CAPE WINELANDS DISTRICT
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

# 2nd Review 2024/2025 Integrated Development Plan

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

CAPE WINELANDS DISTRICT
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

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

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

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

# Local Municipal Overview

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

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.

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

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

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

# Contents page

# Executive Mayor Forward


Ald (Dr) Elna von Schlicht

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

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

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

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

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

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

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

Elna von Schlicht

# Municipal Manager Forward


Mr Henry Prins

Dear Reader,

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

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

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

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

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

Henry Prins

# WHAT IS THE INTEGRATED DEVELOPMENT PLAN?

## What is Integrated Development Planning?

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

## What is the legal status of an IDP?

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

## Why is it necessary to do IDP's?

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

# Chapter 1
# Introduction and Overview

*A unified Cape Winelands of excellence for sustainable development*

CAPE WINELANDS DISTRICT
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## Vision

A unified Cape Winelands of excellence for sustainable development

## Mission

Working together towards effective, efficient and economically sustainable development

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

- Commitment to the development of people
- Integrity in the performance of our duty
- Respect for our natural resources
- Transparency in accounting for our actions
- Regular consultation with customers on the level and quality of service
- Higher levels of courtesy and professionalism in the workplace
- Efficient spending and responsible utilization of municipal assets
- Celebrating Diversity

# Top Administrative Structure

**Mr Henry Prins**

**MUNICIPAL MANAGER**

## Executive Directors

**Mrs Fiona Du Raan-Groenewald**

**CHIEF FINANCIAL OFFICER**

**CORPORATE SERVICES**

**Mr Francois van Eck**

**TECHNICAL SERVICES**

**Mr Pietie Williams**

**COMMUNITY DEVELOPMENT AND PLANNING SERVICES**

# CWDM: Macro Structure

Back to Index

| Legend: | |
|---|---|
| New Position | |
| Reporting Line Change | |
| Vacant Funded Position | |
| Vacant Unfunded Position | |
| Reallocated in Organogram | |

# POLITICAL LEADERSHIP OF
## CAPE WINELANDS DISTRICT MUNICIPALITY

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


# CWDM COUNCIL PARTY MEMBERS

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



*A unified Cape Winelands of excellence for sustainable development*

# STRATEGIC OBJECTIVES AND DEPARTMENTAL ALIGNMENT

| National KPA | SO | Strategic Objectives | Outcomes |
|---|---|---|---|
| Municipal Financial Viability and Management | SO1 | Provide sustainable strategic financial management and support services | • *The municipality aims to create sustainable sources of funding and management thereof, ensuring long-term financial viability.*<br>• *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.*<br>• *Municipal infrastructure and transport planning systems are developed in a resilient and well-functioning manner as to result in longevity, and a safe and secure communal environment facilitating socio- economic opportunities* |
| Basic Service Delivery | SO4 | Monitor and promote a clean, healthy and safe living environment whilst providing emergency response services for all residents throughout the district | • *All residents have equal access to basic service delivery.*<br>• *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.*<br>• *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*<br>• *A well-coordinated fire services division, establishing a fire safe environment for all.*<br>• *The provision of municipal health services and air quality management.* |
| Municipal Transformation and | SO5 | Establish a skilled workforce and performance orientated | • *A capable and knowledgeable workforce that positively contribute and* |

| National KPA | SO | Strategic Objectives | Outcomes |
|---|---|---|---|
| Institutional Development | | administration to promote the growth and development of the organisation | successfully provide high-quality services to the community, and become enablers of development.<br>• *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, 2023; Actual households, 2022

**Population**

877 368

**Households**

242 283

## Education

2022

| | |
|---|---|
| Matric Pass Rate | 77.4% |
| Learner Retention Rate | 76.0% |
| Learner-Teacher Ratio | 27.77 |

## Poverty

2022

| | |
|---|---|
| Gini Coefficient | 0.59 |
| Poverty Head Count Ratio (UBPL) | 64.83% |

## Health

2022/23

| Primary Health Care Facilities | Immunisation Rate | Maternal Mortality Ratio (per 100 000 live births) | Teenage Pregnancies – Delivery rate to women U/18 |
|---|---|---|---|
| 40 (excl. mobile/satellite clinics) | 76.4% | 54.7 | 13.3% |

## Safety and Security

Actual number of reported cases in 2022/23

| Residential Burglaries | DUI | Drug-related Crimes | Murder | Sexual Offences |
|---|---|---|---|---|
| 4391 | 768 | 6783 | 395 | 989 |

## Access to Basic Service Delivery

Percentage of households with access to basic services, 2022

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

## Labour

2022

Unemployment Rate (narrow definition)

14.7%

## Socio-economic Risks

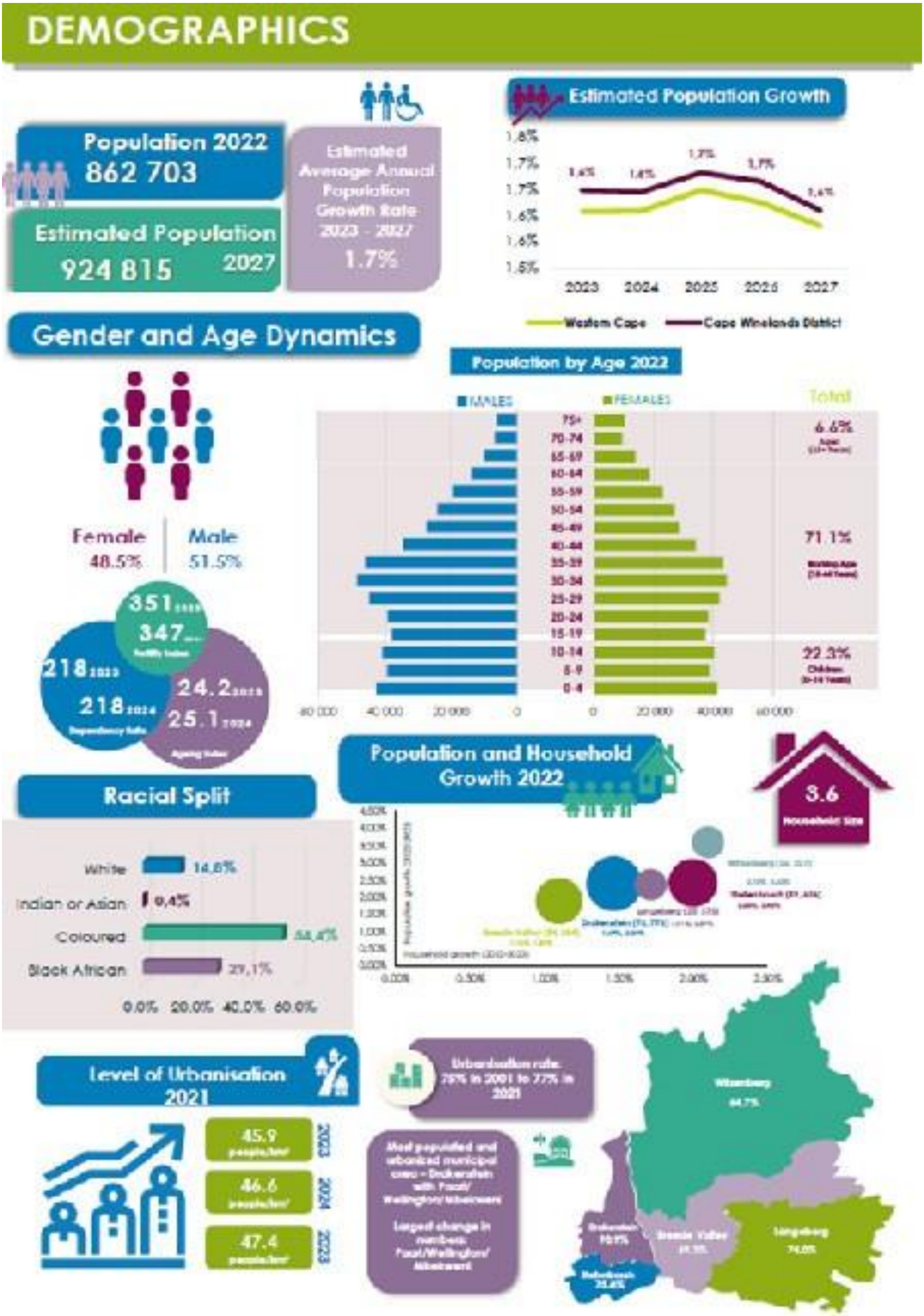
| | |
|---|---|
| Risk 1 | Job losses |
| Risk 2 | Low learner retention |
| Risk 3 | Low skills base (labour) |

## Largest 3 Sectors

Contribution to GDP, 2021

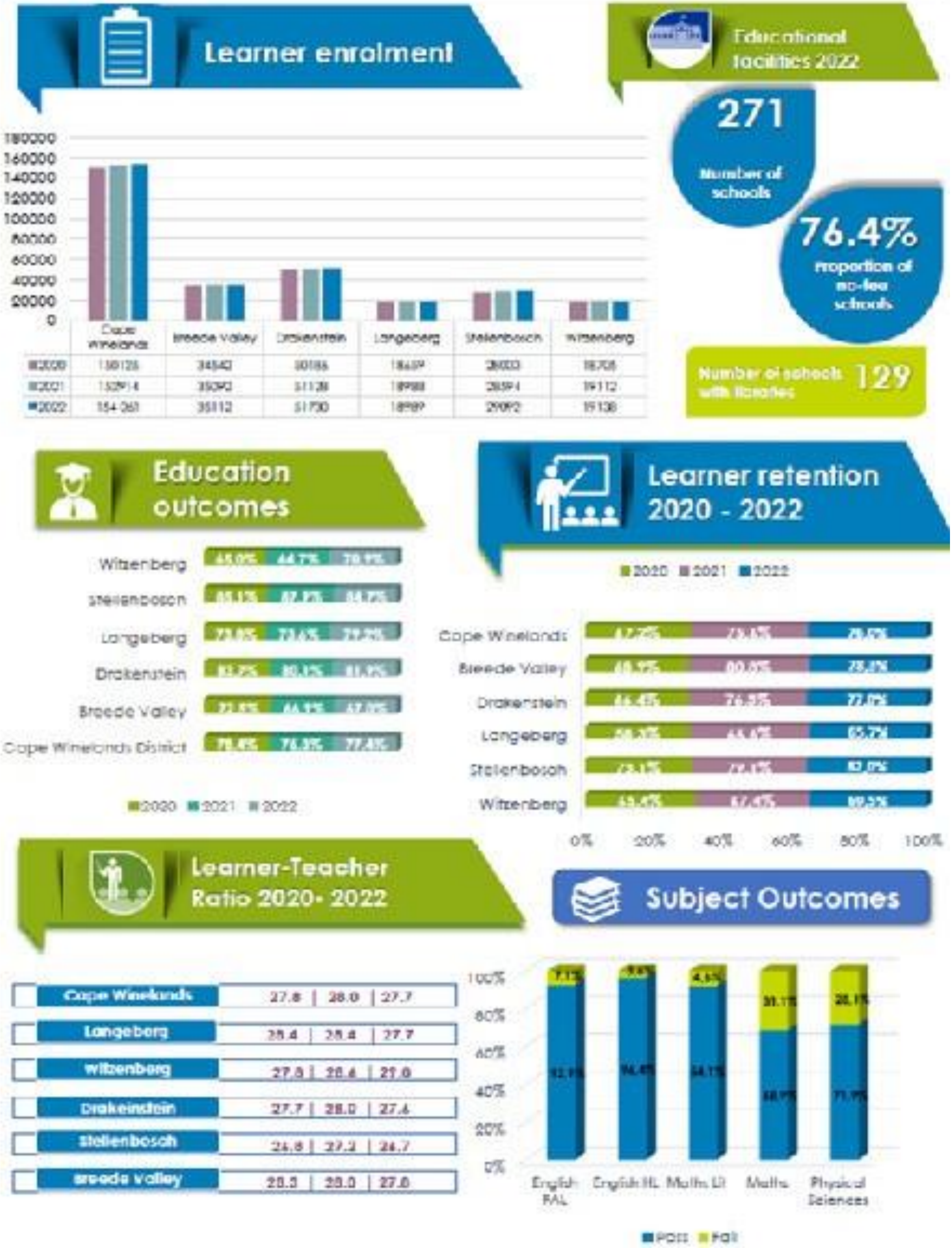
| Finance, insurance, real estate and business services | Wholesale & retail trade, catering and accommodation | Manufacturing |
|---|---|---|
| 24.6% | 16.8% | 15.7% |

**2023 Socio-Economic Profile: Cape Winelands District Municipality**




2023 Socio-Economic Profile: Cape Winelands District Municipality

# EDUCATION




2023 Socio-Economic Profile: Cape Winelands District Municipality

# HEALTH

## Healthcare Facilities

45 Fixed PHC Facilities

31 Mobile Clinics

59 ART Clinics/ Treatment Sites

63 TB Clinics/ Treatment Sites

4 District Hospitals

2 Regional Hospitals

## Emergency Medical Services


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

## Maternal Health

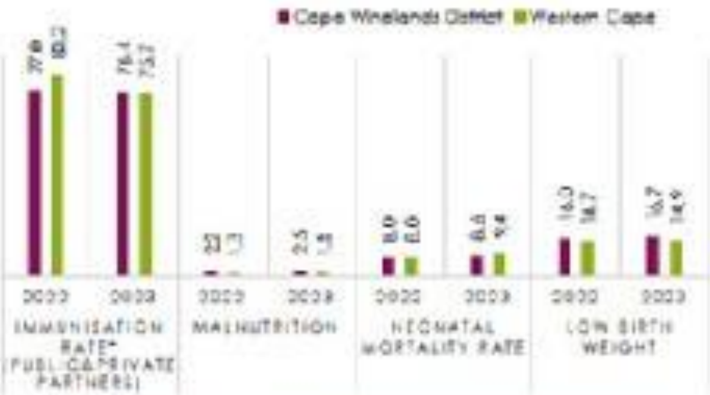
**CAPE WINELANDS DISTRICT 2023: Maternal Health Indicators**

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


## Child Health

**CAPE WINELANDS DISTRICT 2023: Child Health Indicators**

- Live births under 2500g (low birth weight) : 2 155
- Inpatient deaths 6-28 day : 110
- Immunisation u1 year : 12 238
- Severe acute malnutrition u5 years : 204




