expenditure of 2024/2025 to 2025/2026 financial years:

Expenditure Categories	2024/2025	2025/2026	% Inc./-Dec. Between 2024/25 & 2025/26
Employee Related Costs	275.562.807	254.459.760	-7.66%
Remuneration of Councillors	15.626.709	16.267.538	4.10%
Operational Cost	87.730.264	77.467.129	-11.70%
Contracted Services	64.747.259	77.095.290	19.07%
Operating Leases	10.000	-	-100.00%
Bad Debt Written Off	400.000	200.000	-50.00%
Depreciation and Amortisation	11.804.210	11.556.841	-2.10%
Inventory	27.034.306	16.433.656	-39.21%
Interest Cost	4.462.337	9.591.054	114.93%
Transfers and Subsidies	16.549.821	15.190.023	-8.22%
Gains and Losses	5.630.333	4.655.000	-17.32%
Total	509.558.046	482.916.291	-5.23%

EMPLOYEE RELATED COST:

Employee-related costs Increased 5%. The 7.66% decrease in the Employee Related Costs is mainly due to the discontinuation of the Roads Function on 31 March 2026.

Remuneration of Councilors is budgeted for in terms of the Public Office Bearers Act.

OPERATIONAL COST:

Management restricted the increase in operational costs to the inflation rate as far as possible. The 11.70 % decrease in Operational Costs is due to the discontinuation of the Roads Function on 31 March 2026.

CONTRACTED SERVICES

Contracted services increased with 19.07% due to the Regional Landfill site becoming operational in the 2025/2026 financial year. The bulk of the expenditure related to the landfill site is Contracted Services.

INTEREST DIVIDEND RENT ON LAND

Provision was made for Interest on a long-term external loan to finance the development of the Regional Landfill Site. Interest on the total outstanding amount of the loan will only be calculated as from July 2025, hence the 114.93% increase in Interest Dividend Rent on Land.

INVENTORY

The 39.21% decrease in Inventory is related to the discontinuation of the Roads Function on 31 March 2026.

GAINS AND LOSSES

The 17.32% decrease in Gains and Losses is primarily based on a decrease of the Actuarial Loss related to the Future Medical Aid Liability.

CAPITAL BUDGET

The capital budget decreased from R 135 412 838 in the 2024/2025 financial year to R 112 650 200 in the 2025/2026 financial year. The decrease is mainly due to the establishment of the regional landfill site to be completed in 2024/2025 financial year.

Chapter 8
Monitoring and Evaluation



QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS (TOP LAYER KPIs)

(To be read in conjunction with the final SDBIP approved in June 2025 and any other subsequent adjustments)

Municipal Manager

Internal Ref / Indicator Code	Strategic Objective	Outcome	KPI	Baseline	Annual Target	Quarter ending September 2025		Quarter ending December 2025		Quarter ending March 2026		Quarter ending June 2026	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
TL1	SO 2	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.	Review the Organisational Strategic Risk Register (Top 10) and submit to Council by 31 May 2026	1	1	0		0		0		1	
TL2	SO 2	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.	Review the Risk-Based Audit Plan (RBAP) for 2026/2027 and submit to the Audit Committee for consideration by 30 June 2026	1	1	0		0		0		1	
TL3	SO 2	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.	Complete 90% of the Risk Based Audit Plan (RBAP) for the 2025/2026 financial year by 30 June 2026 [(Number of audits and tasks completed for the period identified in the RBAP/ Number of audits and tasks identified in the RBAP) x 100]	90%	90%	0%		25%		45%		90%	
TL4	SO 6	Achieving an enabled environment by creating inclusive and equitable economies, and developmental growth through the economic benefits generated from niche markets, innovation, and partnerships.	Initiate the DCF and JDMA engagements to improve intergovernmental relations	8	8	2		2		2		2	
TL5	SO 2	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.	Submit the Top Layer SDBIP for 2026/2027 to the Executive Mayor for approval within 14days after the adoption of the IDP and Budget	1	1	0		0		0		1	
TL6	SO 2	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.	Submit the IDP for 2026/2027 to Council for adoption by 31 May 2026	1	1	0		0		0		1	
TL7	SO 2	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.	Submit the Annual Report for 2024/2025 to Council for adoption by 31 March 2026	1	1	0		0		1		0	
TL8	SO 2	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.	Spend 90% of the municipal capital budget on capital projects by 30 June 2026 {(Actual amount spent on projects /Total amount budgeted for capital projects)X100}	90%	90%	10%		40%		60%		90%	

Financial Services

Internal Ref / Indicator Code	Strategic Objective	Outcome	KPI	Baseline	Original Annual Target	Quarter ending September 2025		Quarter ending December 2025		Quarter ending March 2026		Quarter ending June 2026	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
TL9	SO 1	The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability.	Maintain a sound liquidity ratio as at 30 June 2026 (Current Assets: Current Liabilities)	12.44:1	12.44:1	0		0		0		12.44:1	
TL10	SO 1	The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability.	Maintain a sound Impairment of Property, Plant and Equipment and Investment Property and Intangible Assets Ratio as at 30 June 2026 (Property, Plant and Equipment + Investment Property + Intangible Assets Impairment/ (Total Property, Plant and Equipment + Investment Property + Intangible Assets) x 100	0%	0%	0%		0%		0%		0%	
TL11	SO 1	The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability.	Maintain a sound Cash / Cost Coverage Ratio as at 30 June 2026 [(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)].	3	3	0		0		0		3	
TL12	SO 1	The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability.	Maintain a sound Level of Cash Backed Reserves Ratio as at 30 June 2026 [(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)]	100%	100%	0%		0%		0%		100%	
TL13	SO 1	The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability.	Maintain a sound Net Operating Surplus Margin Ratio as at 30 June 2026 [(Total Operating Revenue - Total Operating Expenditure)/ Total Operating Revenue x 100%]	0%	0%	0%		0%		0%		0%	
TL14	SO 1	Resources are efficiently used to maximise contributions to LED and support services.	Maintain a sound Creditors Payment Period Ratio as at 30 June 2026 (Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365)	30 days	30	0		0		0		30	
TL15	SO 1	Resources are efficiently used to maximise contributions to LED and support services.	Compile and submit the Main Budget to Council by 31 May 2026	1	1	0		0		0		1	

Corporate Services

Internal Ref / Indicator Code	Strategic Objective	Outcome	KPI	Baseline	Original Annual Target	Quarter ending September 2025		Quarter ending December 2025		Quarter ending March 2026		Quarter ending June 2026	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
TL16	SO 2	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.	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 2026 {(Number of appointments in 3 highest level which comply with employment equity target groups / total appointments made in 3 higher level of management x 100)	90%	90%	0%		0%		0%		90%	
TL17	SO 5	A capable and knowledgeable workforce that positively contribute and successfully provide high-quality services to the community and become enablers of development.	Spent 0.10% of operational budget on training by 30 June 2026 {(Actual total training expenditure divided by total operational budget)x100}	0.10%	0.10%	0%		0%		0%		0.10%	
TL18	SO 5	Consequence/ development management and a performance management system embedded into the functioning of the municipality in order to promote optimal performance	Sign 100% of individual performance agreements for all staff in terms of Regulation 890 by 29 July 2025	100%	100%	100%		0%		0%		0%	
TL19	SO 5	A capable and knowledgeable workforce that positively contribute and successfully provide high-quality services to the community and become enablers of development.	Limit annual vacancy rate as at 30 June 2026 to less than 15% of funded posts {(Number of funded posts vacant / number of funded posts) x100}	15%	15%	0%		0%		0%		15%	
TL20	SO 2	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.	Review the ICT Governance Framework and ICT Strategic Plan and submit to Council by 31 May 2026	1	1	0		0		0		1	

Community Development and Planning

Internal Ref / Indicator Code	Strategic Objective	Outcome	KPI	Baseline	Original Annual Target	Quarter ending September 2025		Quarter ending December 2025		Quarter ending March 2026		Quarter ending June 2026	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
TL21	SO 4	A well-coordinated fire services division, establishing a fire safe environment for all.	Train 60 Fire Services Officials at the CWDM Fire Services Academy by 30 June 2026	60	60	20		20		0		20	
TL22	SO 4	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	Review and submit the Corporate Disaster Management Plan to Council by 31 May 2026	1	1	0		0		0		1	
TL23	SO 4	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.	Review and submit the SDF to Council by 31 May 2026	1	1	0		0		0		1	
TL24	SO 4	The provision of municipal health services and air quality management.	Submit the annual Air Quality officer report to PGWC by 30 June 2026	1	1	0		0		0		1	
TL25	SO 6	Achieving an enabled environment by creating inclusive and equitable economies, and developmental growth through the economic benefits generated from niche markets, innovation, and partnerships.	Support 25 ECD centres throughout the district by 30 June 2026	20	25	0		0		0		25	
TL26	SO 4	The provision of municipal health services and air quality management.	Report on the health outreach programmes (theatre performance) implemented throughout the district by 30 June 2026	1	1	0		0		0		1	

