



STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

Ref no.3/4/2/5

2019-08-12

MAYORAL COMMITTEE MEETING
WEDNESDAY, 2019-08-14 AT 10:00

TO The Executive Mayor, Ald G Van Deventer (Ms)
The Deputy Executive Mayor, Cllr N Jindela

COUNCILLORS P Crawley (Ms)
AR Frazenburg
E Groenewald (Ms)
XL Mdemka (Ms)
S Peters
M Pietersen
Q Smit

Notice is hereby given that a Mayoral Committee Meeting will be held in the Council Chamber, Town House, Plein Street, Stellenbosch on **Wednesday, 2019-08-14 at 10:00** to consider the attached agenda.

EXECUTIVE MAYOR, ALD GM VAN DEVENTER (MS)

CHAIRPERSON

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2019-08-14
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STELLENBOSCH
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MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

Ref no.3/4/2/5

2019-07-10

MAYORAL COMMITTEE MEETING:

2019-07-10 AT 10:00

AND

**CONTINUATION OF THE MAYORAL COMMITTEE
MEETING:**

2019-07-20 AT 14:00

MINUTES
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2019-07-10
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PRESENT: Executive Mayor, Ald GM Van Deventer (Ms) (**Chairperson**)
Deputy Executive Mayor, N Jindela

Councillors: PR Crawley (Ms)
A Frazenburg
E Groenewald (Ms)
XL Mdemka (Ms)
S Peters
M Pietersen
Q Smit

Also Present: Councillor FJ Badenhorst
Alderman PW Biscombe (Chief Whip)
Cllr DA Hendrickse
Cllr WC Petersen (Ms) (Speaker)
Cllr WF Pietersen
Alderman J Serdyn (Ms)

Officials: Acting Municipal Manager (T Mfeya)
Chief Financial Officer (K Carolus)
Director: Community and Protection Services (G Boshoff)
Director: Infrastructure Services (D Louw)
Director: Corporate Services (A de Beer (Ms))
Manager: IDP & Performance Management (G Cain)
Manager: Secretariat (EJ Potts)
Senior Administration Officer (B Mgcushe (Ms))
Committee Clerk (N Mbali (Ms))

1.	OPENING AND WELCOME
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The Executive Mayor welcomed everyone present.

2.	COMMUNICATION BY THE CHAIRPERSON
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“Welkom terug

- Hoop almal het die reseytyd goed benut en die blaaskans geniet.
- Ons het op 1 Julie begin met die nuwe finansiële jaar, so die harde werk wag nou vir ons!
- Volgende week herdenk ons Internasionale Nelson Mandela Dag
 - Geleentheid om die hoop en opoffering van Madiba te onthou en te vier, deur sy voorbeeld te volg
 - Ook 'n geleentheid om ons gewone helde in ons gemeenskap te bedank vir hulle onbaatsugtige werk.
 - As munisipaliteit neem ons ook deel.
 - Ons ondersteun ons vennote van die Gee Verantwoordelik Veldtog deur blikkies kos, kleren en komberse in te samel wat ons gaan skenk aan Stellenbosch