## HIV/AIDS

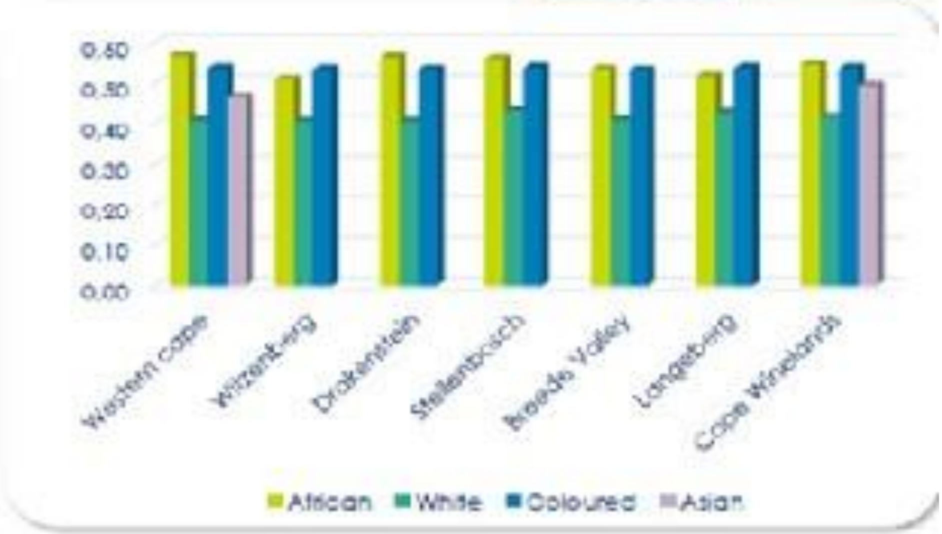

## Tuberculosis


**2023 Socio-Economic Profile: Cape Winelands District Municipality**

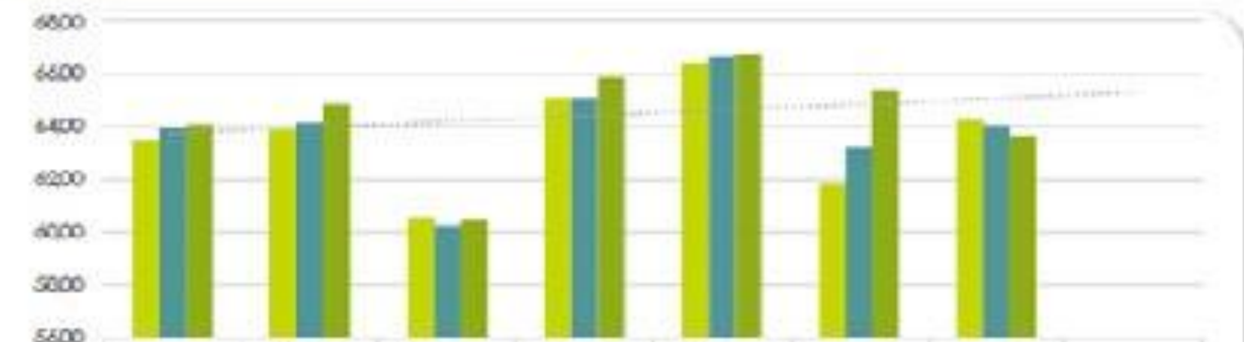
# POVERTY

## GDP per capita


## Income Inequality



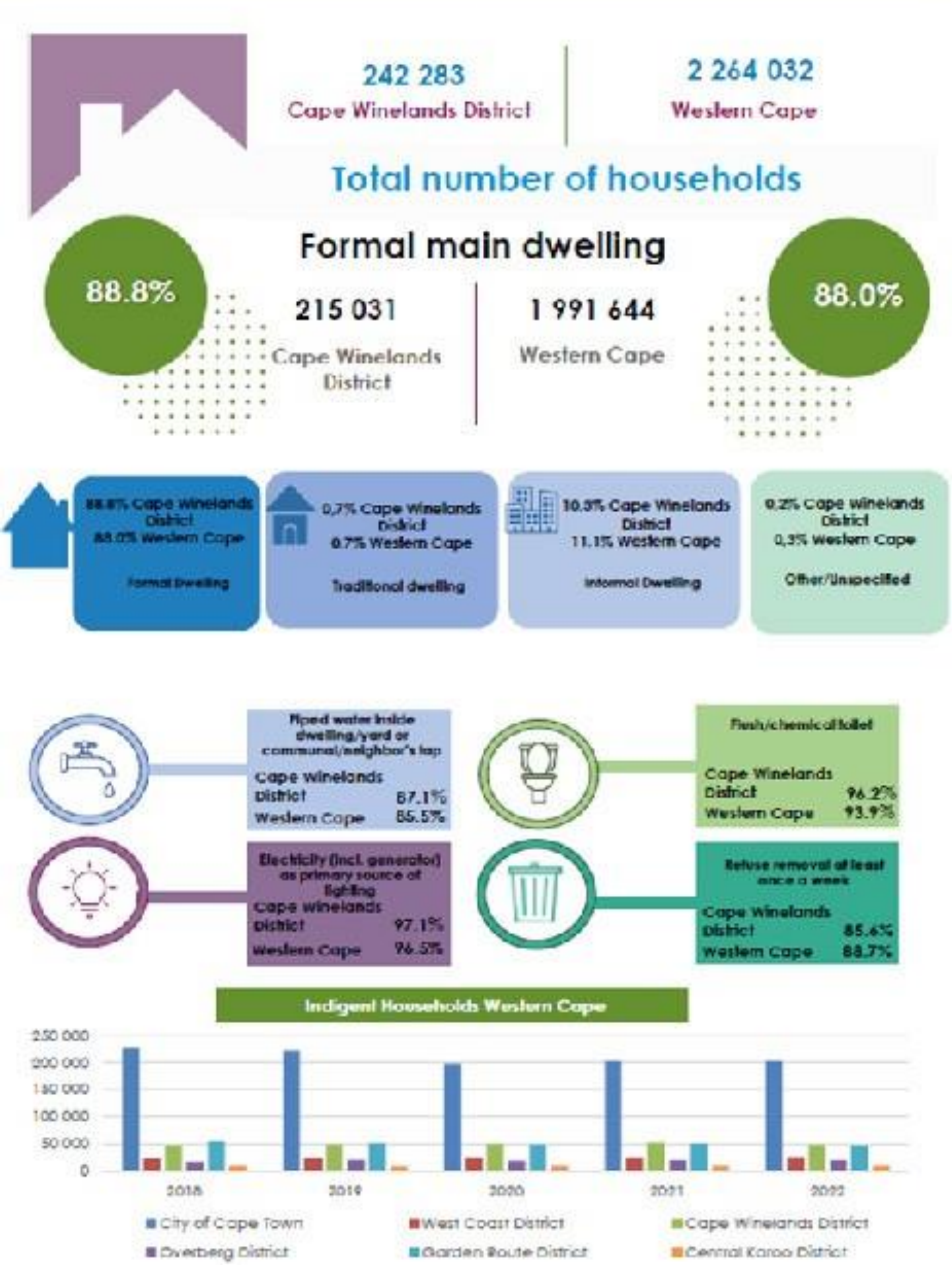

## Poverty Line




| | Western cape | Cape Winelands | Witzenberg | Drakenstein | Stellenbosch | Breede Valley | Langeberg |
|---|---|---|---|---|---|---|---|
| 2016 | 63.42 | 63.84 | 60.56 | 65.05 | 66.41 | 61.80 | 64.22 |
| 2019 | 63.91 | 64.10 | 60.25 | 65.05 | 66.59 | 63.15 | 64.03 |
| 2022 | 64.05 | 64.85 | 60.44 | 65.86 | 66.68 | 65.37 | 63.63 |

**2023 Socio-Economic Profile: Cape Winelands District Municipality**

# BASIC SERVICE DELIVERY




**2023 Socio-Economic Profile: Cape Winelands District Municipality**

# SAFETY AND SECURITY



2023 Socio-Economic Profile: Cape Winelands District Municipality

# Chapter 3
# Strategic Substance of the IDP

# CAPE WINELANDS DISTRICT MUNICIPALITY
# PUBLIC PARTICIPATION PROCESS

## Purpose of Mayoral Monday

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

**Dates**

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

## MAYORAL MONDAY CLUSTERED INPUTS

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

# District needs raised by B-Municipalities

## Stellenbosch Municipality

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

# District needs raised by B-Municipalities

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

## Langeberg Municipality

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

# District needs raised by B-Municipalities

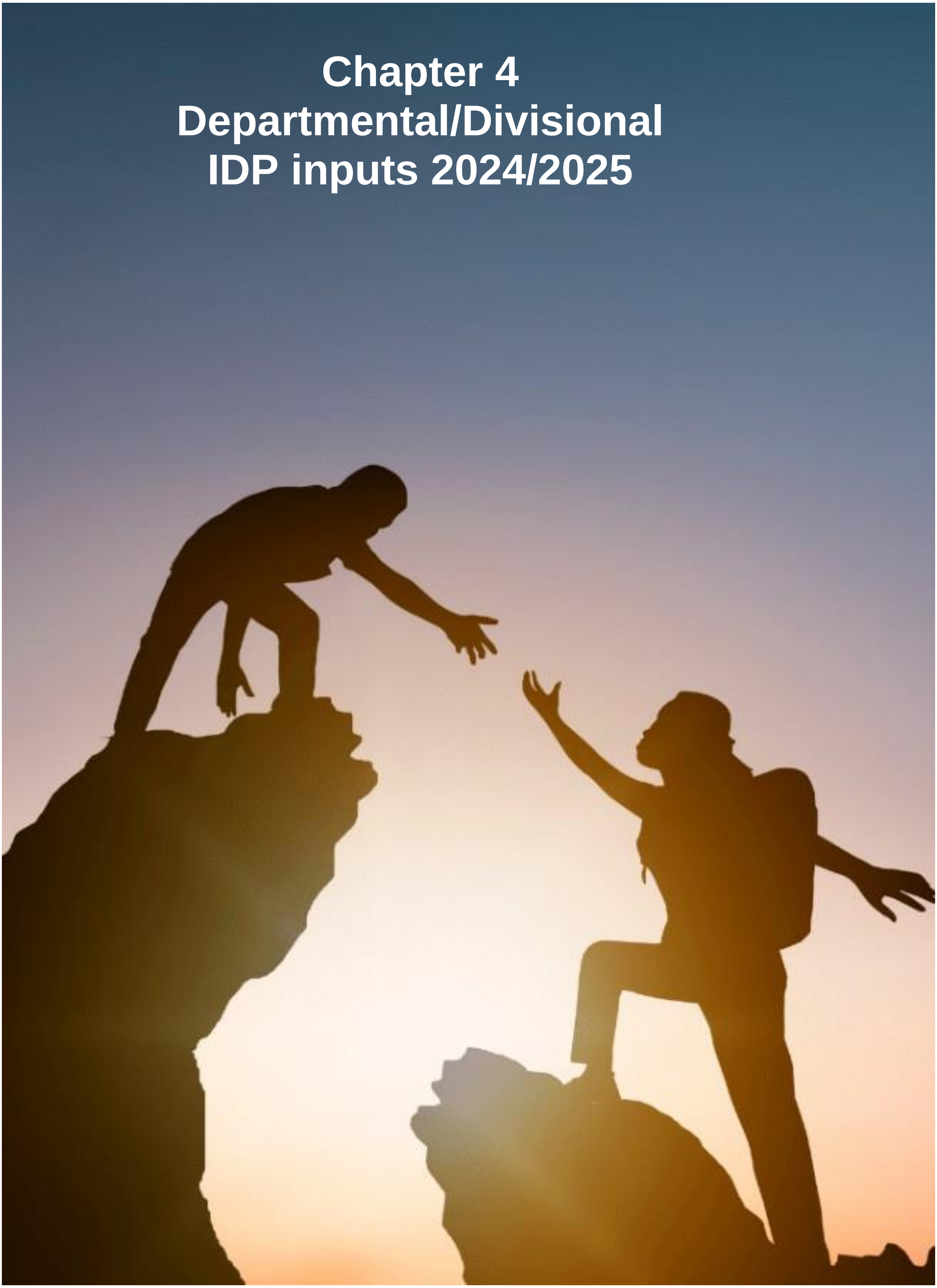
## Witzenberg Municipality

**Municipality**
Witzenberg

**Needs raised for the district**
- Broadband connectivity
- Beter mobile clinic services
- Satellite connectivity
- Substance abuse escalating under scholars
- Rehabilitation of rest stop areas
- Upgrading of main route signage
- Water security programs
- Small farmers live stock in urban areas

**Identified area in the district**
Ceres, Bella Vista, N'duli
All rural/farm areas
All rural/farm areas
Witzenberg High Schools
R46, R355 and R356
route signage – to better Tourism industry
in the Witzenberg
in the previous DMA areas(water security)
All informal settlements

# Chapter 4
# Departmental/Divisional IDP inputs 2024/2025



# Office of the Municipal Manager

DIVISION

# Legal Services

## Legislative context for division:

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

DIVISION

# Internal Audit

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

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

## Legislative context for division:

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

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

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

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

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

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

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

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

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

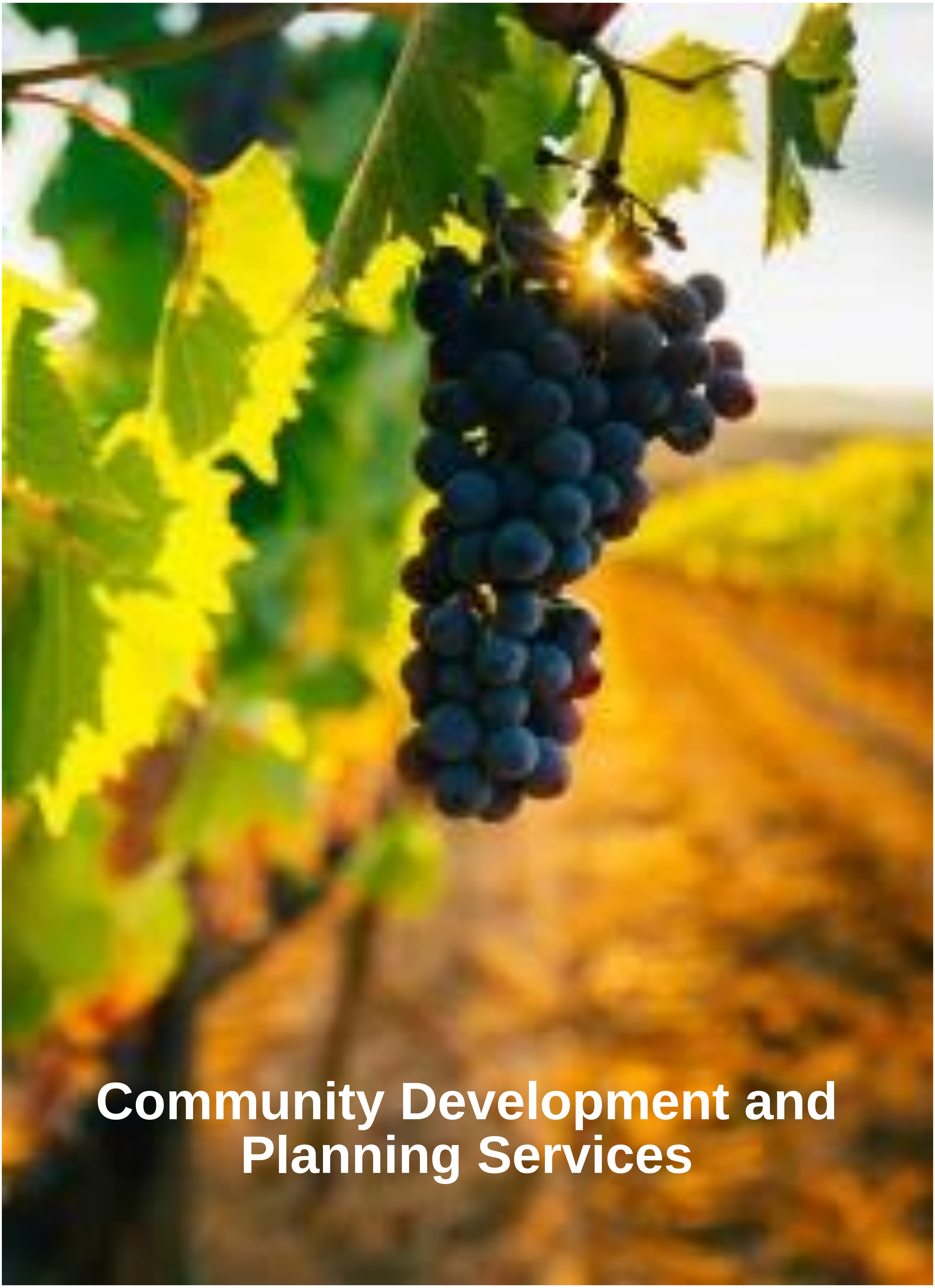
| Major capital items for 2024/25– 2026/27 | Purpose of item | Allocated budget |
|---|---|---|
| 1. Contracted Services (Update of Internal Audit Policies and External Quality Assurance Assessment). | The new Global Internal Audit Standards were issued on 9 January 2024, and will take effect on 9 January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

| Review date |
|---|
| Not applicable |

## Challenges:

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

concerning the efficacy of internal control systems, risk management,
and governance processes.



# Community Development and Planning Services

CAPE WINELANDS DISTRICT
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

DIVISION

# Municipal Health Services

## Legislative context for division:

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

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

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

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

DIVISION

# Disaster Management

## Legislative context for division:

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

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

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

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

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

## Challenges:

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

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DISASTER MANAGEMENT - CAPE WINELANDS -

DIVISION

# Fire Services

## Legislative context for division:

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

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

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

## Current state of function

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

The shortage of staff is complimented by reservists and students.

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

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

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

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

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

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

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

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

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

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

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

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DIVISION

# Socio Economic Development

**Legislative context for division:**

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

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

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

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

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

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

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

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

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

# Tourism

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

# LED

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

# LED

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

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

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

### Challenges:

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

# SPATIAL PLANNING AND ENVIRONMENTAL MANAGEMENT

## Legislative context for division:

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

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

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

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

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

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

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

**Challenges:**

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

# RURAL AND SOCIAL DEVELOPMENT

## Legislative context for division:

**Municipal Finance Management Act**

*Legislative context for division:*

• *Section 153 of the South African Constitution (Act 108 of 1996) defines developmental duties for all categories of Municipalities, stating that a Municipality must:*

(a) *Structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community; and to promote the social and economic development of the community; and must*

(b) *Participate in national and provincial development programmes.*

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

***Policy Alignment***

**National Development Plan**

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

**Cape Vision 2040**

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

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

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

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

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

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

## Challenges:

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

# Technical Services

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DIVISION
# Roads

## Legislative context for division:

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

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

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

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

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

## Challenges:

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

DIVISION

# Project Management

## Legislative context for division:

- **District Municipality**

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

- **Local Municipalities**

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

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

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

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

| Sector Plan | Review date |
|---|---|
| Integrated Waste Management Plan | April 2024 |

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DIVISION

# Regulation Passenger Transport Services

## Legislative context for division:

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

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

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

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

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

## Challenges:

Shortage Of Personnel.

# Financial Services

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DIVISION

# Supply Chain Management

## Legislative context for division:

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

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

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

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

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

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

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

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

## Challenges:

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

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# Corporate Services

DIVISION

## Administrative Support Services

### Legislative context for division:

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

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

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

(Act No. 3 of 2005).

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

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

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

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

# INFORMATION ON RECORDS MANAGEMENT

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

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

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

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

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

For example, well-organized records:

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

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

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

(d) Ensure the consistent delivery of services.