Technical Services

Internal Ref / Indicator Code	Strategic Objective	Outcome	KPI	Baseline	Original Annual Target	Quarter ending September 2025		Quarter ending December 2025		Quarter ending March 2026		Quarter ending June 2026	
						Target	Actual	Target	Actual	Target	Actual	Target	Actual
TL27	SO 3	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.	Blade 5000km's of road by 30 June 2026	5000	5000	1300		1300		1200		1200	
TL28	SO 3	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.	Re-gravel 6km's of road by 30 June 2026	6	6	0		0		3		3	
TL29	SO 3	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.	Provide financial assistance with the acquisition of 100 solar geysers by 30 June 2026	100	100	0		20		30		50	
TL30	SO 3	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.	Upgrade 2 sports facilities by 30 June 2026	2	2	0		0		0		2	
TL31	SO 3	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.	Commence with operations at the newly established regional landfill site on 01 July 2025	NEW KPI	1	1		0		0		0	
TL32	SO 6	Achieving an enabled environment by creating inclusive and equitable economies, and developmental growth through the economic benefits generated from niche markets, innovation, and partnerships.	Work opportunities created (in person days) through CWDM's various initiatives	9560	9560	1240		2140		3540		2640	
TL33	SO 3	Infrastructure services and resources are financially supported and measured.	Spend 90% of the provincial roads conditional grant allocation received by 30 June 2026 ((Total expenditure/ total budget received)x100)	90%	90%	5%		40%		60%		90%	
TL34	SO 3	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.	Submit the District Integrated Transport Plan (DITP) to Council by 30 June 2026	1	1	0		0		0		1	
TL35	SO 3	Infrastructure services and resources are financially supported and measured.	Spend 90% of the project budget for Rural projects by 30 June 2026 ((Total Rural project expenditure/ total Rural project budget allocated) x100)	90%	90%	5%		20%		40%		90%	
TL36	SO 3	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.	Assist 1 school with the provision of water/sanitation (installation /upgrade/etc.) by 30 June 2026	1	1	0		0		0		1	

Annexures

Annexures as per IDP document

Appendix A - **Cape Winelands District Municipality: Joint District and Metro Approach – Implementation Plan**

Appendix B - **CWDM Performance Management and Development System Framework**

Appendix C - **Cape Winelands District Municipal Scorecard up until 2026/27 and IDP Municipal Scorecard Circular 88**

(Find attached as Annexure C)

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: Joint District and Metro Approach – Implementation Plan





Joint District and Metro Approach (JDMA)

DCF Progress Report

22 November 2024

Content

- Introduction
- Overview of meetings in 2024
- Progress on CWDM JDMA Implementation Plan
- The way forward

Introduction

JDMA is a strategy aimed at fostering collaboration and alignment between different spheres of government to address complex challenges and improve service delivery outcomes.

- **Integrated Planning:** Ensuring that all government entities operating within a district or metro are aligned in their plans and priorities to avoid duplication and promote efficiency.
- **Improved Service Delivery:** Addressing socio-economic challenges more effectively by leveraging shared resources and expertise.
- **Increased Stakeholder Collaboration:** Engaging municipalities, government departments, traditional leadership, and the private sector to work together towards common development goals.
- **Cost-effectiveness:** Reduce duplication and enhanced coverage.

Overview of meetings in 2024

Planning meeting

- 10 January 2024

JDMA Project Leads

- 14 February 2024
- 4 September 2024

JDMA Interface Team

- 10 June 2024
- 11 November 2024

Other

- 11 April 2024

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Progress on CWDM JDMA projects

Priority Focus Area and Project leads	Project	Progress
1. Profile Data Governance *(CWDM and DLG)*	Compilation of overall data governance strategy	Awaiting slot on CWDM SMT agenda; to discuss the way forward.
2. Community Safety, Risk Reduction and improved Disaster Response *(CWDM and Community Safety)*	District Plan	Implemented. Reviewed annually; up for review soon.
	Area based Plan (Witzenberg) implemented	Peace Officers received training and form part of various Neighbourhood Watches. Mediation Training to be rolled out across the district.
3. Economic Recovery, long term unemployment and its consequences *(CWDM and DEDAT)*	Implementation of Economic Recovery Plan	LED Maturity Assessment completed. Continued collaboration with stakeholders needed.

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Progress on CWDM JDMA projects

Priority Focus Area and Project leads	Project	Progress
4. Resource Resilience *(CWDM, PDMC and stakeholders)*	Climate Change, Biodiversity and Water Management Framework Wildfire Urban Interface: Mitigation of Risks WCG Energy Programme	In progress: Conversation to be set up to consolidate resource resilience aspect, including climate change, disaster management, water, and energy. **Completed:** Municipalities received funds to procure generators.
5. Urbanisation *(CWDM and DEA&DP)*	Develop a Guide to inform future developments	Recommended: Closing out urbanisation guide with available data and focusing on a regional human settlement strategy.

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Progress on CWDM JDMA projects

Priority Focus Area and Project leads	Project	Progress
5. Urbanisation *(DoI and LM's)*	Monitor mega Human Settlement projects (TRANSHEX, Vlakkeland and Vredebes)	Project is ongoing. Challenges: Bulk electricity and long-term planning for phase 2 of Transhex.
6. Waste minimization and management solutions *(CWDM, DEA&DP and LM's)*	Regional Landfill Site	Eastern side - Contractor on site. Anticipated completion date May 2025 Western side – Planning/discussions in progress.
	Waste Minimisation Strategies	All LM's have approved waste minimisation plans. Continued further awareness to be created.
7. Infrastructure management and development *(BVM and DoI)*	N1 Eastern by pass	Currently in detailed design phase.

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Progress on CWDM JDMA projects

Priority Focus Area and Project leads	Project	Progress
8. Agriculture *(BVM, DoA and DWS)*	Brandvlei Storage Dam: Licensing	In progress. Update to be provided at next meeting.
9. Municipal Business Sustainability *(CWDM, LM's and DLG)*	Shared Services	Shared Services Models developed. Currently exploring further additions to the shared service project.
	Digital Transformation Strategy	In progress. Update to be provided at next meeting.
10. Communications and IGR *(CWDM and DLG)*	Institutionalising of the JDMA	Ongoing awareness campaigns.

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Progress on CWDM JDMA projects

Priority Focus Area and Project leads	Project	Progress
11. Operational Support *(Across the DM in the LM's)*	Operational Support Plans	Support plans for Breede Valley and Langeberg are in progress. Support plan for Witzenberg has been completed. Stellenbosch and Drakenstein's projects have been completed; some projects have been elevated to JDMA level. Ongoing projects: Maintenance of infrastructure, high mass lighting and rooftop solar projects.

Way forward

The DCF takes cognisance of the following:

- **New projects to be approved by DCF:**

1. Road to Rail
2. Expansion of Export Harbour
3. Stettynskloof Dam
4. Next Phase of TRANSHEX
5. ESKOM Network Upgrades
6. Public Works: Leasing Pockets of Land / Forestry Towns
7. Adam Tas Corridor development
8. Financial dispensation to ensure basic services delivery funding.
9. ECD's

- **Next meetings**

Project Leads meeting – 13 February 2025
DCF meeting – 14 March 2025 (to be approved)





Thank you

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Appendix B

CWDM Performance Management and Development System Framework

PERFORMANCE MANAGEMENT

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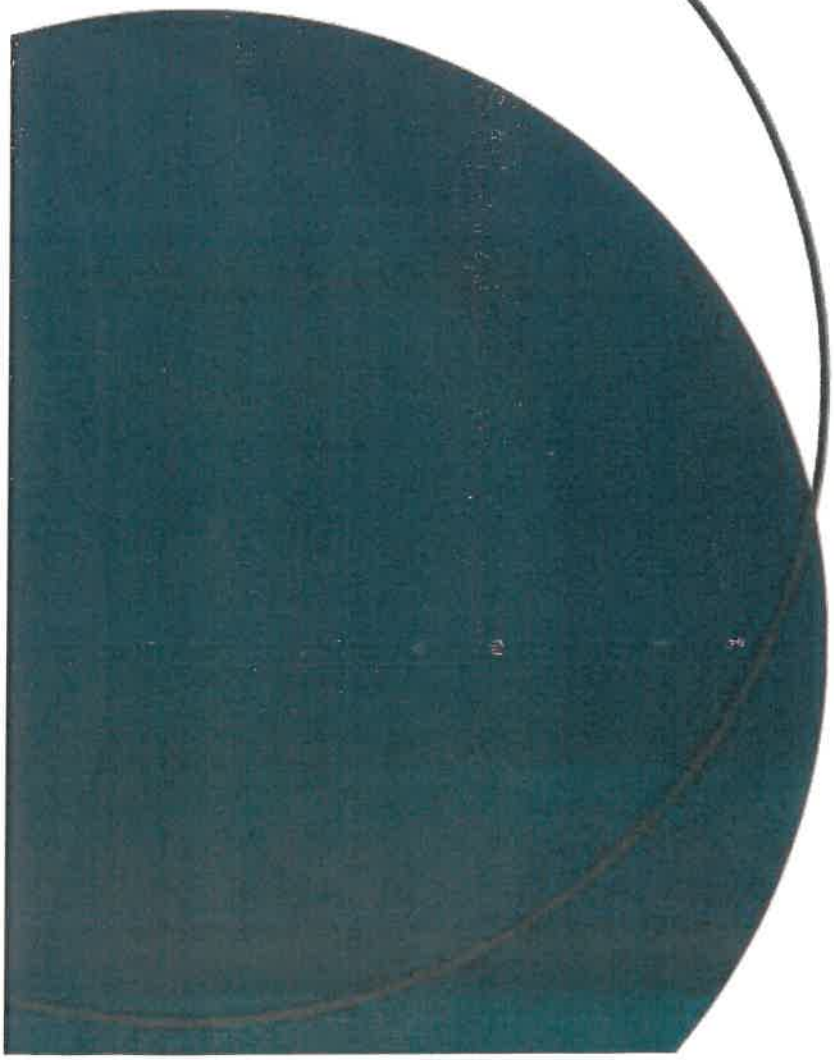
DEVELOPMENT SYSTEM



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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.