Voedingsaksie, Straatlig en Stellentombu

- Ons gaan ook help by die Straatwinkel wat deur Straatlig bedryf word vir Mandela Dag, waar haweloses klere en skoene kan kry.
 - Van Korporatiewe Dienste se personeel gaan inwoners van 'n plaaslike hospice besoek en bederf.
 - Daar is bokse vir skenkings van Blikkieskos uitgeplaas by LED, die MM, die Burgemeester se kantoor en by die ingang van Ecclesia gebou.
 - Klere en komberse kan by die kommunikasiekantoor op die 2de vloer in die Elcesia gebou afgegee word.
 - Ek wil almal aanmoedig om asseblief 'n bydrae te maak. Ek kan u verseker dit maak 'n groot verskil.
- Reg aan die begin van reses het ons 'n sportdag gehou ter viering van Jeugdag,
 - Dit was dan ook die eerste amptelike Bugemeestersbeker wat jaarliks op Jeugdag gehou sal word.
 - Baie groot sukses! Die dag het vlot verloop en kinders van regoor die hele munisipaliteit het deelgeneem.
 - Baie dankie aan Raadslid Manie en Mnr Boshoff vir die reëlings. Mnr Boshoff, dra ook asseblief ons dank oor aan u span van die sportafdeling wat hard gewerk het en gehelp het om die dag 'n sukses te maak.
 - Baie opgewonde oor ons nuwe hidrolise platform voertuig wat ons binnekort in ontvangs gaan neem.
 - Belangrike aanwinst tot ons brandbestryding en reddingskapasiteit.
 - Die voertuig sal ons in staat stel om brande en reddingsoperasies in hoër geboue meer effektief te hanteer.
 - Die amptelike oorhandiging is geskeduleer vir 26 Julie en dit sal hier voor die Stadsaal geskiet.
 - Volgende week vergader ek met die skoolhoofde van ons streek as deel van die nuwe skoolhoofdeforum.
 - Doel is om beter kommunikasie te bewerkstellig met ons skole.
 - Skole is ook kliënte van die Munisipaliteit en het ook 'n bydra om te maak."

3.	OFFICIAL NOTICES
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3.1	DISCLOSURE OF INTERESTS
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NONE

3.2	APPLICATIONS FOR LEAVE OF ABSENCE
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The following application for leave was approved in terms of the Rules of Order of Council:-

Municipal Manager: Ms G Mettler – 2019-07-10

4.	CONFIRMATION OF PREVIOUS MINUTES
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- 4.1 The minutes of the Mayoral Committee Meeting held on 2019-05-21 were **confirmed as correct.**

5.	STATUTORY MATTERS
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NONE

6.	REPORT/S BY THE MUNICIPAL MANAGER RE OUTSTANDING RESOLUTIONS TAKEN AT PREVIOUS MAYORAL COMMITTEE MEETINGS
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NONE

7.	CONSIDERATION OF ITEMS BY THE EXECUTIVE MAYOR: [ALD G VAN DEVENTER (MS)]
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7.1	COMMUNITY AND PROTECTION SERVICES: (PC: CLLR Q SMIT)
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7.1.1	POWERS AND APPOINTMENT OF LAW ENFORCEMENT OFFICERS APPOINTED BY MUNICIPALITIES
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Collaborator No: 646370
IDP KPA Ref No: Safest valley
Meeting Date: 10 July 2019

**1. SUBJECT: POWERS AND APPOINTMENT OF LAW ENFORCEMENT OFFICERS
APPOINTED BY MUNICIPALITIES**

2. PURPOSE

To inform Council of the additional powers and functions of Law Enforcement officers appointed by a municipality.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

On 19 October 2018 the Minister of Justice and Correctional Services published the requirements for the appointment of Law Enforcement officers by municipalities in terms of Declaration no. 1114 of Government Gazette no. 41982. (Refer to attached **ANNEXURES A AND B**).

**RECOMMENDATION FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE
EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2019-07-10: ITEM 7.1.1**

that Council takes note of the additional powers and functions of Law Enforcement officers as per Declaration no. 1114 of Government Gazette 41982.

FOR FURTHER DETAILS CONTACT:

NAME	Neville Langenhoven
POSITION	
DIRECTORATE	COMMUNITY & PROTECTION SERVICES
CONTACT NUMBERS	X8497
E-MAIL ADDRESS	Neville.Langenhoven@ Stellenbosch.gov.za
REPORT DATE	14 May 2019

7.2	CORPORATE SERVICES: (PC: CLLR AR FRAZENBURG)
7.2.1	APPLICATION TO LEASE UNIT 1 OF BOSMANSHUIS (PART OF THE DORP STREET FLATS UNITS) TO THE IEC: CONSIDERATION OF WRITTEN INPUTS RECEIVED

Collaborator No:

IDP KPA Ref No: *Good Governance*

Meeting Date: 10 July 2019

1. SUBJECT: APPLICATION TO LEASE UNIT 1 OF BOSMANSHUIS (PART OF THE DORP STREET FLATS UNITS) TO THE IEC: CONSIDERATION OF WRITTEN INPUTS RECEIVED

2. PURPOSE

To consider the written inputs received as a consequence of the public notice and to make a final determination on whether to conclude a lease agreement with the IEC or not.