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

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

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

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

DIVISION

# Human Resources

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

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

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

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

### Operational 5-Year Plan

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

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

| Recruitment, Selection and Workplace Planning: | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 |
|---|---|---|---|---|---|
| Align the Recruitment Policy to the HR Strategy / Plan and Municipal Staff Regulations | x | | | | |
| Keep record of the following and note effectiveness thereof (in order to recommend changes annually during revision of the Recruitment Policy): | | x | | | |
| a) Time taken to fill each vacant post, measured from when the HR division is informed of the vacant post until acceptance of appointment by the successful candidate. | | | x | | |
| b) The relevant success of various recruitment channels utilized in relation to each post level, measured by documenting the channel(s) through which successfully shortlisted candidates applied for a specific post. 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 |

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

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

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

| Compensation and Benefits: | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 |
|---|---|---|---|---|---|
| Develop Remuneration Policy. | | | | x | |
| Conduct Roadshows annually to update officials regarding benefits & explain types of leave and how to capture leave | | x | x | x | x |
| Review of Induction Programme process to link it with the onboarding Policy. | | x | | | |
| **Employee Relations Management:** | **2023/24** | **2024/25** | **2025/26** | **2026/27** | **2027/28** |
| Analyse data of ER processes annually and make recommendations of how to improve on effectiveness of function (Review relevant Policy annually). | | x | | | |
| Manage knowledge by creating a database of relevant authorities that is readily accessible to the Employee Relations team. | | | | x | |
| Implement a Labour Relations Analytics to evaluate all data applicable | | | x | | |

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

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

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

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

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

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

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

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

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

**Challenges:**

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

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

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

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

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

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

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

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

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

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

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

(1) Every municipality must-

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

(i) fill funded vacancies; and

(ii) reduce turnaround times for filling of approved vacant funded posts;

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

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

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

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

DIVISION

# IDP and Performance Management

## Legislative context for division:

**Functions covered in this division:**

*1. Integrated Development Planning (IDP)*

*2. Public Participation (PP)*

*3. Performance Management*

*4. Inter-governmental Relations (IGR)*

*5. Joint District & Metro Approach (JDMA)*

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

***Current positions:***

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

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

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

## SUPPORT TO LOCAL MUNICIPALITIES –

## FINANCIAL IMPACT (2024/5)

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

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

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

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

# OFFICE OF THE MUNICIPAL MANAGER

CAPE WINELANDS DISTRICT
MUNICIPALITY • MUNISIPALITEIT • UMASIPALA


NAVRAE/ENQUIRIES/IMIBUZO: HF PRINS
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FAKS/FAX/iFEKSI: 021-887 3451
E-POS/E-MAIL/iE-MAIL: mm@capewinelands.gov.za
U VERW/YOUR REF/iREF YAKHO:
ONS VERW/OUR REF/iREF YETHU: 5/15/1/3/1

Alexanderstraat 46 Alexander Street
✉ 100
STELLENBOSCH
7599


27 February 2024

For attention: Mr D McThomas

The Municipal Manager
Breede Valley Municipality
Private Bag X3046
WORCESTER
6849

By email: mm@bvm.gov.za

Sir,

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

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

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

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

Yours faithfully

HF PRINS
MUNICIPAL MANAGER

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

Alexanderstraat 46 Alexander Street
✉ 100
STELLENBOSCH
7599


27 February 2024

For attention: Dr J Leibbrandt

The City Manager
Drakenstein Municipality
Berg River Boulevard
PAARL
7622

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

Sir,

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

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

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

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

Yours faithfully

HF PRINS
MUNICIPAL MANAGER

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CAPE WINELANDS DISTRICT
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| | | |
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| E-POS/E-MAIL/iE-MAIL: | mm@capewinelands.gov.za | 7599 |
| U VERW/YOUR REF/iREF YAKHO: | | |
| ONS VERW/OUR REF/iREF YETHU: | 5/15/1/3/1 | |


27 February 2024

For attention: Mr ASA de Klerk

The Municipal Manager
Langeberg Municipality
Private Bag X2
ASHTON
6715

By email: mm@langeberg.gov.za

Sir,

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

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

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

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

Yours faithfully

HF PRINS
MUNICIPAL MANAGER

**Alle korrespondensie moet aan die Munisipale Bestuurder gerig word/**
**All correspondence to be addressed to the Municipal Manager/Yonke imbalelwano mayithunyelwe kuMlawuli kaMasipala**
**Telefoon/Telephone/Umnxeba: 0861 265 263 • E-pos/E-mail/iE-mail: admin@capewinelands.gov.za • Faks/Fax/iFeksi: 023 342 8442**

# OFFICE OF THE MUNICIPAL MANAGER

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U VERW/YOUR REF/iREF YAKHO:

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

Alexanderstraat 46 Alexander Street
✉ 100
STELLENBOSCH
7599


27 February 2024

For attention: Ms G Mettler

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

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

Madam,

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

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

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

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

Yours faithfully

HF PRINS
MUNICIPAL MANAGER

# OFFICE OF THE MUNICIPAL MANAGER

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| E-POS/E-MAIL/iE-MAIL: | mm@capewinelands.gov.za | 7599 |
| U VERW/YOUR REF/iREF YAKHO: | 2/3/I/I | |
| ONS VERW/OUR REF/iREF YETHU: | 5/15/1/3/1 | |


27 February 2024

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

Sir,

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

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

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

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

Yours faithfully

HF PRINS
MUNICIPAL MANAGER

**Alle korrespondensie moet aan die Munisipale Bestuurder gerig word/**
**All correspondence to be addressed to the Municipal Manager/Yonke imbalelwano mayithunyelwe kuMlawuli kaMasipala**
**Telefoon/Telephone/Umnxeba: 0861 265 263 ● E-pos/E-mail/iE-mail: admin@capewinelands.gov.za ● Faks/Fax/iFeksi: 023 342 8442**

# Chapter 6
# Organisational Performance Scorecard and Financial Plan

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

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

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

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

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

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

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

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

## Budget Allocation for 2024/2025 Financial Year

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

# Budget Allocation for 2025/2026 Financial Year

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

## Budget Allocation for 2026/2027 Financial Year

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

# Chapter 7
# Medium term revenue and Expenditure framework

## Introduction

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

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

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

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

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

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

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

- The municipality cut back on capital and operating expenditure related to the upgrading of rural roads (which is the property of the Provincial Government) to maintain accumulated reserves and ensure long term sustainability of the municipality

- Capital projects were spread out over the MTREF to avoid large fluctuations in spending and ensure that priority is given to projects with high importance

- Tariff increases were kept as low as possible to ensure affordability thereof, whilst keeping in mind the cost of delivering services of a high quality.

- The municipality recognizes the importance of cash reserves and therefor strives to maintain a current ratio of not lower than 2.1(Current Assets: Current Liabilities)

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

## OPERATING BUDGET

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

## CAPITAL BUDGET

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

## OPERATING BUDGET

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

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

## OPERATING EXPENDITURE

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

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

**EMPLOYEE RELATED COST:**

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

**OPERATIONAL COST:**

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

**CAPITAL:**

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

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

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

## TOTAL ACTUAL BUDGET

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

## COMPARISON BETWEEN THE ADJUSTMENT BUDGET AND THE 2023/2024 BUDGET

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

## FUNDING OF THE BUDGET

### Definition of a Reserve:

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

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

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

*(Both the above reserves are non-distributable reserves)*

### Definition of a Provision:

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

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

## FINANCIAL POSITION

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

## LIQUIDITY AND DEBT-EQUITY RATIO'S

**Current Ratio = Current Assets / Current Liabilities**

| 2021 / 2022 | 2022 / 2023 |
|---|---|
| 17.37:1 | 13.04:1 |

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

**Cash Ratio = Cash and Cash Equivalents / Current Liabilities**

| 2021 / 2022 | 2022 / 2023 |
|---|---|
| 16.26:1 | 11.76:1 |

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

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

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

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

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

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

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

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

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

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

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

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

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

## AREAS OF POTENTIAL SAVING

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

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

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

# Chapter 8
# Monitoring and Evaluation

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

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

Toplayer Service Delivery Budget Implementation Plan for 2025/26

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

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

# Annexures

## Annexures as per IDP document

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

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

## Annexures as per Budget document

**Annexure O -** **Air Quality Management Plan**

**Annexure P -** **CWDM Spatial Development Framework 2021 – 2025**

**Annexure Q -** **Integrated Waste Management Plan**

**Annexure R -** **Corporate Disaster Management Plan**

# Appendix A

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

Western Cape Government

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

Reference: 15/14/2/12

**Attention:** The Municipal Manager

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

Dear Sir/Madam

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

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

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

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

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

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

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

**Table 1: Data Summary**

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

**Key Observations**

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

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

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

**Apply for access**

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

**Survey**

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

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

Yours Sincerely

pp R.C. Fourie — Digitally signed by pp R.C. Fourie Date: 2024.01.18 17:03:21 +02'00'

18 January 2024

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

**Date**

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

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

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

Amounts in Rand

| Project no. | Project Name | Department | Sector | Delivery mechanism | Nature of Investment | Local Municipality | Source of Funding | Latitude | Longitude | Total Project Cost | Current year expenditure | Main appropriation | Adjustments | Adjusted appropriation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| C1102.2 | C1102.02 Rustenburg & Bainskloof Restareas | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Drakenstein | Equitable Share | -33,6336 | 19,0532 | 20000000 | 20572000 | 20000000 | -9396000 | 10604000 |
| C1102.1 | C1102.1 Dual MR201 N1 to Klipzug Rd | Infrastructure | Transport | Individual Project | Upgrading & Additions | Drakenstein | Equitable Share | -33,7957 | 18,9795 | 270000000 | 37026000 | 90000000 | -46194000 | 43806000 |
| C1105 | C1105 Reseal Du Toits Kloof | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Drakenstein | Equitable Share | -33,7167 | 19,15 | 250000000 | 37591000 | 80000000 | -80000000 | 0 |
| C1116.1 | C1116.1 Reseal Wolseley - Ceres - Touwsrivier 86km | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Witzenberg | Equitable Share | -33,4191 | 19,1969 | 200000000 | 0 | 30000000 | 12696000 | 42696000 |
| C1116.1 PRMG | C1116.1 Reseal Wolseley - Ceres - Touwsrivier 86km | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Witzenberg | Provincial Roads Mainte-nance Grant | -33,4191 | 19,1969 | 120000000 | 8608000 | 70000000 | -48696000 | 21304000 |
| C1141 | C1141 Reseal Montagu - Barrydale | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Langeberg | Equitable Share | -33,7874 | 20,1301 | 105000000 | 1065000 | 35000000 | -15000000 | 20000000 |
| C1141 PRMG | C1141 Reseal Montagu- Barrydale | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Langeberg | Provincial Roads Mainte-nance Grant | -33,7874 | 20,1301 | 350000000 | 0 | 55000000 | -5000000 | 50000000 |
| C1142 | C1142 Rehab Simondium Reseal | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Drakenstein | Equitable Share | -33,5809 | 19,0453 | 560000000 | 0 | 65759000 | -45759000 | 20000000 |
| C1145 PRMG | C1145 PRMG Voor Paardeberg rd | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Drakenstein | Provincial Roads Mainte-nance Grant | -33,7342 | 18,9621 | 184000000 | 0 | 45000000 | -25000000 | 20000000 |

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| Project no. | Project Name | Department | Sector | Delivery mechanism | Nature of Investment | Local Municipality | Source of Funding | Latitude | Longitude | Total Project Cost | Current year expenditure | Main appropriation | Adjustments | Adjusted appropriation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| C1145 | C1145 Voor Paardeberg rd | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Drakenstein | Equitable Share | -33,5809 | 19,0453 | 60000000 | 0 | 35000000 | -35000000 | 0 |
| C1155.3 | C1155.3 Emergency flood damage repairs near Bonnievale (Bree River) | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Langeberg | Equitable Share | -33,9159 | 20,0807 | 33000000 | 536000 | 1000000 | 0 | 1000000 |
| C1155.6 | C1156.1 Emergency replacement of culvert C12328 Paarl | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Drakenstein | Equitable Share | -33,7342 | 18,9621 | 12000000 | 302000 | 1500000 | 6000000 | 7500000 |
| C1156.2 | C1156.2 Rehabilitate/Replace Bridge 0593 at km10,5 Soetendal, Paarl | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Drakenstein | Equitable Share | -33,7342 | 18,9621 | 4000000 | 0 | 4000000 | -4000000 | 0 |
| C1158.2 | C1158.2 Emergency replacement of Bridge0485 near De Dooms | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Breede Valley | Equitable Share | -33,4777 | 19,6669 | 42000000 | 0 | 0 | 31350000 | 31350000 |
| C1203 PRMG | C1203 PRMGReseal Trunk & Divisional roads around Worcester (58km) | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Breede Valley | Provincial Roads Mainte-nance Grant | -33,6539 | 19,4616 | 120000000 | 0 | 30000000 | -30000000 | 0 |
| C1203 | C1203 Reseal Trunk & Divisional roads around Worcester | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Breede Valley | Equitable Share | -33,6539 | 19,4616 | 115000000 | 0 | 20000000 | -19000000 | 1000000 |
| C1205 PRMG | C1205 PRMG Reseal Bonnievale/Ashton | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Langeberg | Provincial Roads Mainte-nance Grant | -33,8733 | 20,1177 | 160000000 | 105000 | 40000000 | -20000000 | 20000000 |
| C1216 | C1216 Reseal/rehab Ceres-Opdie Berg-Citrusdal | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Witzenberg | Provincial Roads Mainte-nance Grant | -33,4007 | 19,295 | 500000000 | 7107000 | 50000000 | -40000000 | 10000000 |
| C749.2 PRMG | C749.2 Paarl-Franschoek | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Drakenstein | Equitable Share | -33,8237 | 18,9522 | 500000000 | 0 | 50000000 | -49000000 | 1000000 |
| C749.2 | C749.2 PRMG Rehab Paarl- F/hoek MR191 | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Drakenstein | Provincial Roads | -33,8237 | 18,9522 | 400000000 | 0 | 50000000 | -50000000 | 0 |

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| Project no. | Project Name | Department | Sector | Delivery mechanism | Nature of Investment | Local Municipality | Source of Funding | Latitude | Longitude | Total Project Cost | Current year expenditure | Main appropriation | Adjustments | Adjusted appropriation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Mainte-nance Grant | | | | | | | |
| C914 | C914 Spier road phase 3 | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Stellenbosch | Equitable Share | -33,9321 | 18,8602 | 281000006 | 51095000 | 120000000 | -71096000 | 48904000 |
| C967 | C967 Malmesbury Bypass | Infrastructure | Transport | Individual Project | New or Replaced Infrastructure | Drakenstein | Equitable Share | -33,6957 | 18,9584 | 530000000 | 43075000 | 200000000 | -63800000 | 136200000 |
| C974.1 PRMG | C974.1 Safety Improvements R44 Phase 1 - Winery I/C | Infrastructure | Transport | Individual Project | Upgrading & Additions | Drakenstein | Provincial Roads Mainte-nance Grant | -33,5809 | 19,0453 | 300000000 | 0 | 10175000 | -10175000 | 0 |
| W17020005/2 | Cape Winelands: Drakenstein: Paarl: Simondium: Phase 1 | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Drakenstein | Other | -33,836 | 18,9170 | 30000000 | 0 | 30000000 | -30000000 | 0 |
| CH830120 | Ceres - Ceres Hospital - HT - Hospital and Nurses Home Repairs and Renovation | Health and Wellness | Health | Individual Project | Non-Infrastructure | Witzenberg | Health Facility Revitalisation Grant | -33,3629 | 19,3011 | 2000000 | 0 | 475000 | -475000 | 0 |
| CI830114 | Ceres - Ceres Hospital - New Acute Psychiatric Ward | Health and Wellness | Health | Individual Project | Upgrading & Additions | Witzenberg | Health Facility Revitalisation Grant | -33,3629 | 19,3011 | 6441001 | 179131 | 164000 | 243000 | 407000 |
| Regravel CW DM | CW DM Regravel | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Stellenbosch | Equitable Share | -33,9348 | 18,8583 | 348000000 | 4883000 | 30000000 | -15000000 | 15000000 |
| CI000868 | CYCC-Lindelani | Infrastructure | Public Works | Individual Project | Rehabilitation, Renovations & Refurbishment | Stellenbosch | Equitable Share | -33,8809 | 18,8222 | 179419272 | 2700186 | 24996000 | -21692000 | 3304000 |
| DTPW073/2014 | Dal Josaphat PS | Education | Education | Individual Project | New or Replaced Infrastructure | Drakenstein | Education Infrastructure Grant | -33,694 | 19,0161 | 98974000 | 10672000 | 60000000 | -50000000 | 10000000 |
| CI820002 | De Doorns - De Doorns Ambulance Station - Replacement | Health and Wellness | Health | Individual Project | New or Replaced Infrastructure | Breede Valley | Health Facility Revitalisation Grant | -33,4767 | 19,6682 | 19660000 | 0 | 1000 | 157000 | 158000 |
| CI-810013 | De Doorns - De Doorns CDC - HT - Upgrade and Additions | Health and Wellness | Health | Individual Project | Non-Infrastructure | Breede Valley | Health Facility Revitalisation Grant | 0 | 0 | 5594000 | 373779 | 3209000 | -2835000 | 374000 |