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.

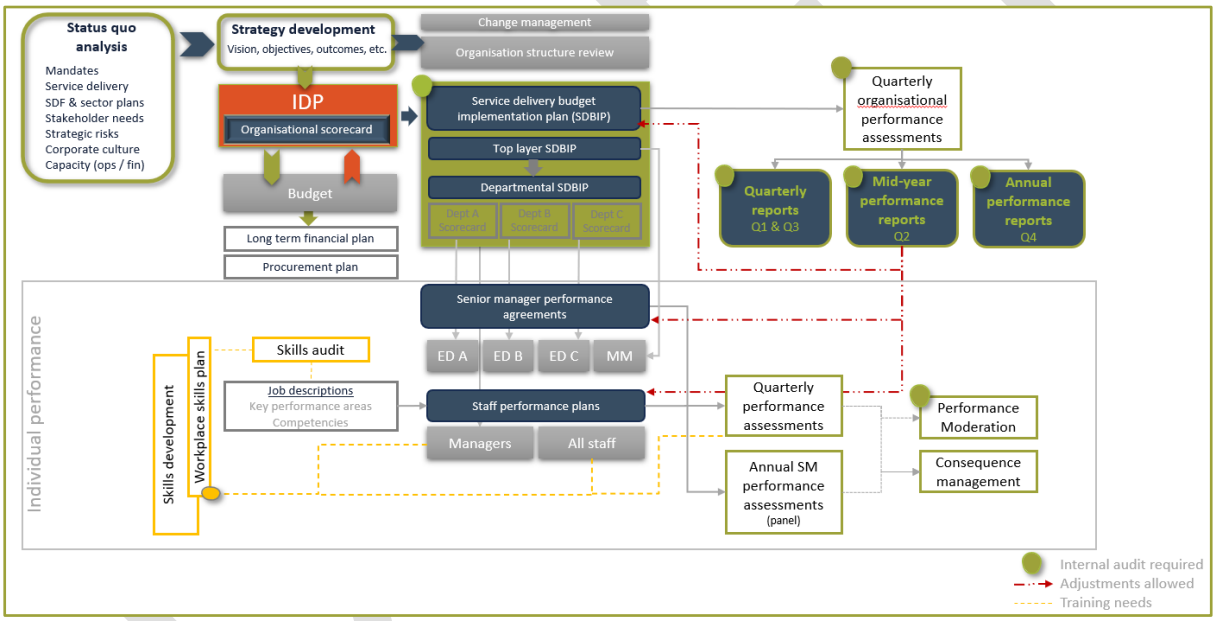
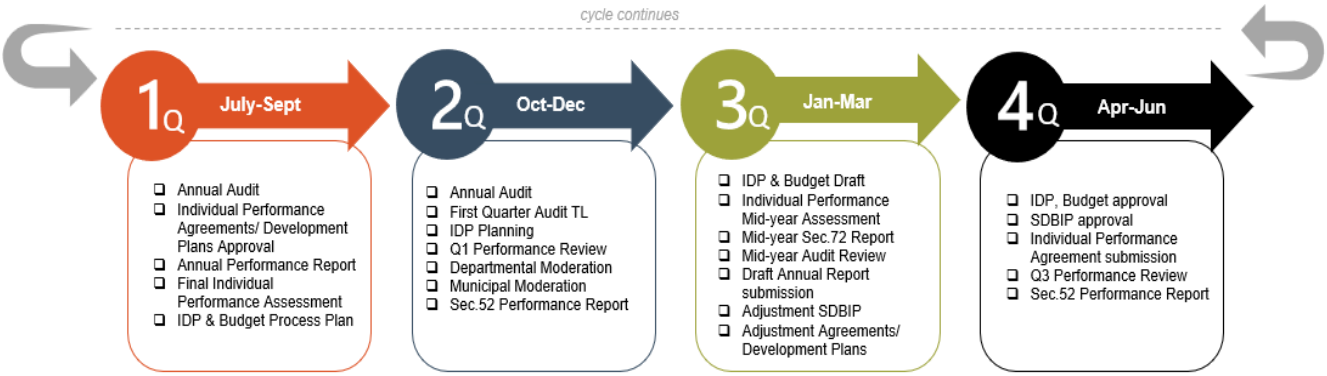


Figure 1: Performance cycles

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:



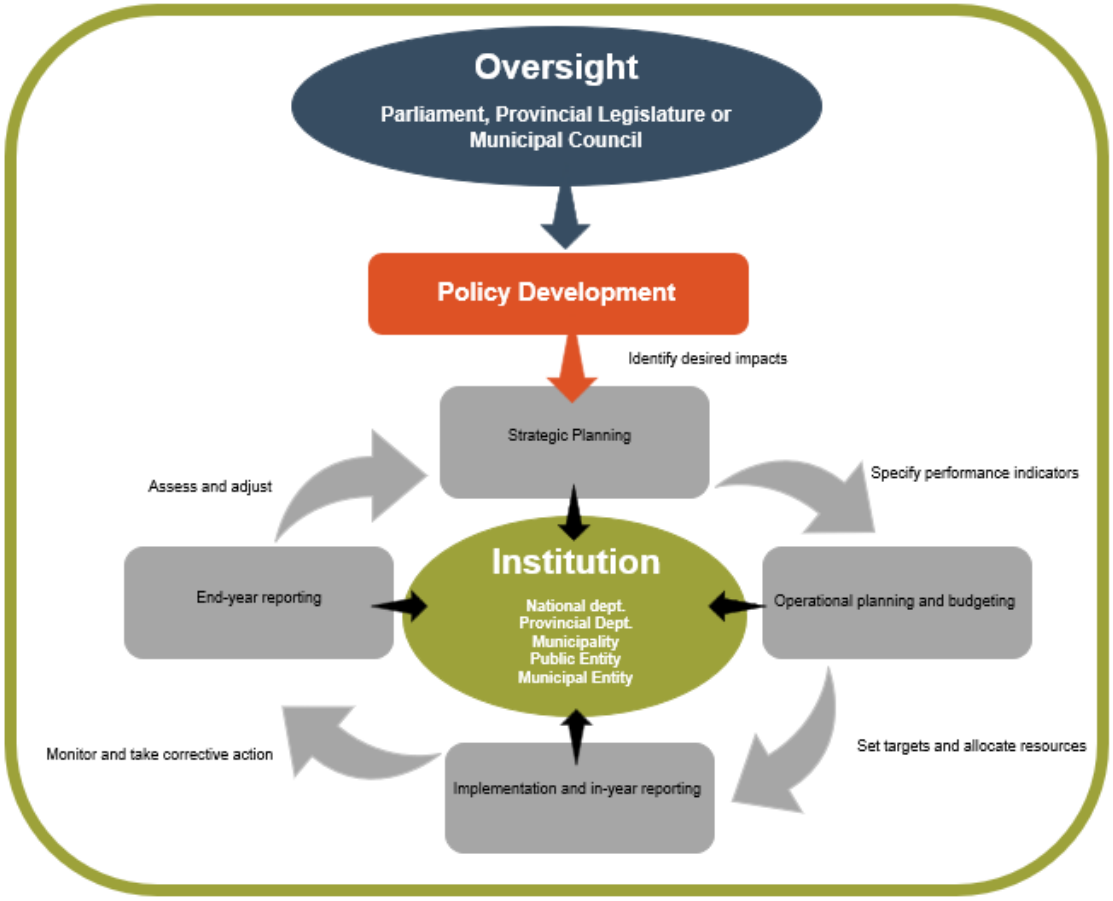


Figure 2: Planning, Budgeting and Reporting Cycle

- **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 process plan 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 directorate and departmental 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.

This 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.

This 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.