3. DELEGATED AUTHORITY

Council must consider the item.

4. EXECUTIVE SUMMARY

An application to lease a premise from Stellenbosch Municipality was received from the IEC. They originally indicated their interest in an office in the Town Hall, but that office is needed for the Municipality's own operations. One of the Dorp street flats was identified as a possible option. The premise that was identified for possible leasing by the IEC is Unit 1 in Bosmanshuis. The IEC inspected the premises and is happy that it will fulfil their needs. The IEC is a chapter 9 institution.

Council considered the matter on 2019-03-27 and, approved the proposed lease in principle, subject to a public participation process. The advertisement of the proposed leased for inputs were published on 9 May 2019. Input was received from the Stellenbosch Interest Group (**APPENDIX 3**).

Council must now consider the written inputs received and must make a final determination in this regard.

RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2019-07-10: ITEM 7.2.1

- (a) that Council takes note of the written submission received from Stellenbosch Interest Group; and
- (b) that approval be granted to enter into a 3 year lease agreement with the IEC at an initial monthly rental of R5940, being 30% of fair market value, subject to the following conditions:
 - (i) IEC to take full responsibility for all internal maintenance as well as any functional upgrades needed for their own purposes;

- (ii) That no upgrades or changes may take place without approval of the Municipality and taking into account the heritage status of the building;
- (iii) That an early termination clause be inserted indicating that the contract can be terminated with a six (6) months written notice, should Council need the property for its own use, or should Council decide to dispose of the property or for any other legal reason want to cancel the lease;
- (iv) An annual escalation on 1 July 2020 and 2021 of 7% apply;
- (v) That the Municipal Manager be authorised to conclude the Lease Agreement.

FOR FURTHER DETAILS CONTACT:

NAME	PIET SMIT
POSITION	MANAGER: PROPERTY MANAGEMENT
DIRECTORATE	CORPORATE SERVICES
CONTACT NUMBERS	021-8088189
E-MAIL ADDRESS	Piet.smit@ Stellenbosch.gov.za
REPORT DATE	2019-07 -03

7.2.2	PROPOSED EXCHANGE OF LAND: DISPOSAL OF ERF 1523 TO THE SEVENTH DAY ADVENTIST CHURCH IN EXCHANGE FOR ERF 718, KAYAMANDI: CONSIDERATION OF INPUTS RECEIVED
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance

10 July 2019

1. SUBJECT: PROPOSED EXCHANGE OF LAND: DISPOSAL OF ERF 1523 TO THE SEVENTH DAY ADVENTIST CHURCH IN EXCHANGE FOR ERF 718, KAYAMANDI: CONSIDERATION OF INPUTS RECEIVED

2. PURPOSE

To make a final determination on the proposed exchange of land after considering the inputs received as a consequence of the public notice.

3. DELEGATED AUTHORITY

The Municipal Council must consider the matter.

4. EXECUTIVE SUMMARY

Following the allocation of erf 718 to the Seventh Day Adventist Church in 1997, they paid the sales price of R11 286.00 in full during 2002. Before the property could be transferred to them, it became evident that the Municipal Clinic Building (now a Provincial clinic) was encroaching onto erf 718. Following a request by the Provincial Government of the Western Cape to acquire erf 718, in order for them to extend the current building, the Seventh Day Adventist Church was approach to accept an alternative site (erf 1523, Kayamandi).

They have subsequently confirmed in writing that they will accept the exchange of land, subject to certain conditions.