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| Project no. | Project Name | Department | Sector | Delivery mechanism | Nature of Investment | Local Municipality | Source of Funding | Latitude | Longitude | Total Project Cost | Current year expenditure | Main appropriation | Adjustments | Adjusted appropriation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CI810013 | De Doorns - De Doorns CDC - Upgrade and Additions | Health and Wellness | Health | Individual Project | Upgrading & Additions | Breede Valley | Health Facility Revitalisation Grant | 0 | 0 | 36600000 | 935024 | 2500000 | -1877000 | 623000 |
| DR1399 Die Straat Rawsonville | DR 1399 Die Straat | Infrastructure | Transport | Individual Project | Upgrading & Additions | Breede Valley | Equitable Share | -33,6818 | 19,3144 | 4000000 | 0 | 4000000 | -4000000 | 0 |
| CI000812 | Elsenburg Main Building Mod Phase 2 (Labs) | Infrastructure | Public Works | Individual Project | Rehabilitation, Renovations & Refurbishment | Stellenbosch | Equitable Share | -33,8473 | 18,8348 | 28715544 | 12753812 | 18295000 | 4275000 | 22570000 |
| CI000-Elsen-Phase3 | Elsenburg Main Building Mod Phase 3 (Labs) | Infrastructure | Public Works | Individual Project | Rehabilitation, Renovations & Refurbishment | Stellenbosch | Equitable Share | -33,8473 | 18,8348 | 50785000 | 0 | 1500000 | -715000 | 785000 |
| CI810032 | Gouda - Gouda Clinic - Replacement | Health and Wellness | Health | Individual Project | New or Replaced Infrastructure | Drakenstein | Health Facility Revitalisation Grant | -33,2956 | 19,0429 | 23713000 | 0 | 610000 | -609000 | 1000 |
| TBA 278 | Hotspot Areas_Improve Look & Feel | Education | Education | Individual Project | Upgrading & Additions | Stellenbosch | Equitable Share | -33,9184 | 18,7399 | 40000000 | 39240000 | 40000000 | 0 | 40000000 |
| Maintenance - Cape Winelands | Maintenance - Cape Winelands | Infrastructure | Transport | Individual Project | Maintenance and Repairs | Stellenbosch | Equitable Share | -33,9358 | 18,8537 | 1,28E+11 | 77644000 | 142317000 | 21636000 | 163953000 |
| CI830034 | Montagu - Montagu Hospital - Rehabilitation | Health and Wellness | Health | Individual Project | Rehabilitation, Renovations & Refurbishment | Langeberg | Health Facility Revitalisation Grant | -33,7975 | 20,1232 | 42200000 | 1112459 | 344000 | 670000 | 1014000 |
| TBA 12 | New Ashton HS | Education | Education | Individual Project | New or Replaced Infrastructure | Langeberg | Education Infrastructure Grant | -33,8369 | 20,0931 | 78000000 | 2692000 | 2000000 | 0 | 2000000 |
| DTPW079/2014 | New Klapmuts HS | Education | Education | Individual Project | New or Replaced Infrastructure | Stellenbosch | Equitable Share | -33,8105 | 18,8649 | 95200000 | 0 | 0 | 1204000 | 1204000 |
| 1231 | Overhex Modular Library | Cultural Affairs and Sports | Cultural Affairs and Sport | Individual Project | Infrastructure Transfers - Capital | Breede Valley | Community Library Service Grant | -33,645 | 19,4435 | 850000 | 0 | 850000 | 0 | 850000 |
| CI820050 | Paarl - Paarl Ambulance Station - | Health and Wellness | Health | Individual Project | Upgrading & Additions | Drakenstein | Health Facility | -33,7201 | 18,97 | 5000000 | 0 | 81000 | -81000 | 0 |

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| Project no. | Project Name | Department | Sector | Delivery mechanism | Nature of Investment | Local Municipality | Source of Funding | Latitude | Longitude | Total Project Cost | Current year expenditure | Main appropriation | Adjustments | Adjusted appropriation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Upgrade and additions incl wash bay | | | | | | Revitalisation Grant | | | | | | | |
| CI810074-0001 | Paarl - Paarl CDC - Enabling work incl fencing to secure new site | Health and Wellness | Health | Individual Project | Upgrading & Additions | Drakenstein | Health Facility Revitalisation Grant | -33,6753 | 18,9929 | 11113000 | 3116249 | 1531000 | 2105000 | 3636000 |
| CH810074 | Paarl - Paarl CDC - HT - New | Health and Wellness | Health | Individual Project | Non-Infrastructure | Drakenstein | Health Facility Revitalisation Grant | -33,6753 | 18,9929 | 10200000 | 1075823 | 1297000 | 2000 | 1299000 |
| CI810074 | Paarl - Paarl CDC - New | Health and Wellness | Health | Individual Project | New or Replaced Infrastructure | Drakenstein | Health Facility Revitalisation Grant | -33,6753 | 18,9929 | 85588750 | 232758 | 2776000 | -1819000 | 957000 |
| CH840089 | Paarl - Paarl Hospital - HT - New Obstetric Theatre in Maternity Unit | Health and Wellness | Health | Individual Project | Non-Infrastructure | Drakenstein | Health Facility Revitalisation Grant | -33,726 | 18,9715 | 3300000 | 0 | 10000 | -10000 | 0 |
| HCH84002 9 | Paarl - Paarl Hospital - HT - Refurbishment 2023-24 | Health and Wellness | Health | Individual Project | Non-Infrastructure | Drakenstein | Health Facility Revitalisation Grant | -33,726 | 18,9715 | 989000 | 989000 | 3070000 | -2081000 | 989000 |
| CI840089 | Paarl - Paarl Hospital - New Obstetric Theatre in Maternity Unit | Health and Wellness | Health | Individual Project | Upgrading & Additions | Drakenstein | Health Facility Revitalisation Grant | -33,726 | 18,9715 | 10429000 | 76938 | 562000 | 727000 | 1289000 |
| CO860077 | Paarl - Paarl HT Maintenance Hub - Infrastructure Support | Health and Wellness | Health | Individual Project | Non-Infrastructure | Drakenstein | Equitable Share | -33,726 | 18,9715 | 0 | 0 | 770000 | -770000 | 0 |
| HCI840017 | Paarl - Sonstraal Hospital - Upgrade and Additions (Alpha) | Health and Wellness | Health | Individual Project | Upgrading & Additions | Drakenstein | Health Facility Revitalisation Grant | -33,7136 | 18,987 | 80000000 | 0 | 800000 | -799000 | 1000 |
| CO860081 | Paarl - West Coast Maintenance Hub - Infrastructure Support | Health and Wellness | Health | Individual Project | Non-Infrastructure | Drakenstein | Equitable Share | -33,726 | 18,9715 | 0 | 0 | 1615000 | -1615000 | 0 |
| CH810162 | Paarl - Windmeul Clinic - HT - Upgrade and Additions (Alpha) | Health and Wellness | Health | Individual Project | Non-Infrastructure | Drakenstein | Health Facility | -33,6707 | 18,9056 | 1321000 | 0 | 445000 | -445000 | 0 |

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| Project no. | Project Name | Department | Sector | Delivery mechanism | Nature of Investment | Local Municipality | Source of Funding | Latitude | Longitude | Total Project Cost | Current year expenditure | Main appropriation | Adjustments | Adjusted appropriation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Revitalisation Grant | | | | | | | |
| CI810162 | Paarl - Windmeul Clinic - Upgrade and Additions (Alpha) | Health and Wellness | Health | Individual Project | Upgrading & Additions | Drakenstein | Health Facility Revitalisation Grant | -33,6707 | 18,9056 | 7940000 | 108889 | 4190000 | -3725000 | 465000 |
| W1502001 1/3 | Paarl Siyahlala Phase 2 (193 units) UISP PHP | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Drakenstein | Human Settlements Development Grant | -33,5809 | 19,0453 | 10160000 | 0 | 0 | 1580000 | 1580000 |
| W1711000 7/2 | Paarl Vlakkeland (professional fees) IRDP | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Drakenstein | Human Settlements Development Grant | -33,7342 | 18,9621 | 5000000 | 0 | 4000000 | -1000000 | 3000000 |
| W1711000 7/1 | Paarl Vlakkeland Phase 1_1 and 1_4 (406 units) IRDP | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Drakenstein | Human Settlements Development Grant | -33,7342 | 18,9621 | 47000000 | 2048000 | 16740000 | 17960000 | 34700000 |
| W1711000 7 | Paarl Vlakkeland Phase 1_2 and 1_3 (537 units) IRDP | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Drakenstein | Human Settlements Development Grant | -33,7342 | 18,9621 | 30000000 | 40231682 | 22000000 | -1000000 | 21000000 |
| CI830044 | Robertson - Robertson Hospital - Acute Psychiatric Ward and New EC | Health and Wellness | Health | Individual Project | Upgrading & Additions | Langeberg | Health Facility Revitalisation Grant | -33,8017 | 19,8913 | 82817000 | 585669 | 573000 | 1373000 | 1946000 |
| WE/00041 6/2017 | Roodewal PS | Education | Education | Individual Project | New or Replaced Infrastructure | Breede Valley | Education Infrastructure Grant | -33,6475 | 19,4672 | 75483000 | 0 | 5000000 | -5000000 | 0 |
| Routine Maintenance CW DM | Routine Maintenance CW DM | Infrastructure | Transport | Packaged with Sub-Contracts | Maintenance and Repairs | Witzenberg | Equitable Share | -33,3335 | 19,6667 | 600000000 | 43494000 | 77000000 | 19000000 | 96000000 |
| CI810228 | Saron - Saron Clinic - HT - General maintenance and upgrade (Alpha) | Health and Wellness | Health | Individual Project | Non-Infrastructure | Drakenstein | Health Facility Revitalisation Grant | -33,1838 | 19,0076 | 1092000 | 192194 | 428000 | 0 | 428000 |
| CI810224 | Stellenbosch - Cloetesville CDC - HT - General maintenance (Alpha) | Health and Wellness | Health | Individual Project | Non-Infrastructure | Stellenbosch | Health Facility Revitalisation Grant | -33,9224 | 18,857 | 3610000 | 580410 | 1866000 | 405000 | 2271000 |

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| Project no. | Project Name | Department | Sector | Delivery mechanism | Nature of Investment | Local Municipality | Source of Funding | Latitude | Longitude | Total Project Cost | Current year expenditure | Main appropriation | Adjustments | Adjusted appropriation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CI810090 | Stellenbosch - Kayamandi Clinic - Upgrade and additions (Alpha) | Health and Wellness | Health | Individual Project | Upgrading & Additions | Stellenbosch | Health Facility Revitalisation Grant | -33,9192 | 18,8465 | 50655000 | 0 | 454000 | 247000 | 701000 |
| CI830122 | Stellenbosch - Stellenbosch Hospital - Hospital and stores repairs and renovation | Health and Wellness | Health | Individual Project | Rehabilitation, Renovations & Refurbishment | Stellenbosch | Health Facility Revitalisation Grant | -33,9306 | 18,8703 | 38120000 | 12057578 | 9091000 | 0 | 9091000 |
| CI-H830122 | Stellenbosch - Stellenbosch Hospital - HT - Hospital and Stores Repairs and Renovation | Health and Wellness | Health | Individual Project | Non-infrastructure | Stellenbosch | Health Facility Revitalisation Grant | -33,9306 | 18,8703 | 5000000 | 1734057 | 1900000 | 2381000 | 4281000 |
| VROLIK UPGRADES | Vrolijkheid Upgrades | Environmental Affairs and Development Planning | Cape Nature | Individual Project | Upgrading & Additions | Breede Valley | Equitable Share | -33,5538 | 19,5239 | 3258111 | 913302 | 2500000 | 758111 | 3258111 |
| L232 | Wagenmakersvallei Modular Library | Cultural Affairs and Sports | Cultural Affairs and Sport | Individual Project | Infrastructure Transfers - Capital | Drakenstein | Community Library Service Grant | -33,6311 | 19,0472 | 850000 | 0 | 850000 | -720000 | 130000 |
| DTPW050/2014 | Wanenen SS | Education | Education | Individual Project | New or Replaced Infrastructure | Witzenberg | Education Infrastructure Grant | -33,2868 | 19,1534 | 77563000 | 28614000 | 35000000 | -15000000 | 20000000 |
| CI810100 | Wolseley - Wolseley Clinic - Replacement | Health and Wellness | Health | Individual Project | New or Replaced Infrastructure | Witzenberg | Health Facility Revitalisation Grant | -33,4126 | 19,1972 | 25274000 | 0 | 241000 | -239000 | 2000 |
| WOLWE-MNGMT FAC | Wolwekloof-Management facilities | Environmental Affairs and Development Planning | Cape Nature | Individual Project | Upgrading & Additions | Witzenberg | Equitable Share | -33,2545 | 19,1613 | 750000 | 0 | 2000000 | -1250000 | 750000 |
| Wolwe-Tiger | Wolwekloof-Tiger flats | Environmental Affairs and Development Planning | Cape Nature | Individual Project | Upgrading & Additions | Witzenberg | Equitable Share | -33,2545 | 19,1613 | 0 | 0 | 5000000 | -5000000 | 0 |
| CI810101 | Worcester - Avian Park Clinic - New | Health and Wellness | Health | Individual Project | New or Replaced Infrastructure | Breede Valley | Health Facility | -33,667 | 19,4339 | 37087380 | 49027 | 190000 | 518000 | 708000 |

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| Project no. | Project Name | Department | Sector | Delivery mechanism | Nature of Investment | Local Municipality | Source of Funding | Latitude | Longitude | Total Project Cost | Current year expenditure | Main appropriation | Adjustments | Adjusted appropriation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Revitalisation Grant | | | | | | | |
| CI860025 | Worcester - Boland Nurse College - Training facility at Kaeroen | Health and Wellness | Health | Individual Project | Upgrading & Additions | Breede Valley | Health Facility Revitalisation Grant | -33,6536 | 19,438 | 45100000 | 0 | 1200000 | -333000 | 867000 |
| CI860100 | Worcester - Cape Winelands District Office - Lift upgrade 1892, 1893 | Health and Wellness | Health | Individual Project | Rehabilitation, Renovations & Refurbishment | Breede Valley | Health Facility Revitalisation Grant | -33,6211 | 19,4569 | 6000000 | 0 | 168000 | 0 | 168000 |
| CO860082 | Worcester - Winelands & Overberg Maintenance Hub - Infrastructure Support | Health and Wellness | Health | Individual Project | Non-Infrastructure | Breede Valley | Equitable Share | -33,6449 | 19,4583 | 0 | 0 | 1090000 | -1090000 | 0 |
| CI840053 | Worcester - Worcester Hospital - Fire compliance | Health and Wellness | Health | Individual Project | Rehabilitation, Renovations & Refurbishment | Breede Valley | Health Facility Revitalisation Grant | -33,6449 | 19,4583 | 35985000 | 3269718 | 2141000 | 5829000 | 7970000 |
| HCH841003 1 | Worcester - Worcester Hospital - HT - Refurbishment 2023-24 | Health and Wellness | Health | Individual Project | Non-Infrastructure | Breede Valley | Health Facility Revitalisation Grant | -33,6449 | 19,4583 | 3217000 | 3217097 | 1330000 | 1887000 | 3217000 |
| CH840061 | Worcester - Worcester Hospital - HT - Relocation of MOU | Health and Wellness | Health | Individual Project | Non-Infrastructure | Breede Valley | Health Facility Revitalisation Grant | -33,6449 | 19,4583 | 3750000 | 1339728 | 2375000 | -2374000 | 1000 |
| CI840061 | Worcester - Worcester Hospital - Relocation of MOU | Health and Wellness | Health | Individual Project | Rehabilitation, Renovations & Refurbishment | Breede Valley | Health Facility Revitalisation Grant | -33,6449 | 19,4583 | 14576000 | 3301987 | 5467000 | 1720000 | 7187000 |
| CO860078 | Worcester - Worcester HT Maintenance Hub - Infrastructure Support | Health and Wellness | Health | Individual Project | Non-Infrastructure | Breede Valley | Equitable Share | -33,6211 | 19,4569 | 0 | 0 | 642000 | -642000 | 0 |
| W1712000 9 | Worcester Transhex (professional fees) IRDP | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Breede Valley | Human Settlements Development Grant | -33,6539 | 19,4616 | 9500000 | 898035 | 3000000 | 0 | 3000000 |