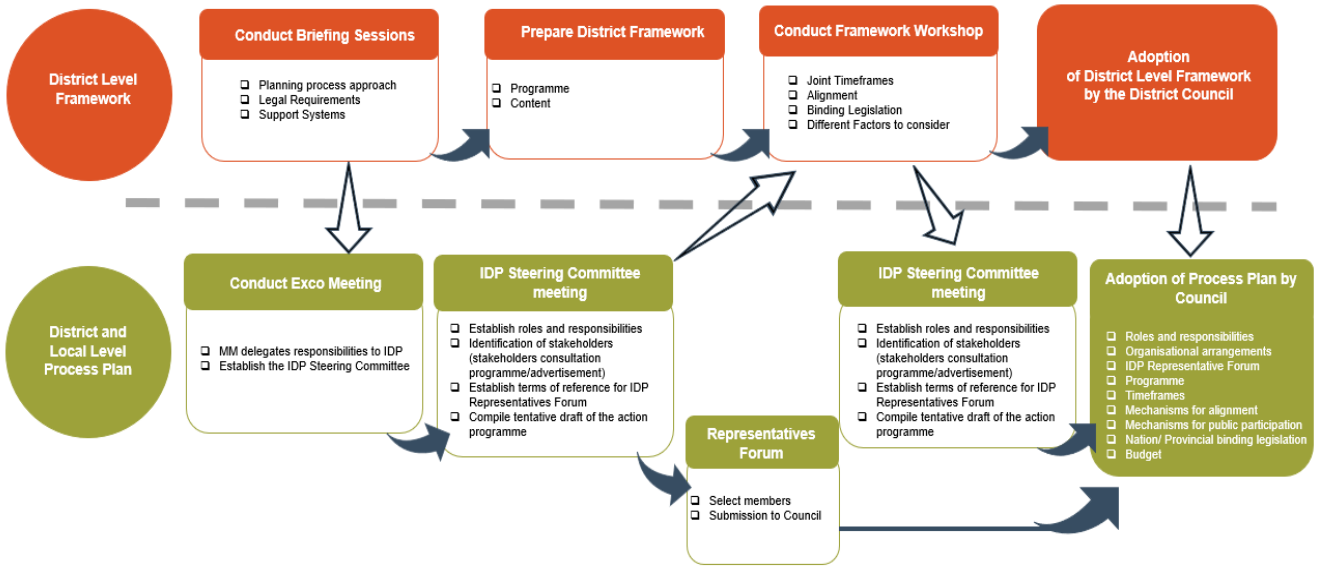

Figure 1: Proposed linkage between District Framework and Process Plan

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 it's 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 convert 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.

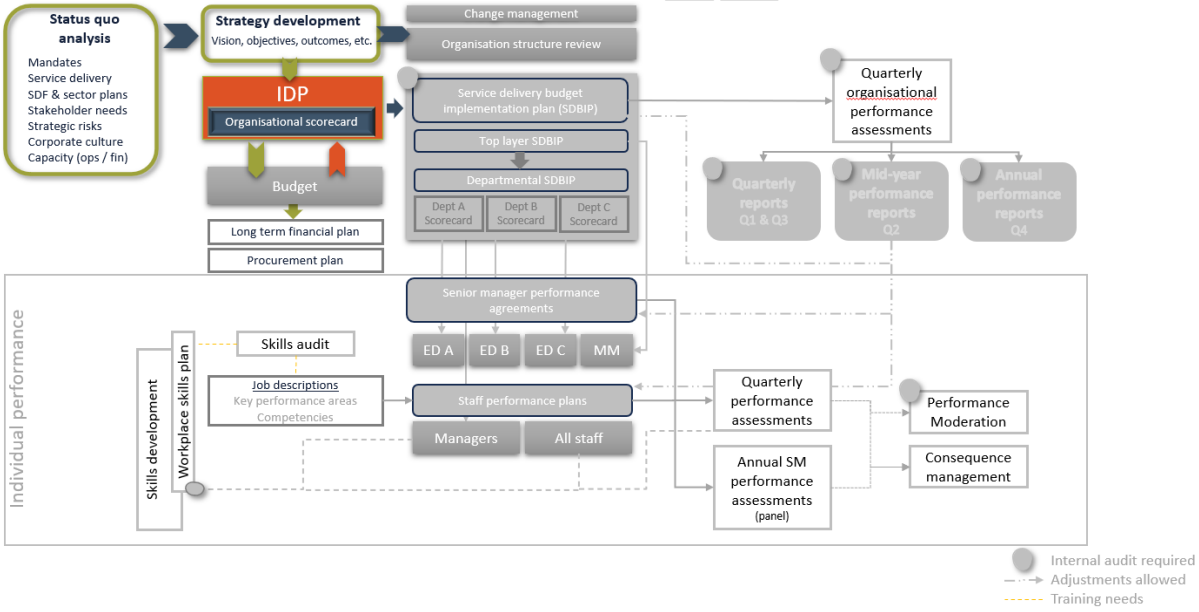

Figure 2: Integrated development planning included in the performance management system

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.)

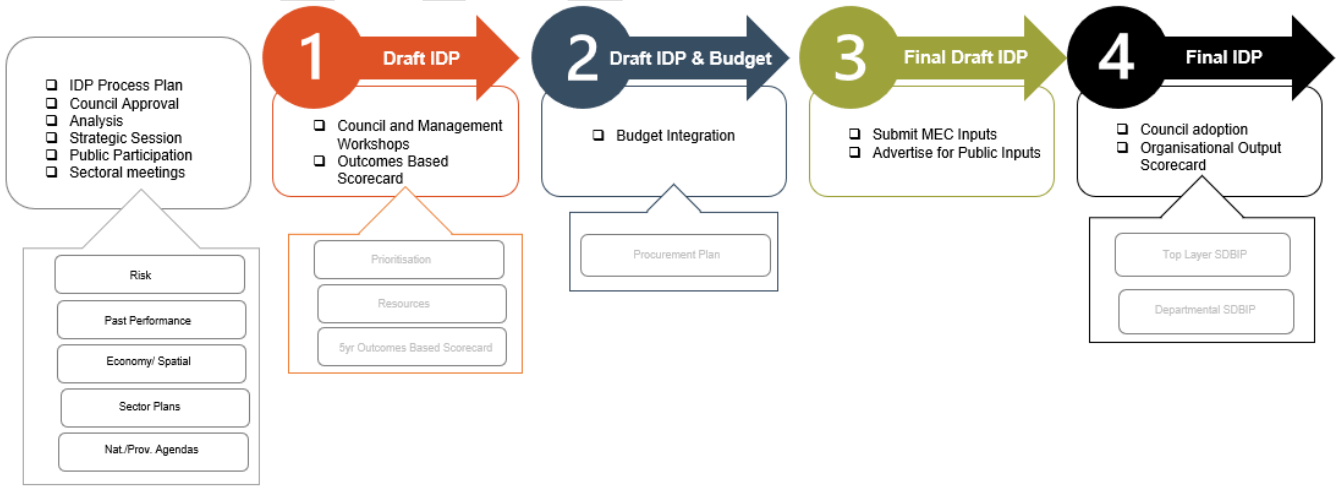

Figure 3: High level IDP Process

5.2 The Service Delivery 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.

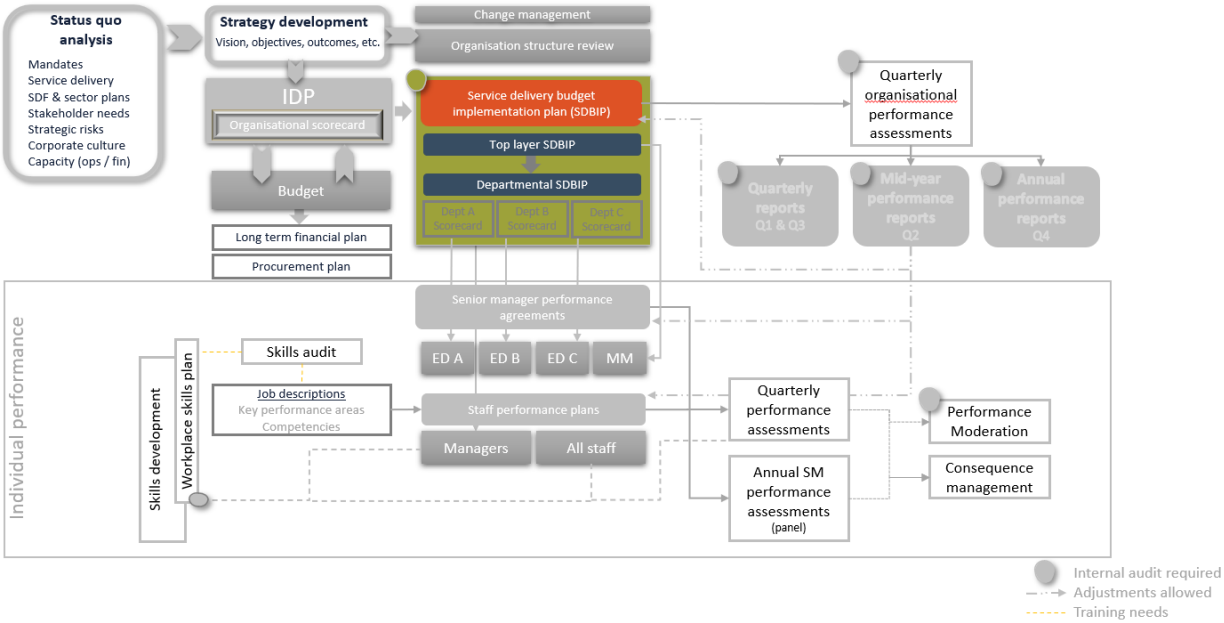

Figure 4: Service delivery budget implementation plan included in the performance management system

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.

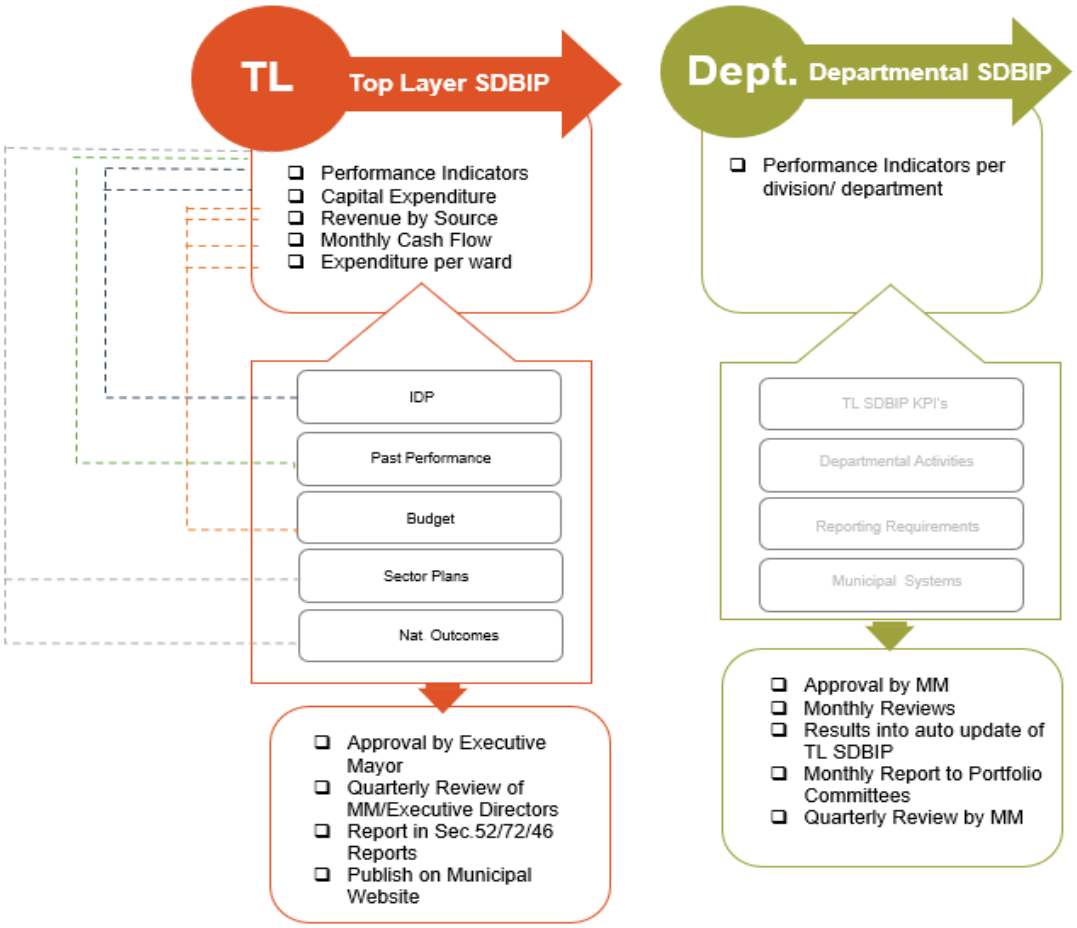

Figure 5: Components of the SDBIP

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) 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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5.6 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.

5.7 Adjustments to KPI's

5.7.1 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.

5.7.2 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.

5.8 Validation

An evaluation of the actual performance results and portfolio of evidence (POE) of each target should be evaluated 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.)

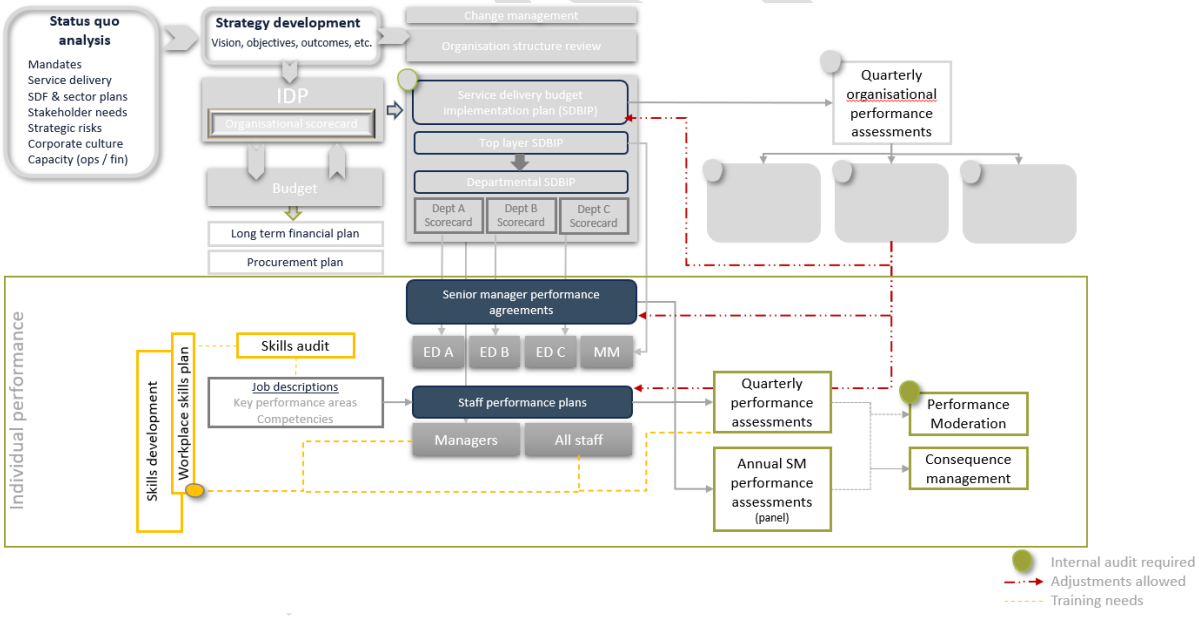

Figure 6: Individual performance included in the performance management system

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.

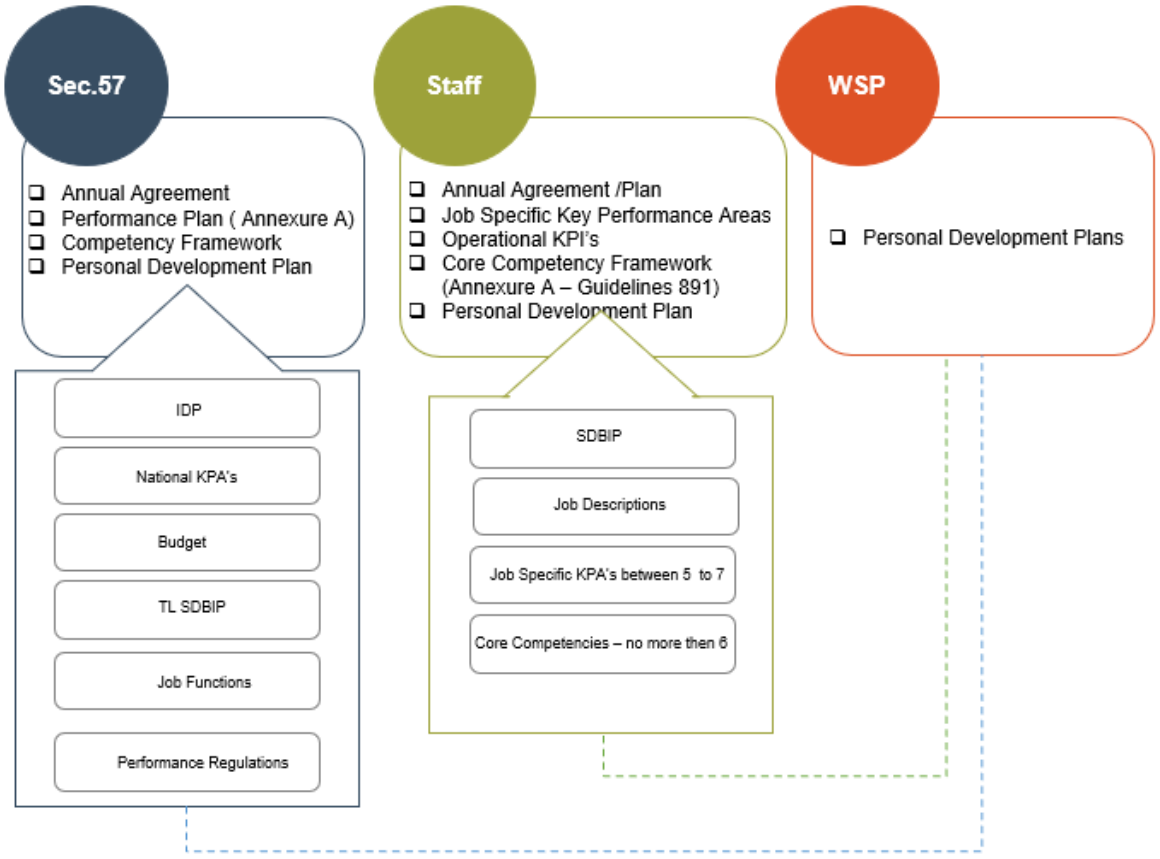

Figure 7: Individual performance components

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
- 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 uphold**.** 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 leave or on sick leave 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 others 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 Heads of Departments 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

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 do not currently have any municipal entities 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 Section will initiate an evaluation report, taking into account the input provided by Head of Department 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;

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- Inappropriate structures;
- 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. 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.