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| Project no. | Project Name | Department | Sector | Delivery mechanism | Nature of Investment | Local Municipality | Source of Funding | Latitude | Longitude | Total Project Cost | Current year expenditure | Main appropriation | Adjustments | Adjusted appropriation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| " | Avian Park | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Breede Valley | Human Settlements Development Grant | -33,6652 | 19,4334 | 4250000 | 0 | 1250000 | -1250000 | 0 |
| Breede Valley : Transfers Bulk Electrical | Breede Valley : Transfers Bulk Electrical | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Breede Valley | Other | -33,6514 | 19,4597 | 29000000 | 0 | 0 | 29000000 | 29000000 |
| .B.. | Breede Valley: Towsrivier WWTW Upgrade | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Breede Valley | Other | -33,6514 | 19,4597 | 5000000 | 0 | 0 | 5000000 | 5000000 |
| C1091.1 | C1091.1 Ashton - Swellendam | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Langeberg | Equitable Share | -33,8361 | 19,8544 | 50000000 | 0 | 0 | 1000000 | 1000000 |
| C1102 PRMG | C1102 PRMG Reseal Windmeul | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Drakenstein | Provincial Roads Maintenance Grant | -33,6713 | 18,9155 | 500000000 | 0 | 0 | 1028000 | 1028000 |
| C1105 PRMG | C1105 Du Toit's kloof Pass | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Drakenstein | Provincial Roads Maintenance Grant | -33,7484 | 18,9969 | 115000000 | 0 | 0 | 12000000 | 12000000 |
| C1158.4 Emergency flood damage repair of Bridge B6150 Kanetvlei, De Doorns | C1158.4 Emergency flood damage repair of Bridge B6150 Kanetvlei, De Doorns | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Breede Valley | Equitable Share | -33,5175 | 19,5533 | 7000000 | 0 | 0 | 6410000 | 6410000 |
| C749.3 | C749.3 REPAIRS F/HOEK MR00191 | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Stellenbosch | Equitable Share | -33,9222 | 19,1556 | 20000000 | 0 | 0 | 20000000 | 20000000 |
| C818 | C818 Ashton - Montagu | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Langeberg | Equitable Share | -33,8132 | 19,8882 | 2500000000 | 0 | 0 | 8500000 | 8500000 |

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| Project no. | Project Name | Department | Sector | Delivery mechanism | Nature of Investment | Local Municipality | Source of Funding | Latitude | Longitude | Total Project Cost | Current year expenditure | Main appropriation | Adjustments | Adjusted appropriation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| C914 PRMG | C914 Spier road phase 3 PRMG | Infrastructure | Transport | Individual Project | Rehabilitation, Renovations & Refurbishment | Stellenbosch | Provincial Roads Mainte-nance Grant | 0 | 0 | 232351000 | 0 | 0 | 51096000 | 51096000 |
| HC810020 | Ceres - Ceres CDC - Enabling work and rehabilitation | Health and Wellness | Health | Individual Project | Rehabilitation, Renovations & Refurbishment | Witzenberg | Health Facility Revitalisation Grant | -33,3605 | 19,3091 | 48000000 | 506921 | 36000000 | -30494000 | 5506000 |
| HCH81002 0 | Ceres - Ceres CDC - HT - Enabling work and rehabilitation | Health and Wellness | Health | Individual Project | Non-Infrastructure | Witzenberg | Health Facility Revitalisation Grant | -33,3605 | 19,3091 | 10000000 | 0 | 950000 | -950000 | 0 |
| C830120 | Ceres - Ceres Hospital - Hospital and nurses home repairs and renovation | Health and Wellness | Health | Individual Project | Rehabilitation, Renovations & Refurbishment | Witzenberg | Health Facility Revitalisation Grant | -33,3629 | 19,3011 | 41091000 | 772204 | 426000 | 1387000 | 1813000 |
| Ceres Vredebes (3022 services and 2163 units) | Ceres Vredebes (3022 services and 2163 units) | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Witzenberg | Human Settlements Development Grant | -33,4134 | 19,2832 | 30000000 | 0 | 0 | 30000000 | 30000000 |
| ISUPG6 | Ceres Vredebes Phase H (529) Basic Services ESS | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Witzenberg | Informal Settlements Upgrading Partnership Grant | -33,4134 | 19,2832 | 35140000 | 0 | 5600000 | -5600000 | 0 |
| W2201000 1/1 | Cloetesville Flips | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Stellenbosch | Human Settlements Development Grant | -33,905 | 18,8522 | 7300000 | 0 | 1300000 | 100000 | 1400000 |
| TNC 03 | Dagbreek LS | Education | Education | Individual Project | New or Replaced Infrastructure | Langeberg | Equitable Share | -33,8021 | 19,8875 | 88000000 | 0 | 0 | 577000 | 577000 |
| D... | Droe Dyke | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Stellenbosch | Human Settlements Development Grant | -33,9321 | 18,8602 | 4825000 | 0 | 1400000 | -1400000 | 0 |

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| Project no. | Project Name | Department | Sector | Delivery mechanism | Nature of Investment | Local Municipality | Source of Funding | Latitude | Longitude | Total Project Cost | Current year expenditure | Main appropriation | Adjustments | Adjusted appropriation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| D. | Drommedaris | Infrastructure | Human Settlements | Packaged with Sub-Contracts | Infrastructure Transfers - Capital | Drakenstein | Human Settlements Development Grant | -33,5809 | 19,0453 | 19907000 | 5000000 | 5000000 | 856000 | 5856000 |
| ... | Fairylands | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Drakenstein | Human Settlements Development Grant | -33,7342 | 18,9621 | 10160000 | 0 | 8690000 | -2290000 | 6400000 |
| Idas Valley | Idas Valley | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Stellenbosch | Human Settlements Development Grant | -33,9321 | 18,8602 | 350000 | 0 | 0 | 350000 | 350000 |
| ISUPG1 | ISSP Bonnievale Boekenhoutskloof (574) | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Langeberg | Informal Settlements Upgrading Partnership Grant | -33,923 | 20,0816 | 40440000 | 175400 | 18000000 | 8000000 | 26000000 |
| 4 | ISSP Chester Williams (139 sites) UISP | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Drakenstein | Informal Settlements Upgrading Partnership Grant | -33,7384 | 19,008 | 37389054 | 0 | 3000000 | -2750000 | 250000 |
| ISUPG2 | ISSP Kayamandi Zone O (711) UISP | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Stellenbosch | Informal Settlements Upgrading Partnership Grant | -33,9183 | 18,8448 | 19350000 | 0 | 13350000 | 0 | 13350000 |
| 3 | ISSP Lover's Lane (168 sites) UISP | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Drakenstein | Informal Settlements Upgrading Partnership Grant | -33,7258 | 18,9951 | 47406506 | 0 | 3000000 | 1500000 | 4500000 |
| 5 | ISSP Paarl Dignified Informal Settlements 9 x Areas | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Drakenstein | Informal Settlements Upgrading Partnership Grant | -33,7342 | 18,9621 | 9000000 | 0 | 3000000 | -2000000 | 1000000 |
| 0 | ISSP Zwelethemba North Rem Erf 1 (2000 sites) UISP | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Breede Valley | Informal Settlements Upgrading | -33,6431 | 19,4960 | 13400000 | 0 | 1700000 | 1072000 | 2772000 |

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| Project no. | Project Name | Department | Sector | Delivery mechanism | Nature of Investment | Local Municipality | Source of Funding | Latitude | Longitude | Total Project Cost | Current year expenditure | Main appropriation | Adjustments | Adjusted appropriation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Partnership Grant | | | | | | | |
| .HSDG, | Kayamandi Zone O | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Stellenbosch | Human Settlements Development Grant | -33,9183 | 18,8448 | 45000000 | 0 | 17380000 | -17380000 | 0 |
| CI810091 | Klapmuts - Klapmuts Clinic - Upgrade and Additions (Alpha) | Health and Wellness | Health | Individual Project | Upgrading & Additions | Stellenbosch | Health Facility Revitalisation Grant | -33,8096 | 18,8639 | 43000000 | 0 | 1000 | -1000 | 0 |
| ISUPG3 | Klapmuts La Rochelle (100) | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Stellenbosch | Informal Settlements Upgrading Partnership Grant | -33,8106 | 18,8626 | 283000 | 0 | 283000 | -283000 | 0 |
| CI0001178 | Kromme Rhee Universal Access | Infrastructure | Public Works | Individual Project | Rehabilitation, Renovations & Refurbishment | Stellenbosch | Equitable Share | -33,8712 | 18,8404 | 1074000 | 0 | 0 | 1074000 | 1074000 |
| K.. | Kylemore | Infrastructure | Human Settlements | Packaged with Sub-Contracts | Infrastructure Transfers - Capital | Stellenbosch | Human Settlements Development Grant | -33,9178 | 18,9506 | 3746700 | 0 | 833000 | 334000 | 1167000 |
| L. | La motte forest | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Stellenbosch | Human Settlements Development Grant | -33,9321 | 18,8602 | 7500000 | 0 | 1500000 | -1500000 | 0 |
| Langeberg : Boekenhoutskloof Electrification (1) | Langeberg : Boekenhoutskloof Electrification (1) | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Langeberg | Other | -33,7794 | 20,1258 | 2500000 | 0 | 0 | 2500000 | 2500000 |
| ISUPG5 | Langrug Franschhoek Moonwater (236) | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Stellenbosch | Informal Settlements Upgrading Partnership Grant | -33,9321 | 18,8602 | 19680000 | 0 | 5000000 | -4000000 | 1000000 |
| L. | Lantana | Infrastructure | Human Settlements | Packaged with Sub-Contracts | Infrastructure Transfers - Capital | Drakenstein | Human Settlements | -33,7284 | 18,9909 | 8052068 | 0 | 1000000 | 67000 | 1067000 |

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| Project no. | Project Name | Department | Sector | Delivery mechanism | Nature of Investment | Local Municipality | Source of Funding | Latitude | Longitude | Total Project Cost | Current year expenditure | Main appropriation | Adjustments | Adjusted appropriation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Developme nt Grant | | | | | | | |
| M. | Mbekweni | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Drakenstein | Human Settlements Developme nt Grant | -33,6788 | 18,0880 | 7400000 | 0 | 1400000 | 0 | 1400000 |
| CH810218 | Paarl - Dalvale Clinic - HT - General maintenance (Alpha) | Health and Wellness | Health | Individual Project | Non-Infrastructure | Drakenstein | Health Facility Revitalisatio n Grant | -33,7023 | 18,9917 | 2353000 | 0 | 889000 | -889000 | 0 |
| HC840006 | Paarl - Paarl Hospital - Rooftop chiller replacement | Health and Wellness | Health | Individual Project | Rehabilitation, Renovations & Refurbishment | Drakenstein | Health Facility Revitalisatio n Grant | -33,726 | 18,9715 | 7100000 | 1265583 | 0 | 7031000 | 7031000 |
| P. | Paarl East | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Drakenstein | Human Settlements Developme nt Grant | -33,728 | 19,0028 | 51800000 | 0 | 6000000 | -6000000 | 0 |
| HC830042 | Robertson - Robertson Hospital - Interim EC | Health and Wellness | Health | Individual Project | Upgrading & Additions | Langeberg | Health Facility Revitalisatio n Grant | -33,8017 | 19,8913 | 14000000 | 0 | 0 | 1400000 | 1400000 |
| Robertson Heights (210) | Robertson Heights (210) | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Langeberg | Human Settlements Developme nt Grant | -33,8021 | 19,8875 | 2325000 | 0 | 0 | 2325000 | 2325000 |
| Robertson Kanana | Robertson Kanana | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Langeberg | Informal Settlements Upgrading Partnership Grant | -33,7794 | 20,1258 | 176000 | 0 | 0 | 176000 | 176000 |
| Robertson Nqubela NEW | Robertson Nqubela NEW | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Langeberg | Human Settlements Developme nt Grant | -33,7794 | 20,1258 | 2600000 | 0 | 0 | 2600000 | 2600000 |
| S. | Saron | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Drakenstein | Human Settlements Developme nt Grant | -33,7342 | 18,9621 | 992000 | 0 | 992000 | -992000 | 0 |

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| Project no. | Project Name | Department | Sector | Delivery mechanism | Nature of Investment | Local Municipality | Source of Funding | Latitude | Longitude | Total Project Cost | Current year expenditure | Main appropriation | Adjustments | Adjusted appropriation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Schoongezicht (Toilets & Water points) | Schoongezicht (Toilets & Water points) | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Drakenstein | Informal Settlements Upgrading Partnership Grant | -33,5809 | 19,0453 | 0 | 0 | 0 | 13793000 | 13793000 |
| 5,. | Simondium | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Drakenstein | Human Settlements Development Grant | -33,841 | 18,9585 | 52000000 | 3000000 | 41500000 | -35100000 | 6400000 |
| 1233 | Simondium Library | Cultural Affairs and Sports | Cultural Affairs and Sport | Individual Project | Infrastructure Transfers - Capital | Drakenstein | Community Library Service Grant | -33,841 | 18,9585 | 0 | 0 | 0 | 720000 | 720000 |
| Solar Geysers Vlakkeland (53) | Solar Geysers Vlakkeland (53) | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Drakenstein | Other | -33,5809 | 19,0453 | 2000000 | 0 | 0 | 2000000 | 2000000 |
| TBA 302 | Somerset West HS | Education | Education | Individual Project | New or Replaced Infrastructure | Stellenbosch | Equitable Share | -34,0551 | 18,8143 | 85000000 | 0 | 0 | 4000000 | 4000000 |
| CH830122-0001 | Stellenbosch - Stellenbosch Hospital - HT - CEI Capital infrastructure 2023-24 | Health and Wellness | Health | Individual Project | Non-Infrastructure | Stellenbosch | Health Facility Revitalisation Grant | -33,9306 | 18,8708 | 951000 | 0 | 0 | 951000 | 951000 |
| Stellenbosch Jamestown Phase 2 - 4 (1016) IRDP | Stellenbosch Jamestown Phase 2 - 4 (1016) IRDP | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Stellenbosch | Human Settlements Development Grant | -33,9321 | 18,8602 | 1223000 | 0 | 0 | 1223000 | 1223000 |
| .... | Stellenbosch La Colline Flats | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Stellenbosch | Other | -33,9321 | 18,8602 | 6500000 | 0 | 0 | 6500000 | 6500000 |
| DTPW075/2013 | Stofland PS | Education | Education | Individual Project | New or Replaced Infrastructure | Breede Valley | Equitable Share | -33,483 | 19,682 | 91656000 | 0 | 0 | 67000 | 67000 |
| * | Strydom Street | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Langeberg | Human Settlements | -33,7794 | 20,1258 | 2500000 | 0 | 2500000 | 0 | 2500000 |

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| Project no. | Project Name | Department | Sector | Delivery mechanism | Nature of Investment | Local Municipality | Source of Funding | Latitude | Longitude | Total Project Cost | Current year expenditure | Main appropriation | Adjustments | Adjusted appropriation |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Development Grant | | | | | | | |
| WE/00067 4/2015 | Tulbagh HS | Education | Education | Individual Project | Upgrading & Additions | Witzenberg | Equitable Share | -33,284 | 19,1411 | 43735000 | 0 | 0 | 193000 | 193000 |
| Vlottenburg Longlands (106 incr to 144) IRDP | Vlottenburg Longlands (100 incr to 144) IRDP | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Stellenbosch | Human Settlements Development Grant | -33,9586 | 18,798 | 2400000 | 0 | 0 | 2400000 | 2400000 |
| CI860024 | Worcester - WCCN Boland Overberg Campus - Additional Nurses accommodation - Erica Hostel | Health and Wellness | Health | Individual Project | Upgrading & Additions | Breede Valley | Health Facility Revitalisation Grant | -33,645 | 19,4537 | 11885000 | 0 | 1000 | 350000 | 351000 |
| -- | Worcester: Fisher Street | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Breede Valley | Human Settlements Development Grant | -33,6539 | 19,4616 | 1481000 | 0 | 430000 | -95000 | 335000 |
| W | Worcester: Transhex | Infrastructure | Human Settlements | Individual Project | Infrastructure Transfers - Capital | Breede Valley | Human Settlements Development Grant | -33,6539 | 19,4616 | 131000000 | 0 | 50000000 | -50000000 | 0 |
| GRAND TOTAL | | | | | | | | | | 6170850569 | 519094340 | 1915463000 | -639982889 | 1275480111 |

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

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

Count: 62 Projects

| Department | Sector | Nature of Investment | Funding | Project Name | Project No. | Delivery Mechanism | Local Municipality | Latitude | Longitude | Total project cost | Previous Years Expenditure | MTEF 1 2023/24 | MTEF 2 2024/25 | MTEF 3 2025/26 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | Amounts in Rand | | | |
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Human Settlements Development Grant | Avian Park Albatros Str-Rem-Erf 1 (800 sites) IRDP | W08090010/4 | Individual Project | Breede Valley | -33,6652 | 19,4334 | 4250000 | 0 | 1250000 | 1500000 | 1500000 |
| Infrastructure | Transport | Rehabilitation, Renovations & Refurbishment | Provincial Roads Maintenance Grant | C1202 PRMG Rehab/reseal MR264 Swellendam - Bredasdorp (38,5km) | C1202 PRMG | Individual Project | Breede Valley | -33,7272 | 19,4735 | 98000000 | 0 | 0 | 0 | 32000000 |
| Infrastructure | Transport | Rehabilitation, Renovations & Refurbishment | Equitable Share | C1202 Rehab/reseal MR264 Swellendam - Bredasdorp (38,5km) | C1202 | Individual Project | Breede Valley | -33,7272 | 19,4735 | 435000000 | 0 | 0 | 25086000 | 59233000 |
| Infrastructure | Transport | Rehabilitation, Renovations & Refurbishment | Provincial Roads Maintenance Grant | C1217 Reseal Stellenbosch - Pniel (Helshoogte Pass) | C1217 | Individual Project | Stellenbosch | -33,8881 | 18,9591 | 88000000 | 0 | 0 | 22000000 | 46000000 |
| Infrastructure | Transport | Upgrading and Additions | Equitable Share | C1225 Stellenbosch - N1 doubling | C1225 | Individual Project | Stellenbosch | -33,9321 | 18,8602 | 20000000 | 0 | 0 | 0 | 5000000 |
| Infrastructure | Transport | Rehabilitation, Renovations & Refurbishment | Provincial Roads Maintenance Grant | C1225.1 Reseal N1 - Stellenbosch | C1225.1 | Individual Project | Stellenbosch | -33,9321 | 18,8602 | 61000000 | 0 | 0 | 0 | 60000000 |
| Infrastructure | Transport | Rehabilitation, Renovations & Refurbishment | Provincial Roads Maintenance Grant | C1228 Reseal Old Paarl Road Klapmuts - Paarl | C1228 | Individual Project | Stellenbosch | -33,8106 | 18,8626 | 65000000 | 0 | 0 | 5000000 | 60000000 |
| Infrastructure | Transport | Rehabilitation, Renovations & Refurbishment | Provincial Roads Maintenance Grant | C1229.1 Reseal Paarl - Franschhoek 14,5km | C1229.1 | Individual Project | Stellenbosch | -33,8975 | 19,1521 | 45000000 | 0 | 0 | 0 | 45000000 |

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

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| Department | Sector | Nature of Investment | Funding | Project Name | Project No. | Delivery Mechanism | Local Municipality | Latitude | Longitude | Total project cost | Previous Years Expenditure | MTEF 1 2023/24 | MTEF 2 2024/25 | MTEF 3 2025/26 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Development Grant | 307 Sites - IRDP - Phase 1 | | | | | | | | | | |
| Health and Wellness | Health | Non-Infrastructure | Health Facility Revitalisation Grant | Ceres - Ceres CDC - HT - Enabling work for Hospital CIPD | CH810210 | Individual Project | Witzenberg | -33,3626 | 19,3012 | 2501000 | 855514 | 0 | 950000 | 1425000 |
| Health and Wellness | Health | Non-Infrastructure | Health Facility Revitalisation Grant | Ceres - Ceres CDC - HT - Rehabilitation of acquired building | HCH810020 | Individual Project | Witzenberg | -33,3603 | 19,3091 | 10000000 | 0 | 950000 | 7600000 | 1450000 |
| Health and Wellness | Health | Rehabilitation, Renovations & Refurbishment | Health Facility Revitalisation Grant | Ceres - Ceres CDC - Rehabilitation of acquired building | HCI810020 | Individual Project | Witzenberg | -33,3603 | 19,3091 | 50000000 | 0 | 36000000 | 4000000 | 0 |
| Health and Wellness | Health | Rehabilitation, Renovations & Refurbishment | Health Facility Revitalisation Grant | Ceres - Ceres Hospital - Hospital and nurses home repairs and renovations | CI830120 | Individual Project | Witzenberg | -33,3629 | 19,3011 | 29205000 | 2051610 | 426000 | 4285000 | 6761000 |
| Health and Wellness | Health | Upgrading and Additions | Health Facility Revitalisation Grant | Ceres - Nduli Clinic - Upgrade and Additions (Alpha) | CI810010 | Individual Project | Witzenberg | -33,3564 | 19,34 | 15000000 | 0 | 0 | 0 | 10000 |
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Informal Settlements Upgrading Partnership Grant | Ceres Vredebes Phase H (529) Basic Services ESS UISP | W18010002 | Individual Project | Witzenberg | -33,4134 | 19,2832 | 35140000 | 8874812 | 5600000 | 0 | 0 |
| Health and Wellness | Health | Non-Infrastructure | Health Facility Revitalisation Grant | De Doorns - Sandhills Clinic (Repl) - HT - Replacement | CH810014 | Individual Project | Breede Valley | 0 | 0 | 3000000 | 0 | 0 | 0 | 950000 |
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Human Settlements Development Grant | DHS: Breede Valley: Worcester: Transhex: 1419 T/S - IRDP - Ph 1: 1277 T/S | W17120009/1 | Individual Project | Breede Valley | -33,6539 | 19,4616 | 131000000 | 9850699 | 50000000 | 50000000 | 31000000 |
| Infrastructure | Transport | Upgrading and Additions | Equitable Share | DR1337 Wansbek DM | DR1337 Wansbek DM | Individual Project | Langeberg | -33,9133 | 19,6465 | 80000000 | 0 | 0 | 0 | 37000000 |
| Infrastructure | Transport | Upgrading and Additions | Equitable Share | DR1374 Robertson-Lange Valley DM | DR1374 Robertson- | Individual Project | Langeberg | -33,8021 | 19,8875 | 7000000 | 0 | 0 | 7000000 | 0 |

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

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| Department | Sector | Nature of Investment | Funding | Project Name | Project No. | Delivery Mechanism | Local Municipality | Latitude | Longitude | Total project cost | Previous Years Expenditure | MTEF 1 2023/24 | MTEF 2 2024/25 | MTEF 3 2025/26 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Informal Settlements Upgrading Partnership Grant | ISSP Paarl Dignified Informal Settlements 9 x Areas UISP | W17090002/2 | Individual Project | Drakenstein | -33,7342 | 18.9621 | 9000000 | 0 | 3000000 | 3000000 | 0 |
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Informal Settlements Upgrading Partnership Grant | ISSP Zwelethemba North Rem Erf 1 (2000 services) UISP | W16080002/2 | Individual Project | Breede Valley | -33,6431 | 19,4969 | 13400000 | 0 | 1700000 | 1700000 | 10000000 |
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Human Settlements Development Grant | Jamestown Ph2, Ph3 and Ph4 (1044 sites) IRDP | W21020006 | Individual Project | Stellenbosch | -33,9791 | 18,847 | 27800000 | 0 | 0 | 6000000 | 21800000 |
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Human Settlements Development Grant | Langeberg: Bonnievale: Uitsig: 68 - Irdp - Phase 1 | W18040008/1 | Individual Project | Langeberg | -33,9159 | 20,0807 | 300000 | 0 | 0 | 80000 | 200000 |
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Informal Settlements Upgrading Partnership Grant | Langrug Mooiwater Dam Ph1 (300 sites) UISP | W17080020 | Individual Project | Stellenbosch | -33,9121 | 18,8602 | 19680000 | 0 | 5000000 | 0 | 0 |
| Health and Wellness | Health | Non-Infrastructure | Health Facility Revitalisation Grant | Montagu - Montagu Hospital - HT - Rehabilitation | CH830034-0001 | Individual Project | Langeberg | -33,7975 | 20,1232 | 6000000 | 0 | 0 | 950000 | 1900000 |
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Human Settlements Development Grant | Montagu Strydom Street | W22080017 | Individual Project | Langeberg | -33,7794 | 20,1258 | 2500000 | 0 | 2500000 | 0 | 0 |
| Education | Education | New or Replaced Infrastructure | Education Infrastructure Grant | New Klapmuts PS | TBA 13 | Individual Project | Stellenbosch | -33.9257 | 18.8767 | 95200000 | 0 | 0 | 0 | 45000000 |
| Health and Wellness | Health | Non-Infrastructure | Health Facility Revitalisation Grant | Paarl - Dalevale Clinic - HT - General maintenance (Alpha) | CH810218 | Individual Project | Drakenstein | -33,7023 | 18,9917 | 2314000 | 863263 | 889000 | 0 | 0 |

| Department | Sector | Nature of Investment | Funding | Project Name | Project No. | Delivery Mechanism | Local Municipality | Latitude | Longitude | Total project cost | Previous Years Expenditure | MTEF 1 2023/24 | MTEF 2 2024/25 | MTEF 3 2025/26 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Health and Wellness | Health | Non-Infrastructure | Health Facility Revitalisation Grant | Paarl - Paarl Ambulance Station - HT - Upgrade and additions incl wash bay | CH820050 | Individual Project | Drakenstein | -33,7201 | 18,97 | 1000000 | 0 | 0 | 0 | 285000 |
| Health and Wellness | Health | Non-Infrastructure | Health Facility Revitalisation Grant | Paarl - Paarl CDC - OD QA - New | CO810074 | Individual Project | Drakenstein | -33,6753 | 18,9929 | 207000 | 0 | 0 | 130000 | 0 |
| Health and Wellness | Health | Non-Infrastructure | Health Facility Revitalisation Grant | Paarl - Sonstraal Hospital - HT - Upgrade and Additions (Alpha) | HCH840017 | Individual Project | Drakenstein | -33,7116 | 18,987 | 8000000 | 0 | 0 | 3800000 | 3800000 |
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Human Settlements Development Grant | Paarl East Farm Worker Housing (600 sites) IRDP | W17020006/2 | Individual Project | Drakenstein | -33,728 | 19,0028 | 51800000 | 0 | 6000000 | 6000000 | 39800000 |
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Human Settlements Development Grant | Paarl Fairylands (259 units) | W15020006/3 | Individual Project | Drakenstein | -33,7342 | 18,9621 | 10160000 | 0 | 8690000 | 0 | 0 |
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Human Settlements Development Grant | Paarl Mbekweni Erf 557 (400 sites) IRDP_FLISP | W18010010/2 | Individual Project | Drakenstein | -33,6788 | 18,9889 | 7400000 | 689646 | 1400000 | 0 | 6000000 |
| Health and Wellness | Health | Non-Infrastructure | Health Facility Revitalisation Grant | Robertson - Robertson Hospital - HT - Acute Psychiatric Ward and New EC | CH830044 | Individual Project | Breede Valley | -33,8017 | 19,8913 | 9566000 | 0 | 0 | 2375000 | 3325000 |
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Human Settlements Development Grant | Robertson Nkqubela Erf 136 (172 units) IRDP | W08110002/3 | Individual Project | Langeberg | -33,8021 | 19,8875 | 14820000 | 14788117 | 0 | 1000000 | 6000000 |
| Health and Wellness | Health | Non-Infrastructure | Health Facility Revitalisation Grant | Stellenbosch - Kayamandi Clinic - HT - Upgrade and Additions (Alpha) | CH810000 | Individual Project | Stellenbosch | -33,9192 | 18,8465 | 6000000 | 0 | 0 | 0 | 3800000 |

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| Department | Sector | Nature of Investment | Funding | Project Name | Project No. | Delivery Mechanism | Local Municipality | Latitude | Longitude | Total project cost | Previous Years Expenditure | MTEF 1 2023/24 | MTEF 2 2024/25 | MTEF 3 2025/26 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Health and Wellness | Health | Non-Infrastructure | Health Facility Revitalisation Grant | Stellenbosch - Klapmuts Clinic - HT - Upgrade and Additions (Alpha) | CH810091 | Individual Project | Stellenbosch | -33,8096 | 18,8639 | 4000000 | 0 | 0 | 0 | 2850000 |
| Health and Wellness | Health | Upgrading and Additions | Health Facility Revitalisation Grant | Stellenbosch - Klapmuts Clinic - Upgrade and Additions (Alpha) | CI810091 | Individual Project | Stellenbosch | -33,8096 | 18,8639 | 25000000 | 0 | 1000 | 158000 | 1200000 |
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Human Settlements Development Grant | Stellenbosch Cloetesville (380 sites) IRDP | W22010001/1 | Individual Project | Stellenbosch | -33,905 | 18,8522 | 7300000 | 0 | 1300000 | 0 | 6000000 |
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Human Settlements Development Grant | Stellenbosch Lamotte Old Forest Station (1000 sites) IRDP | W16060006/2 | Individual Project | Stellenbosch | -33,9321 | 18,8602 | 7500000 | 0 | 1500000 | 0 | 6000000 |
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Human Settlements Development Grant | Stellenbosch: Kayamandi Watergang Northern Extension (2000) | W96080007 | Packaged with Sub-Contracts | Stellenbosch | -33,9147 | 18,8444 | 30000000 | 0 | 0 | 6000000 | 21800000 |
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Human Settlements Development Grant | Stellenbosch: Kylemore - 236 <203> $ (Phase 1) | W98110003 | Packaged with Sub-Contracts | Stellenbosch | -33,9178 | 18,9506 | 3748700 | 0 | 833000 | 2000000 | 0 |
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Informal Settlements Upgrading Partnership Grant | Tulbagh IBS - Chris Hani & Die Gaatjie (1000) UISP | W17020020/2 | Individual Project | Witzenberg | -33,2872 | 19,1434 | 3000000 | 0 | 0 | 1500000 | 0 |
| Infrastructure | Human Settlements | Infrastructure Transfers - Capital | Informal Settlements Upgrading Partnership Grant | Witzenberg: Tulbagh (500) UISP | W17020020 | Packaged with Sub-Contracts | Witzenberg | -33,2872 | 19,1434 | 1500000 | 0 | 0 | 884000 | 0 |
| Health and Wellness | Health | Upgrading and Additions | Health Facility Revitalisation Grant | Worcester - WCCN Boland - Additional Nurses | CI860024 | Individual Project | Breede Valley | -33,645 | 19,4537 | 11885000 | 5946602 | 1000 | 0 | 0 |

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

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

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# Appendix B

## CWDM Performance Management and Development System Framework

# PERFORMANCE MANAGEMENT

# &

# DEVELOPMENT SYSTEM

2023

CAPE WINELANDS DISTRICT

MUNICIPALITY • MUNISIPALITEIT • UMASIPALA

# Table of Contents

# 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 |

| | |
|---|---|
| ***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. |

## 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 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.

### 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

## 3. Performance Management and Development System (PMDS)

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

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

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

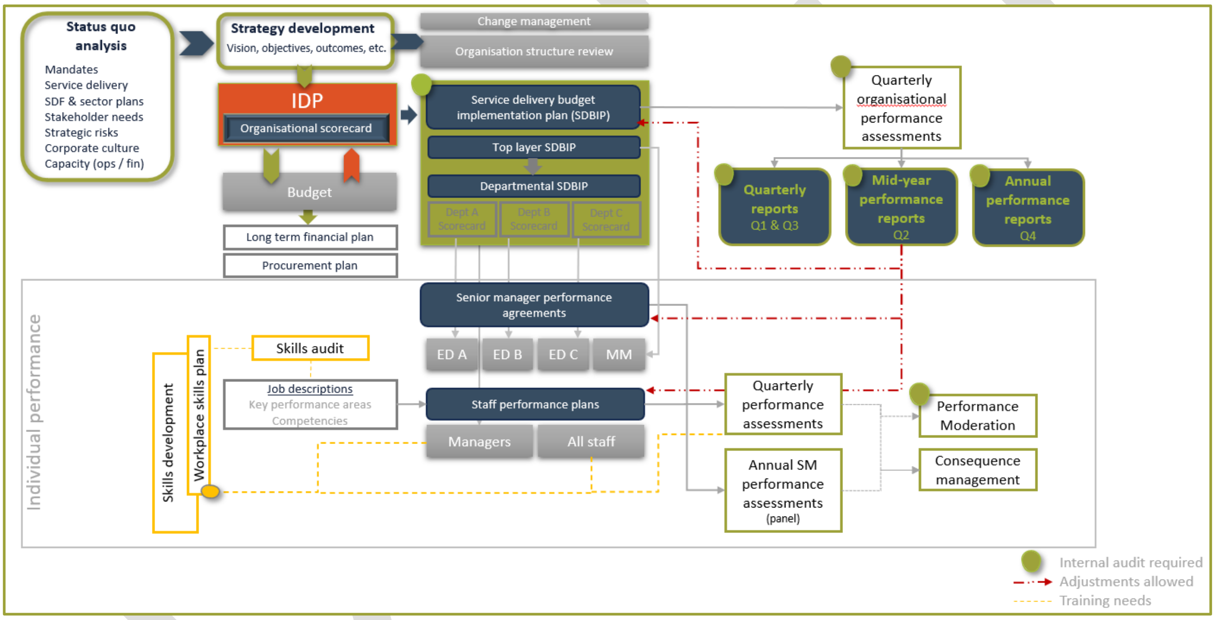
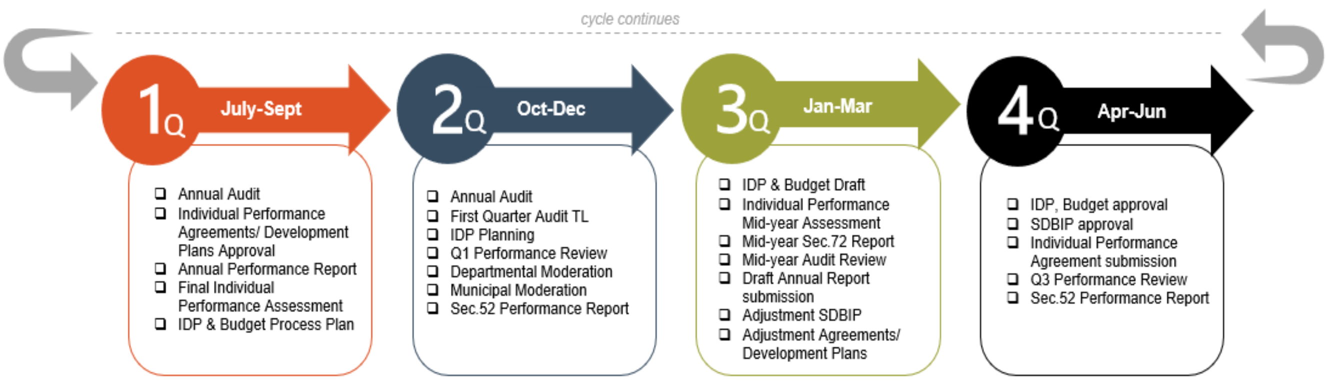