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 are 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 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 a report 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

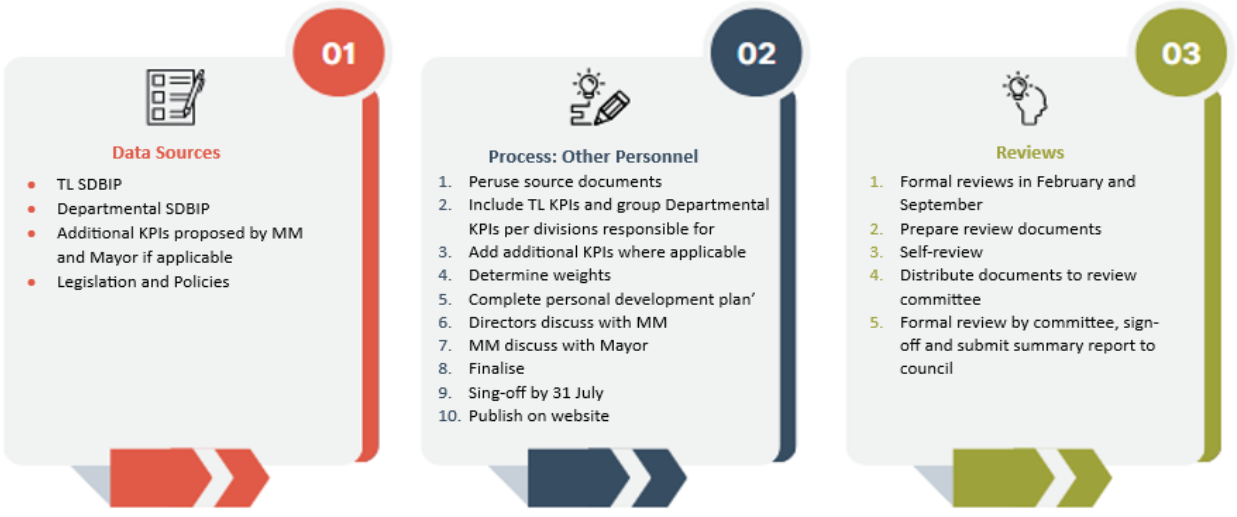

Figure 10 : Individual Performance MM & Executive Directors Process Map

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.
Performance Management Audit Committee	The responsibilities of the Audit 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 Committee has been appointed as the Performance Audit 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
Municipal Public Accounts Committee	The responsibilities of the Audit Committee 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 Municipal 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 options for various forms of recognition;

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ROLE PLAYER	ROLES AND RESPONSIBILITIES
	○ 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
HOD	Head of Department
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

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PMDS	Performance Management System
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 Heads of Department
SMT	Strategic Management Team
SOP	Standard Operating Procedure
TID	Technical Indicator Description
TL	Top Layer

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Appendix C

Cape Winelands District Municipal Scorecard up until 2026/27 and IDP Municipal Scorecard Circular 88

CAPE WINELANDS DISTRICT MUNICIPAL SCORECARD UP UNTIL 2026/27

Strategic Alignment			Performance Indicator Number	Performance Indicator Name	Data Element	CWDM 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	

CAPE WINELANDS DISTRICT MUNICIPAL SCORECARD UP UNTIL 2026/27

Strategic Alignment			Performance Indicator Number	Performance Indicator Name	Data Element	CWDM Department
National KPA	Strategic Objective	Outcome				
OUTCOME INDICATORS FOR ANNUAL MONITORING						
			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	
		A well coordinated fire service division, establishing a fire safe enviroment	PI2.1	Number of officials trained at the CWDM Fire Services Acadamy		***Community Development & Planning Services***
					(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	PI2.2	Number of annual Disaster Management Advisory Forums held		***Community Development & Planning Services***
				(1) Total sum of Disaster Management Forums		
	Monitor and promote a clean, healthy and safe living environment whilst provide					
			PI2.3	The total number of awareness campaigns conducted on waste		***Municipal Manager***

CAPE WINELANDS DISTRICT MUNICIPAL SCORECARD UP UNTIL 2026/27

Strategic Alignment			Performance Indicator Number	Performance Indicator Name	Data Element	CWDM Department
National KPA	**Strategic Objective**	**Outcome**				
OUTCOME INDICATORS FOR ANNUAL MONITORING						
	environment whilst provide emergency response services for all residents throughout the district	*All residents have equal access to basic service delivery*			*(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				
			PI2.4	*Percentage of drinking water samples complying to SANS241*		***Community Development & Planning Services***
					(1) Number of water sample tests that complied with SANS 241 requirements	
					(2) Total number of water samples tested	
			PI2.5	*Percentage increase in own water resources*		***Community Development & Planning Services***
					Data element	
BSD					*Data element*	

CAPE WINELANDS DISTRICT MUNICIPAL SCORECARD UP UNTIL 2026/27

Strategic Alignment			Performance Indicator Number	Performance Indicator Name	Data Element	CWDM Department
National KPA	Strategic Objective	Outcome				
OUTCOME INDICATORS FOR ANNUAL MONITORING						
	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	PI2.6	Kilometers of existing roads rehabilitated		**Technical Services**
					(1) KM's of road reserviced	
			PI2.7	Kilometers of existing roads resealed		**Technical Services**
					(1) KM's of road resealed	
			PI2.8	Percentage of wastewater samples compliant to water use license conditions		**Technical Services Community Development & Planning Services**
					(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	
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	PI3.1	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area		**Financial Services**
					(1) R-value of operating expenditure on contracted services within the municipal area	
					(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)		**Municipal Manager**
					(1) Number of work opportunities provided by the municipality through the Expanded Public Works Programme	
					(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		**Community Development & Planning Services**
					(1) Quantech assessment	
			PI3.4	Average number of days from the point of advertising to the letter of award per 80/20 procurement process		**Financial Services**

CAPE WINELANDS DISTRICT MUNICIPAL SCORECARD UP UNTIL 2026/27

Strategic Alignment			Performance Indicator Number	Performance Indicator Name	Data Element	CWDM Department
National KPA	Strategic Objective	Outcome				
OUTCOME INDICATORS FOR ANNUAL MONITORING						
					(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	
					(2) Total number of 80/20 tenders awarded as per the procurement process	
			PI3.5	*Number of SMME's trained*		***Community Development & Planning Services***
					(1) Sum of the number of SSME's trained per training session	
			PI4.1	*Obtain and maintain a clean audit opinion*		***Municipal Manager***
					(1) Opinion reported by the Auditor-General (Audit outcomes) [Unqualified = 1]	

CAPE WINELANDS DISTRICT MUNICIPAL SCORECARD UP UNTIL 2026/27

Strategic Alignment			Performance Indicator Number	Performance Indicator Name	Data Element	CWDM Department
National KPA	**Strategic Objective**	**Outcome**				
OUTCOME INDICATORS FOR ANNUAL MONITORING						
GGPP	*Foster good governance processes as prescribed by legislation and best practices*	*A foundation for effecrive gorvernance 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*				
			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)	
					(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		
		A capable and knowledgeable	*PI5.1*	*Percentage of municipal skills development levy recovered*		***Corporate Services***
					(1) R value of municipal skills development levy recovered	

CAPE WINELANDS DISTRICT MUNICIPAL SCORECARD UP UNTIL 2026/27

Strategic Alignment			Performance Indicator Number	Performance Indicator Name	Data Element	CWDM Department
National KPA	**Strategic Objective**	**Outcome**				
OUTCOME INDICATORS FOR ANNUAL MONITORING						
MTID	*Establish a skilled workforce and performance orientated administration to promote the growth and development of the organisation*	*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*			*(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***
					(1) Number of funded posts vacant	
					(2) Number of funded post	

Circular 88 Planning & Reporting Template 2025/26

cooperative governance
Department:
Cooperative Governance
REPUBLIC OF SOUTH AFRICA

This tool is valid only for District municipalities for the reporting period of 2025/2026. Only complete the tab of this template applicable to your category of municipality.
In addition to submission of to your Provincial Department of Cooperative Governance, please CC- lgindicators@cogta.gov.za for all planning & reporting submissions.

Please do not make changes to the structure of this spreadsheet. The consistent formatting for all municipalities is necessary for collating this data.

Step 1: Please fill in all your details and all the municipal details in the table below.
Please make use of the drop down menus to select

Report Details	
Period for this report (The period on which you are reporting)	
Date (i.e. date on which this report was written, DD/MM/YYYY)	
Name of person completing this report (Person Capturing)	
Phone number of person completing this report (Person Capturing)	
Email address of the person completing this report (Person Capturing)	

Municpal Details	
Province	
Name of Municipality	
Municipal Code (e.g EC141)	
Category of Municipality	District Municipality
Type of Executive System	

Step 2: Please fill in all the required data in the table below.
Make use of colour key below, and note the completion percentage above each column to aid in completing the table.

Priority Indicators
When Priority Indicators are confirmed, they will be highlighted in orange. These rows are especially important to complete as this data is used in the municipal performance assessments. At this time, the Priority Indicators have not been formalised and do not yet reflect.

Data Key
- Data to be populated at the point of planning (once annually)
- Data to be populated at the point of reporting (as at current quarter/annual)
- Do not fill. Indicator value based on an automated calculation of the data elements
- Do not fill. Black cells not to be populated (kept blank)
- Cells highlight indicators

Quick Links

OUTPUT INDICATORS FOR QUARTERLY REPORTING
COMPLIANCE INDICATORS FOR QUARTERLY REPORTING
OUTPUT INDICATORS FOR ANNUAL REPORTING
OUTCOME INDICATORS FOR ANNUAL REPORTING
COMPLIANCE INDICATORS FOR ANNUAL REPORTING
COMPLIANCE QUESTIONS FOR ANNUAL REPORTING

All Indicators % Complete	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

<- Expand and collapse the header as needed with the - and +

C88 Code	Description	Priority Indicator	Baseline (Annual Performance previous financial year)	Medium term target (term of government)	Annual target	1st Quarter Planned output as per SDBIP	1st Quarter Actual output	2nd Quarter Planned output as per SDBIP	2nd Quarter Actual output	3rd Quarter Planned output as per SDBIP	3rd Quarter Actual output	4th Quarter/ Annual Planned performance	4th Quarter/ Annual Actual performance	Variation	Reason(s) for variation	Remedial action/ Steps taken to improve performance	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in the future	Estimated date when data will be available
	OUTPUT INDICATORS FOR QUARTERLY REPORTING																		
TR6.12	Percentage of surfaced municipal road lanes which has been resurfaced and resealed																		
TR6.12(1)	(1) Kilometres of municipal road lanes resurfaced and resealed																		
TR6.12(2)	(2) Kilometres of surfaced municipal road lanes																		
TR6.13	KMs of new municipal road network																		
TR6.13(1)	(1) Number of kilometres of surfaced road network built																		
TR6.13(2)	(2) Number of kilometres of unsurfaced road network built																		
TR6.21	Percentage of reported pothole complaints resolved within standard municipal response time																		
TR6.21(1)	(1) Number of pothole complaints resolved within the standard time after being reported																		
TR6.21(2)	(2) Number of potholes reported																		
WS1.11	Number of new sewer connections meeting minimum standards																		
WS1.11(	(1) Number of new sewer connections to consumer units																		
WS1.11(	(2) Number of new sewer connections to communal toilet facilities.																		
WS2.11	Number of new water connections meeting minimum standards																		
WS2.11(	(1) Number of new water connections to piped (tap) water																		
WS2.11(	(2) Number of new water connections to public/communal facilities.																		
WS3.11	Percentage of callouts responded to within 48 hours (sanitation/wastewater)																		
WS3.11(	(1) Number of callouts responded to within 48 hours (sanitation/wastewater)																		
WS3.11(	(2) Total number of callouts (sanitation/wastewater)																		
WS3.21	Percentage of callouts responded to within 48 hours (water)																		
WS3.21(	(1) Number of callouts responded to within 48 hours (water)																		
WS3.21(	(2) Total water service callouts received																		
FD1.11	Percentage compliance with the required attendance time for structural firefighting incidents																		
FD1.11(1	(1) Number of structural fire incidents where the attendance time was 14 minutes or less																		
FD1.11(2	(2) Total number of distress calls for structural fire incidents received																		
LED1.11	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area																		
LED1.11(	(1) R-value of operating expenditure on contracted services within the municipal area																		
LED1.11(	(2) Total municipal operating expenditure on contracted services																		
LED1.21	Number of work opportunities created through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)																		
LED1.21(1)	(1) Number of work opportunities provided by the municipality through the Expanded Public Works Programme																		
LED1.21(2)	(2) Number of work opportunities provided through the Community Works Programme and other related infrastructure initiatives.																		
LED2.12	Percentage of the municipality's operating budget spent on indigent relief for free basic services																		
LED2.12(	(1) R-value of operating budget expenditure on free basic services																		
LED2.12(	(2) Total operating budget for the municipality																		
LED3.31	Average number of days from the point of advertising to the letter of award per 80/20 procurement process																		
LED3.31(	(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																		
LED3.31(	(2) Total number of 80/20 tenders awarded as per the procurement process																		
LED3.32	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission																		
LED3.32(	(1) Number of municipal payments within 30 days of complete invoice receipt made to service providers																		
LED3.32(	(2) Total number of complete invoices received (30 days or older)																		
GG1.21	Staff vacancy rate																		
GG1.21(	(1) The number of employee posts on the approved organisational structure																		
GG1.21(	(2) The number of actual employees in the municipality																		
GG1.22	Percentage of vacant posts filled within 6 months																		
GG1.22(	(1) Number of vacant posts filled within 6 months since the date (dd/mm/yyyy) of authority to proceed with filling the vacancy																		
GG1.22(	(2) Number of vacant posts that have been filled																		
GG2.31	Percentage of official complaints responded to through the municipal complaint management system																		
GG2.31(	(1) Number of official complaints responded to according to municipal norms and standards																		
GG2.31(	(2) Number of official complaints received																		
GG5.11	Number of active suspensions longer than three months																		
GG5.11(	(1) Simple count of the number of active suspensions in the municipality lasting more than three months																		
FM1.11	Total Capital Expenditure as a percentage of Total Capital Budget																		
FM1.11(	(1) Actual Capital Expenditure																		
FM1.11(	(2) Budgeted Capital Expenditure																		