*Figure 1: Performance cycles*

### 3.1 Performance and Development Cycle

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



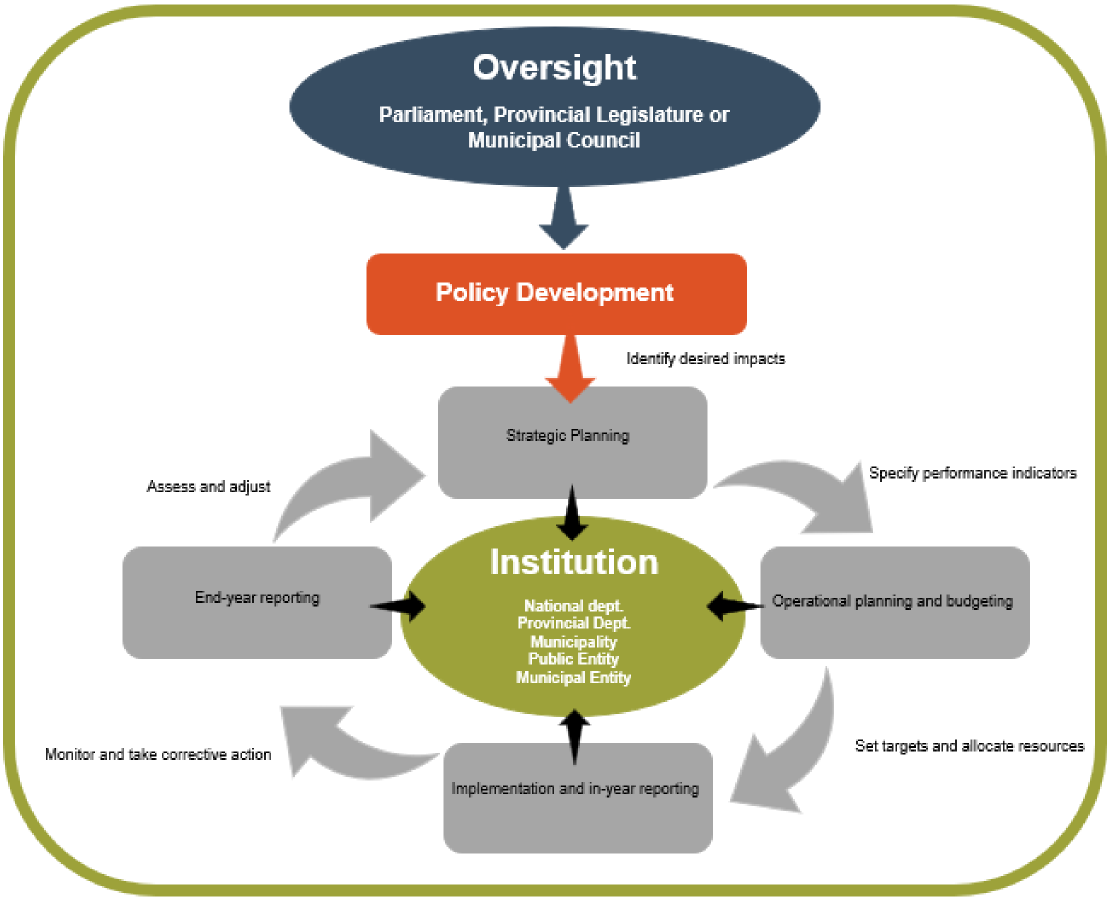



*Figure 2: Planning, Budgeting and Reporting Cycle*

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

performance evidence.

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

## 3.2 Strategy Measurement

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

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

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

# 4. District Development Model (DDM)

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

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

The objectives of the DDM are to seek to achieve:

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

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

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

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

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

## 4.1 District Development Framework

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

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

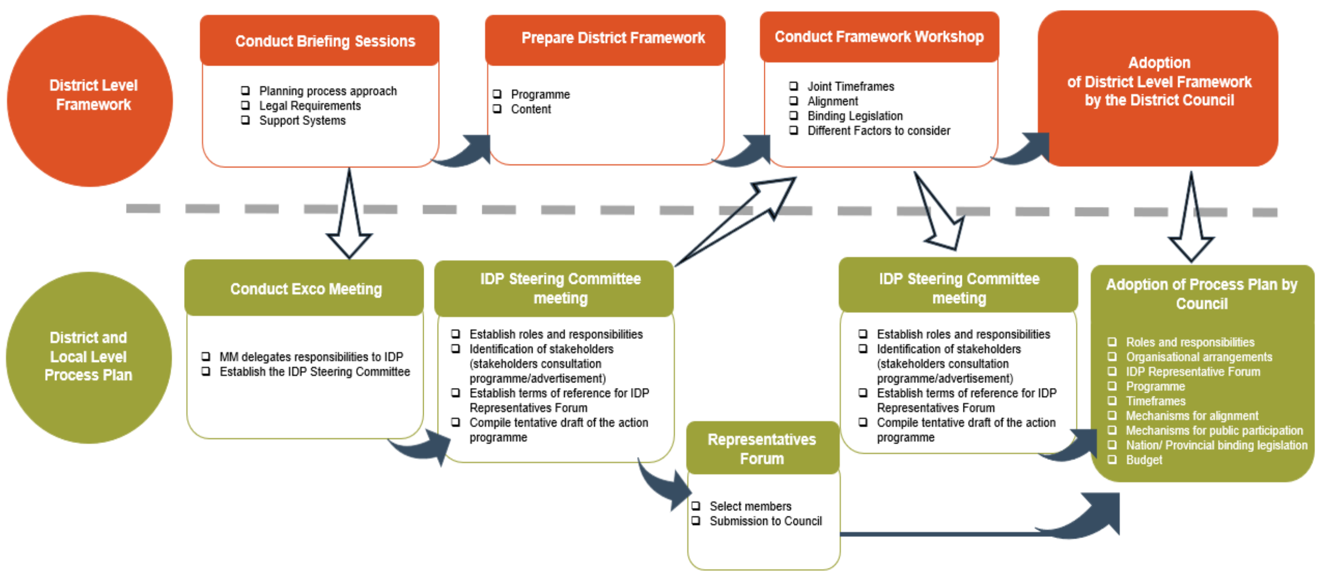



*Figure 1: Proposed linkage between District Framework and Process Plan*

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

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

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

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

# 5. Organisational Performance

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

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

## 5.1 Integrated development plan (IDP)

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

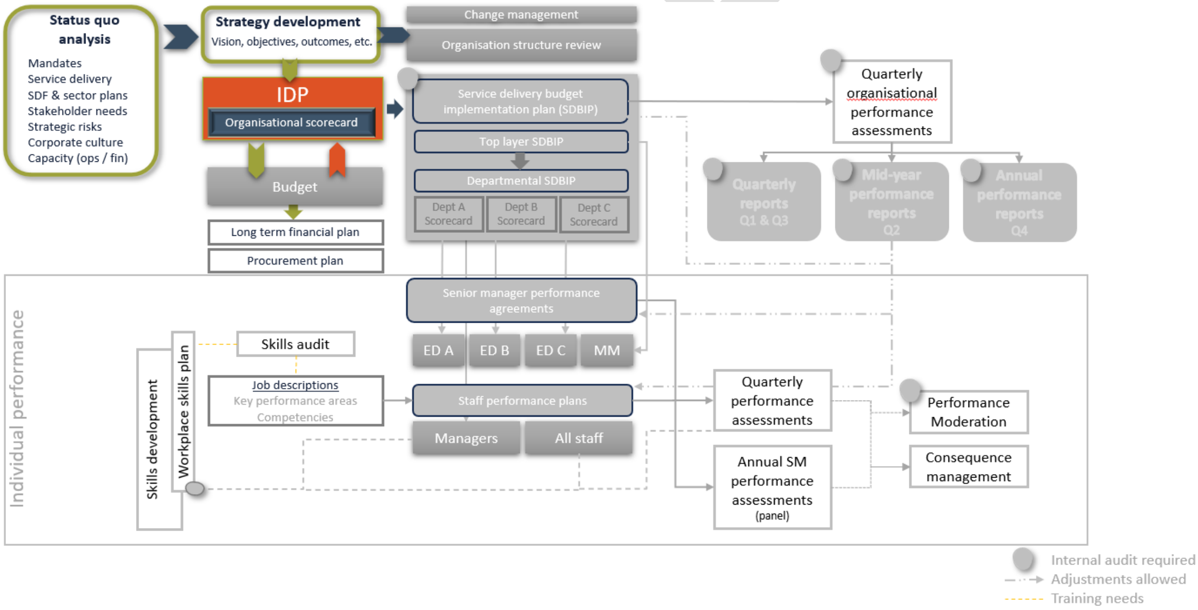



*Figure 2: Integrated development planning included in the performance management system*

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

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

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

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

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

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

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

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

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

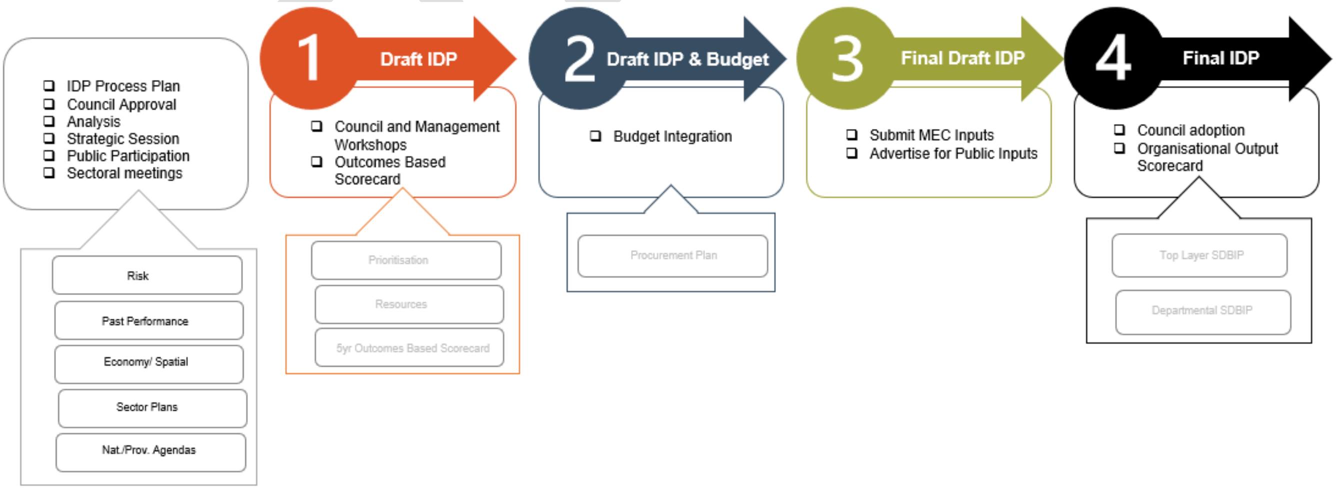



*Figure 3: High level IDP Process*

## 5.2 The Service Delivery and Budget Implementation Plan (SDBIP)

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

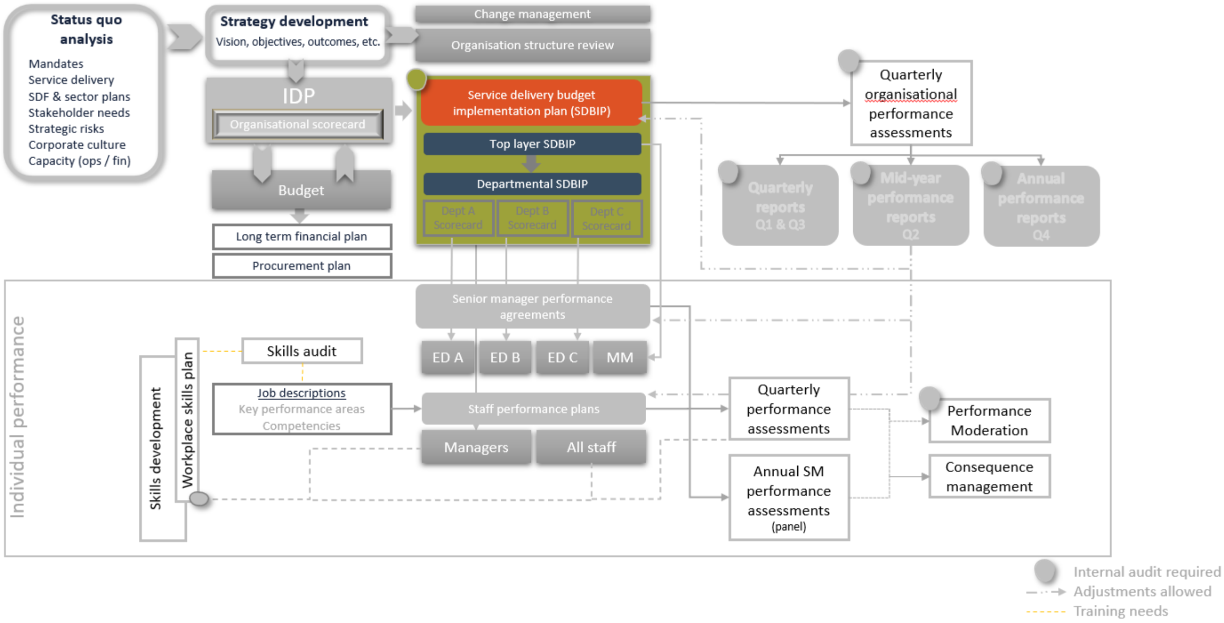



*Figure 4: Service delivery and budget implementation plan included in the performance management system*

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

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

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

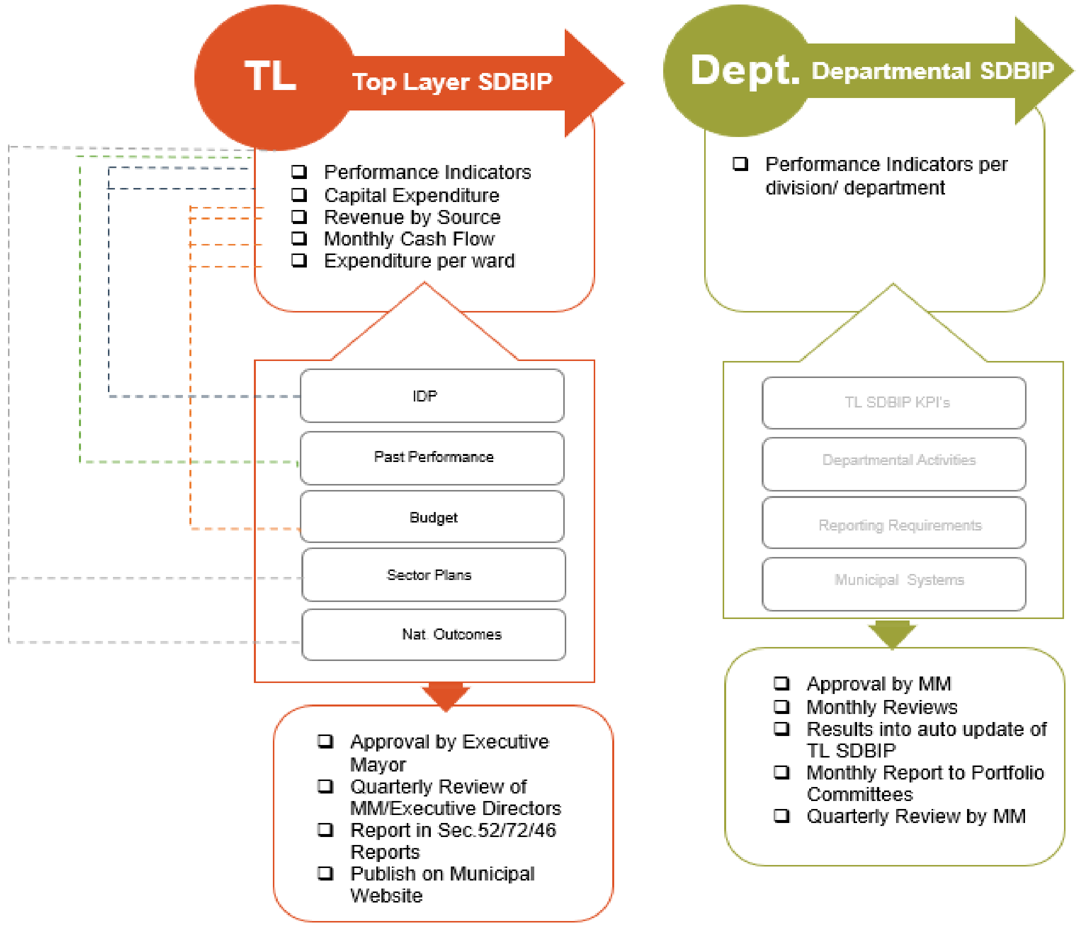



*Figure 5: Components of the SDBIP*

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

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

## 5.3 Top Layer SDBIP

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

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

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

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

The Components of the TL SDBIP includes:

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

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

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

### 5.3.1 Technical Indicator Descriptions

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

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

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

## 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.

## 5.5 Update of Actual Performance

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

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

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

## 5.6 Adjustments to KPI's

### *5.6.1 Top Layer SDBIP Adjustments*

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

### *5.6.2 Departmental Layer SDBIP Adjustment*

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

## 5.7 Validation

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

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

- 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.)

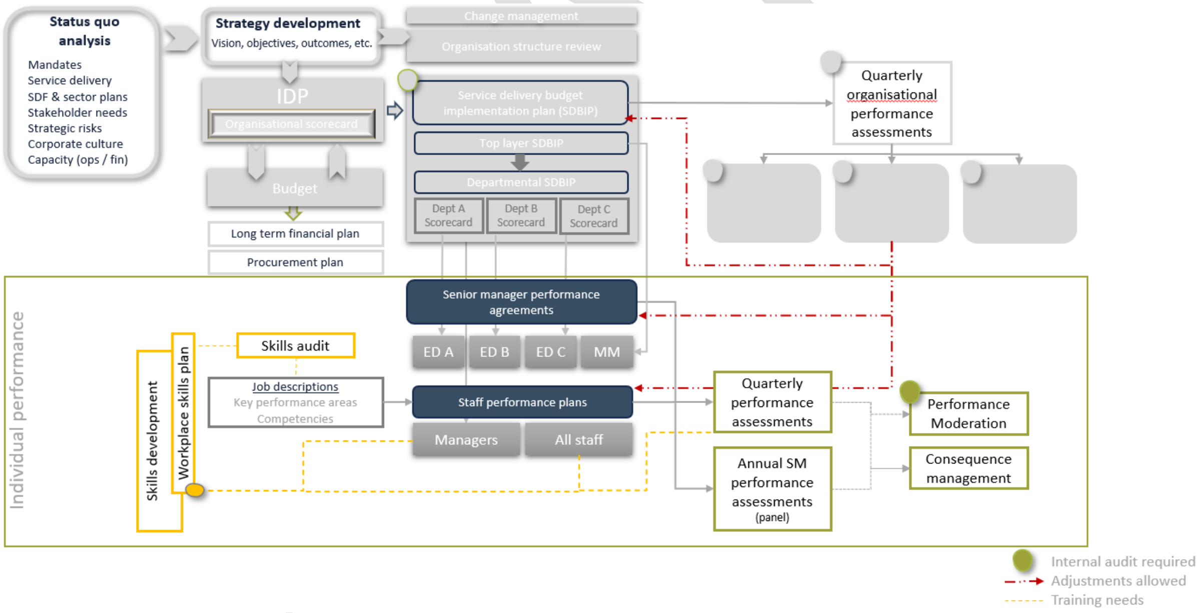



*Figure 6: Individual performance included in the performance management system*

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.

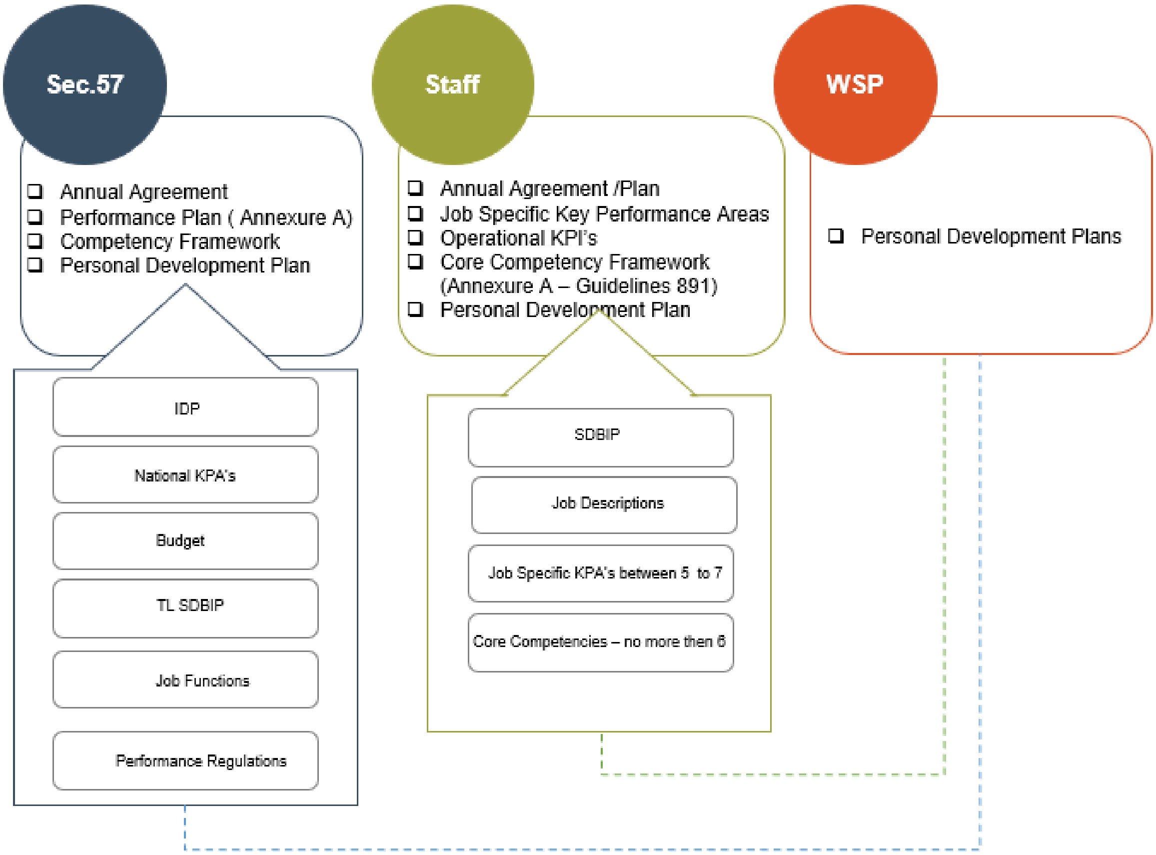



Figure 7: Individual performance components

## 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

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;

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

In terms of the legislative prescribes an employee shall:

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

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

### a. Personal information

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

### b. Key Performance Areas

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

### c. Key performance indicators

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

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%.

### 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.

### 6.2.2 Team-based performance management and development system

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

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

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

### 6.2.3 Skills Development Plan

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

### 6.2.4 Formal Performance Evaluations

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

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

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

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

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

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

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

The employer (supervisor) should prepare by:

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

- 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 |

| 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

arrangements for secretariat services; and

- a performance specialist, where applicable.

### 6.2.7 Circumstances That Impact on Performance Evaluations

#### a. Absence / Maternity leave during the performance cycle

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

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

#### b. Acting in higher positions

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

#### c. Eventuality for new employees

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

#### d. Staff Movements

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

#### e. Misconduct and suspension

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

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

- 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.

# 7. Reward and Recognition

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

## 7.1 Municipal Manager and Executive Directors

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

## 7.2 Performance Rewards

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

## 7.3 Managing Poor Performance

### *7.3.1 Organisational Performance - SDBIP*

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

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

### *7.3.2 Individual performance*

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

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

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

ii) The personal development plan must contain at least—

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

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.

# 8. Appeals Process

## 8.1 Municipal Manager and Executive Directors

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

## 8.2 Other Personnel:

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

# 9. Service Providers

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

# 10. Evaluation and Improvement of the Performance Management System

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

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

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

- Poor systems and processes;
- Inappropriate structures;

- 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 |

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

***Table 4: Reporting Intervals***

## 11.2 Mid-Year Assessment

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

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

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

In summary, the Municipal Manager should:

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

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

## 11.3 Annual Performance Report

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

## 11.4 Annual Report

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

## 11.5 Analysis of Performance Reports and Follow-up

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

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

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

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

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

# 12. GOVERNANCE

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

## 12.1 Quality Control and Co-ordination

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

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

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

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

## 12.2 Performance Investigations

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

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

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

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

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

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

### 12.4.1 Role of the Performance Audit Committee

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

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

## 12.5 Legislative Reporting Processes

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

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

| 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***

# 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

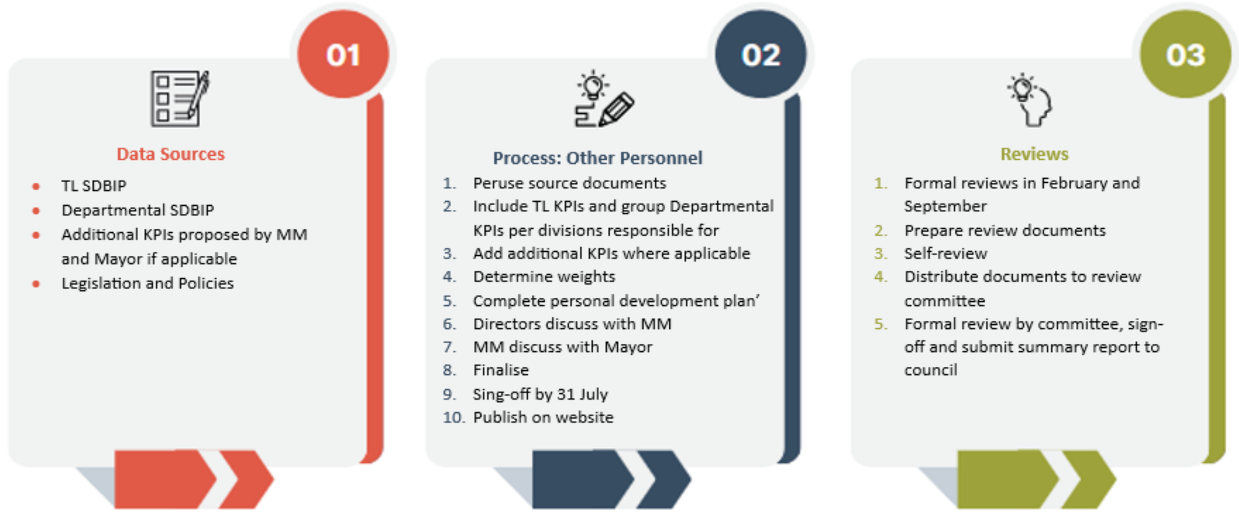



*Figure 10 : Individual Performance MM & Executive Directors Process Map*

### 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 | 4$^{th}$ Quarter (previous financial year) service provider report<br>Review performance of service providers | Departments to submit reports to SCM<br>SCM to submit combined report to Council<br>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<br>Approval and signed before 31 July<br>KPI's aligned with SDBIP |
| Other Staff | Prepare/ approval and sign | Prepare agreements ito R890/891<br>Approval and signed before 30 July<br>KPI's aligned with JD's<br>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 |

| 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<br>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<br>Submission to Executive Mayor and Council<br>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<br>Submit to Auditor General with the financial statements<br>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<br>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<br>Review performance of service providers | SCM to submit combined report to Council<br>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<br>Identify potential projects / needs |
| Annual Report | Finalise draft Annual Report (previous financial year) | Draft to be ready for submission to Auditor-General |
| **November** | | |

| 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<br>Review Mission, Vision and Values<br>Review progress against strategic objections<br>Review strategic direction<br>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<br>Review performance of service providers | SCM to submit combined report to Council<br>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<br>Submit to next Council meeting after 25 January<br>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<br>Document and report |
| MM/Executive Directors Performance | Mid-year formal performance review | Review against targets agreed upon in performance agreements<br>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 |

| 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<br>Oversight committee report submitted |
| **April** | | |
| Service Provider Performance | 3rd Quarter current year service provider report<br>Review performance of service providers | SCM to submit combined report to Council<br>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<br>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<br>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***

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

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

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

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| | correcting of performance information; and<br>○ 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<br>○ Conducting workshops to facilitate understanding of the system and its application in defining and measuring organisational goals and accomplishment;<br>○ 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:<br>○ The implementation of Individual Performance throughout the organisation<br>○ Ensuring that individual performance are conducted within the prescribed timeframes<br>○ Ensure record keeping of performance management results<br>○ Ensuring that JD's are maintained and aligned with the Performance Agreements<br>○ Updating of the Work Place Skills Plan in line with skills development needs as determined by the PDP's<br>○ Ensure that the performance management and development system is collaborative, transparent and fair<br>○ Establish a consistent system in collaboration with the MM record keeping related to the performance of all staff throughout the organisation<br>○ Ensure moderation committees are established for departmental moderation municipal moderation<br>○ Establish processes to manage substandard performance<br>○ Provide secretariat services to the Senior Managers Evaluation Committees<br>○ Provide secretariat services to the Municipal Moderation Committee<br>○ Attend all Municipal Moderation Committees<br>○ Report on the actual performance on moderating (mid-year report on performance results to the EXCO)<br>○ Oversee the effective implementation of mentoring coaching |
| **Internal Audit** | The responsibilities of Internal Audit includes amongst others the following:<br>○ Quarterly audit the performance measurement of the municipality;<br>○ Submit quarterly reports on their audits to the Municipal Manager and the Audit Committee; and<br>○ 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:<br>○ 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<br>○ 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;<br>○ Make recommendations and oversee synergizing of the IDP, Budget and PMDS processes;<br>○ Link all PMDS actions to specific timeframes; |

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| | ○ Policy reflects the PMDS as it unfolds. |
| **Audit and Performance Committee** | The responsibilities of the Audit and Performance Committee includes amongst others the following:<br>○ Review the quarterly reports submitted by Internal Audit;<br>○ Review the PMDS of the municipality and report to the Council in this regard; and<br>○ Submit an audit report to Council at least twice a year;<br>○ The full Audit and Performance Committee has been appointed as the Audit and Performance Committee by Council resolution;<br>○ May request any Municipal documentation to investigate if it deems necessary;<br>○ May conduct any special meetings called by its members if required;<br>○ Consults directly with the Municipal Manager;<br>○ Must determine its own procedures in consultation with the Executive Mayor;<br>○ May officially request any person to attend the meeting |
| **(MPAC) Municipal Public Accounts Committee** | The responsibilities of the MPAC includes amongst others the following:<br>○ 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:<br>    ○ has approved the annual report with or without reservations;<br>    ○ has rejected the annual report; or<br>    ○ has referred the annual report back for revision of those components that can be revised<br>○ 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:<br>○ The annual report (or any components thereof) of each municipality and each municipal entity in the province; and<br>○ All oversight reports adopted on those annual reports. It is important to note that the oversight committee working with these reports should be chaired by the MPAC. |
| **Departmental Moderation Committees** | ○ The responsibilities of the Departmental Moderation Committee include amongst others the following:<br>○ 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;<br>○ Assess and compare the performance and contribution of each staff member with his or her peers towards the achievement of departmental goals;<br>○ 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;<br>○ Determine the cost implications for recognition of performance of all staff members within the department;<br>○ Recommend the moderated performance scores for all staff members to the municipal moderating committee for approval;<br>○ Ensure that performance rewards are based on affordability;<br>○ Consider the impact of the performance assessments on financial rewards and |

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| | options for various forms of recognition;<br>o Recommend performance rewards as well as remedial actions for performance considered to be below effective performance; and<br>o 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:<br>o Provide oversight over all staff performance management and development system to ensure the performance management process is valid, fair and objective<br>o Moderate the overall performance assessment score for staff determined after the departmental moderation process<br>o Ensure that the final individual performance ratings are fair across each grade and department or Head of Department<br>o 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<br>o 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;<br>o Recommend appropriate recognitions for different levels of performance;<br>o Recommend appropriate remedial actions for performance believed to be substandard;<br>o Advise the municipality on recognition of performance, including financial and non-financial rewards, where applicable;<br>o Identify potential challenges in the performance management system and recommend appropriate solutions to the Municipal Manager;<br>o Identify developmental needs for supervisors to improve the integrity of the performance management and development system; and<br>o Consider any other matter that may be considered relevant. |
| **Community** | The responsibilities of the Community include amongst others the following:<br>o Provides inputs during the analysis phase to the IDP in order to inform the priority targets<br>o Monitor the Top Layer SDBIP and performance during the year on a quarterly basis<br>o Review the Annual Report<br>o Keep Council accountable for performance on an annual basis |

***Table 7: Roles and Responsibilities***

# ABBREVIATIONS

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

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