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GG3.12	Percentage of councillors who have declared their financial interests	
GG3.12(	(1) Number of councillors that have declared their financial interests	
GG3.12(	(2) Total number of municipal councillors	
FM2.21	Cash backed reserves reconciliation at year end	
FM2.21(	(1) Actual Cash and Cash Equivalents	
FM2.21(	(2) Long Term Investment	
FM2.21(	(3) Unspent grants	
FM2.21(	(4) Statutory requirement	
FM2.21(	(5) Working capital requirements	
FM2.21(	(6) Other provisions	
FM2.21(	(7) Long term investment committed	
FM2.21(	(8) Reserves to be cash backed	
FM3.12	Current ratio (current assets/current liabilities)	
FM3.12(1)	(1) Current assets	
FM3.12(	(2) Current liabilities	
FM4.11	Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure	
FM4.11(	(1) Irregular expenditure	
FM4.11(	(2) Fruitless and Wasteful expenditure	
FM4.11(	(3) Unauthorised expenditure	
FM4.11(	(4) Total Operating Expenditure	
FM5.12	Percentage of total capital expenditure funded from capital conditional grants	
FM5.12(	(1) Total Capital Transfers (provincial and national capital conditional grants)	
FM5.12(	(2) Total Capital Expenditure	
FM5.21	Percentage of total capital expenditure on renewal/upgrading of existing assets	
FM5.21(	(1) Total costs of Renewal and Upgrading of Existing Assets	
FM5.21(	(2) Total Capital Expenditure	
FM5.22	Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset Impairment	
FM5.22(	(1) Total costs of Renewal and Upgrading of Existing Assets	
FM5.22(	(2) Depreciation	
FM5.22(	(3) Asset impairment)	
FM5.31	Repairs and Maintenance as a percentage of property, plant, equipment and investment property	
FM5.31(	(1) Total Repairs and Maintenance Expenditure	
FM5.31(	(2) Property, Plant and Equipment	
FM5.31(	(3) Investment Property (Carrying Value)	
FM7.31	Net Surplus /Deficit Margin for Electricity	
FM7.31(	(1) Total Electricity Revenue	
FM7.31(	(2) Total Electricity Expenditure	
FM7.32	Net Surplus /Deficit Margin for Water	
FM7.32(	(1)Total Water Revenue	
FM7.32(	(2) Total Water Expenditure	
FM7.33	Net Surplus /Deficit Margin for Wastewater	
FM7.33(	(1) Total Sanitation and Waste Water Revenue	
FM7.33(2)	(2) Total Sanitation and Waste Water Expenditure	
FM7.34	Net Surplus /Deficit Margin for Refuse	
FM7.34(	(1) Total Refuse Revenue	
FM7.34(	(2) Total Refuse Expenditure	
	OUTCOME INDICATORS FOR ANNUAL REPORTING	
TR6.2	Number of potholes reported per 10kms of municipal road network	
TR6.2(1)	(1) Number of potholes reported	
TR6.2(2)	(2) Kilometres of surfaced municipal road network	
WS3.1	Frequency of sewer blockages per 100 KMs of pipeline	
WS3.1(1	(1) Number of blockages in sewers that occurred	
WS3.1(2	(2) Total sewer length in KMs	
WS3.2	Frequency of water mains failures per 100 KMs of pipeline	
WS3.2(1	(1) Number of water mains failures (including failures of valves and fittings	
WS3.2(2	(2) Total mains length (water) in KMs	
WS3.3	Frequency of unplanned water service interruptions	
WS3.3(1	(1) Number of unplanned water service interruptions	
WS3.3(2	(2) Total number of water service connections	
WS4.1	Percentage of drinking water samples complying to SANS241	
WS4.1(1	(1) Number of water sample tests that complied with SANS 241 requirements	
WS4.1(2	Total number of water sample tests undertaken	
WS4.2	Percentage of wastewater samples compliant to water use license conditions	
WS4.2(1)	(1) Number of wastewater samples tested per determinant that meet compliance to specified water use license requirements	
WS4.2(2	(2) Total wastewater samples tested for all determinants over the municipal financial year	
WS5.1	Percentage of non-revenue water	
WS5.1(1	(1) Number of Kilolitres Water Purchased or Purified	
WS5.1(2	(2) Number of kilolitres of water sold	
WS5.2	Total water losses	
WS5.2(1	(1) System input volume	
WS5.2(2	(2) Authorised consumption	
WS5.2(3	(3) Number of service connections	
WS5.4	Percentage of water reused	
WS5.4(1	(1) 1.a Direct use of treated municipal wastewater (not including irrigation)	
WS5.4(2	(2) 1.b Direct use of treated municipal wastewater for irrigation purposes	
WS5.4(3	(3) System input volume	
FD2.1	Disaster Management Centre Readiness	
FD2.1(1)	(1) Number of specified conditions of readiness met	
FD2.2	Fire Services function in accordance with prescribed requirements	
FD2.2(2)	(1) Number of specified conditions of fire services functionality met	
GG1.1	Percentage of municipal skills development levy recovered	
GG1.1(1)	(1) R-value of municipal skills development levy recovered	
GG1.1(2)	(2) R-value of the total qualifying value of the municipal skills development levy	
GG1.2	Top management stability	
GG1.2(1)	(1) Sum of actual 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)	
GG1.2(2)	(2) Total aggregate standard working days for all S56 and S57 Posts	
GG4.1	Percentage of councillors attending council meetings	
GG4.1(1)	(1) The sum total of councillor attendance of all council meetings	
GG4.1(2)	(2) The total number of council meetings	
GG4.1(3)	(3) The total number of councillors in the municipality	
FM1.1	Percentage of expenditure against total budget	
FM1.1(1	(1) Total expenditure (operating + capital)	
FM1.1(2	(2) Total budget (operating + capital)	
FM2.1	Percentage of total operating revenue to finance total debt (Total Debt (Borrowing) / Total operating revenue)	
FM2.1(1)	(1) Debt (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease)	
FM2.1(2	(2) Total Operating Revenue	
FM2.1(3	(3) Operating Conditional Grant	
FM2.2	Percentage change in cash backed reserves reconciliation	
FM2.2(1	(1) Cash backed reserves (previous year)	
FM2.2(2	(2) Cash backed reserves (current year)	
FM3.1	Percentage change in cash and cash equivalent (short term)	
FM3.1(1	(1) Cash and cash equivalent (Current year)	
FM3.1(2	(2) Cash and cash equivalent (Previous year)	
FM4.1	Percentage change of unauthorised, irregular, fruitless and wasteful expenditure	
FM4.1(1	(1) Irregular expenditure (previous year)	
FM4.1(2	(2) Fruitless and Wasteful expenditure (previous year)	
FM4.1(3	(3) Unauthorised expenditure (previous year)	
FM4.1(4	(4) Irregular expenditure (current year)	
FM4.1(5	(5) Fruitless and Wasteful expenditure (current year)	
FM4.1(6	(6) Unauthorised expenditure (current year)	
FM4.2	Percentage of total operating expenditure on remuneration	
FM4.2(1	(1)Employee Related Costs	
FM4.2(2	(2) Councillors' Remuneration	
FM4.2(3	(3) Total Operating Expenditure	
FM4.3	Percentage of total operating expenditure on contracted services	
FM4.3(1	(1) Contracted Services	
FM4.3(2	(2) Total Operating Expenditure	
FM5.1	Percentage change of own funding (Internally generated funds + Borrowings) to fund capital expenditure	
FM5.1(1	(1) Internally Generated Funds (current year)	
FM5.1(2	(2) Borrowings (current year)	
FM5.1(3	(3) Internally Generated Funds (previous year)	
FM5.1(4	(4) Borrowings (previous year)	
FM5.2	Percentage change of renewal/upgrading of existing Assets	
FM5.2(1	(1) Total costs of Renewal and Upgrading of Existing Assets (current year)	
FM5.2(2	(2) Total costs of Renewal and Upgrading of Existing Assets (previous year)	
FM5.3	Percentage change of repairs and maintenance of existing infrastructure	
FM5.3(1	(1) Repairs and maintenance expenditure (current year)	
FM5.3(2	(2) Repairs and maintenance expenditure (previous year)	
FM7.1	Percentage change in Gross Consumer Debtors' (Current and Non-current)	

FM7.1(1	(1) Gross consumer debtors (previous year)		
FM7.1(2	(2) Gross consumer debtors (current year		
FM7.2	Percentage of Revenue Growth excluding capital grants		
FM7.2(1	(1) Total Revenue Excluding Capital Grants (current year)		
FM7.2(2	(2) Total Revenue Excluding Capital Grants (previous year)		
FM7.3	Percentage of net operating surplus margin		
FM7.3(1	(1)Total Operating Revenue		
FM7.3(2	(2)Total Operating Expenditure		
	COMPLIANCE INDICATORS FOR ANNUAL REPORTING		
C5	Number of recognised traditional leaders within your municipal boundary		
C21	Number of approved environmental health practitioner posts in the municipality:		
C31	Number of approved posts in the municipality with regard to municipal infrastructure:		
C37	Number of approved posts in the treasury and budget office:		
C35	Number of approved posts in the development and planning department:		
C41	Number of approved engineer posts in the municipality:		
C46	Number of approved waste management posts in the municipality:		
C48	Number of approved electrician posts in the municipality:		
C50	Number of approved water and wastewater management posts in the municipality:		
C52	Number of maintained sports facilities		
C53	Square meters of maintained public outdoor recreation space		
C54	Number of municipality-owned community halls		
C60	Total number of sewer connections		
C62	Total number of Ventilation Improved Pit Toilets (VIPs)		
C72	Date of the last municipal Disaster Management Plan tabled at Council		
C90	Date of the last Climate Change Needs and Response Assessment tabled at Council		
C91	Date of the last Climate Change Response Implementation Plan tabled at Council		
C95	Number of residential properties in the billing system		
C96	Number of non-residential properties in the billing system		
C103	Number of disclosures for fraud and corruption		
	COMPLIANCE QUESTIONS FOR ANNUAL REPORTING		
Q1.	Does the municipality have an approved Performance Management Framework?		
Q2.	Has the IDP been adopted by Council by the target date?		
Q3.	Does the municipality have an approved LED Strategy?		
Q4.	What are the main causes of work stoppage in the past quarter by type of stoppage?		
Q5.	How many public meetings were held in the last quarter at which the Mayor or members of the Mayoral/Executive committee provided a report back to the public?		
Q6.	When was the last scientifically representative community feedback survey undertaken in the municipality?		
Q7.	What are the biggest causes of complaints or dissatisfaction from the community feedback survey? Indicate the top four issues in order of priority.		
Q8.	Does the municipality have an Internal Audit Unit?		
Q10.	Is there a dedicated position responsible for internal audits?		
Q11.	Is the internal audit position filled or vacant?		
Q12.	Has an Audit Committee been established? If so, is it functional?		
Q13.	Has the internal audit plan been approved by the Audit Committee?		
Q14.	Has an Internal Audit Charter and Audit Committee charter been approved and adopted?		
Q15.	Does the internal audit plan set monthly targets?		
Q16.	How many monthly targets in the internal audit plan were not achieved?		
Q17.	Does the Municipality have a dedicated SMME support unit or facility in place either directly or in partnership with a relevant roleplayer?		
Q18.	What economic incentive policies adopted by Council does the municipality have by date of adoption?		
Q19.	Is the municipal supplier database aligned with the Central Supplier Database?		
Q21.	What is the organisational location of the disaster risk management function within your municipality? (Specify the placement and highest level filled post within it).		
Q22	Please list the name of the structure and date of every meeting of an official IGR structure that the municipality participated in this quarter:		
Q23.	Where is the organisational responsibility for the IGR support function located within the municipality (inclusive of the reporting line)?		
Q24.	Is the MPAC functional? List the reasons why if the answer is not 'Yes'.		
Q25.	Has a report by the Executive Committee on all decisions it has taken been submitted to Council this financial year?		
Q26	Does the municipality have any arrangement (e.g. Service Level Agreement or otherwise) with another organ of state for the provision of municipal health services within the municipal jurisdiction? If so, please list the names of the applicable organs of state		