When Council considered the matter on 2019-02-27, they resolved, as follows:

RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2019-07-10: ITEM 7.2.2

- (a) that Council takes note of the written submission received and the concerns raised therein;
- (b) that Council approves the exchange of erf 718, Kayamandi for erf 1523 at equal value to the Seventh Day Adventist Church, subject to a fall-back clause, should the church not use the property for institutional use anymore; and
- (c) that the Municipal Manager be authorised to sign all documents necessary to attend to the transfer of erf 1523 to the Seventh Day Adventist Church.

FOR FURTHER DETAILS CONTACT:

NAME	Piet Smit
POSITION	<i>Manager: Property Management</i>
DIRECTORATE	<i>Corporate Services</i>
CONTACT NUMBERS	021-8088189
E-MAIL ADDRESS	Piet.smit@ Stellenbosch.gov.za
REPORT DATE	2019-06-12

7.2.3	PROPOSED CONCLUSION OF LEASE AGREEMENTS: LEASE FARMS 502 AX AND AY
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Collaborator No:

IDP KPA Ref No:

Good Governance

Meeting Date:

10 July 2019

1. SUBJECT: PROPOSED CONCLUSION OF LEASE AGREEMENTS: LEASE FARMS 502 AX AND AY

2. PURPOSE

To obtain Council approval for the conclusion of a lease agreement with Mr Jacques Olivier in relation to Lease Farms 502 AX and AY, following the public participation process.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

Stellenbosch Municipality concluded three (3) long-term Lease Agreements with HC Myburgh Boerdery on 1 April 1991.

During 2013 Mr Myburgh approached the Municipality with a written request to cede the lease agreements to the Heldervalley Farming Association, which, at the time included Mr Jacques Olivier. Before a formal agreement in this regard could be reached, Mr Myburgh passed away. Although the ceding was never formalised, women used the land for farming purposes as from 2008 under the supervision of Mr Olivier.

On 2019-01-30 Council considered a report, to approve, in principle, the leasing of the properties to Mr Jacques Olivier for a period of 9 years and 11 months, subject thereto that Council's intention so to act be advertised for public inputs. Council approved the recommendations, subject thereto that Council's intention to enter into the lease agreement be advertise for public inputs.

A formal notice was published; inviting interested and effected parties/individuals to submit written inputs by not later than 23 April 2019. No such input/objections/comments were received and Council must now make a final determination.

RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2019-07-10: ITEM 7.2.3

- (a) that it be noted that no written submissions/input/objections were received, following the public notice;
- (b) that Council approves the leasing of Lease Farms 502 AX and AY to Mr Jacques Olivier for a period of 9 years and 11 months at a rate of 20% of market value, (R438.85 ha/per annum), provided that the current farming continues and that the land only be used for bona fide farming purposes;
- (c) that the rental be increased by CPI (based on 12 months July to June) on a yearly basis. That it be noted that when a new evaluation (every 5 years) takes place the rental be 20% of that market value with the same escalation provision until the end of the contract;

- (d) that Mr Olivier ensures as far as is reasonably possible that the current people who farm on the land under his supervision continue to farm;
- (e) that Mr Olivier provides the Municipality with the list of people who currently form part of the farming on the property; and
- (f) that a separate report on the outstanding debt be provided to council by the Finance Department.

FOR FURTHER DETAILS CONTACT:

NAME	ANNALENE DE BEER
POSITION	DIRECTOR: CORPORATE SERVICES
DIRECTORATE	CORPORATE SERVICES
CONTACT NUMBERS	021-808 8106
E-MAIL ADDRESS	Annalene.deBeer@stellenbosch.gov.za
REPORT DATE	2019-06-14

7.3	FINANCIAL SERVICES: (PC: CLLR P CRAWLEY (MS))
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NONE

7.4	HUMAN SETTLEMENTS: (PC: CLLR N JINDELA)
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NONE

7.5	INFRASTRUCTURE SERVICES: (PC: CLLR Q SMIT)
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NONE

7.6	PARKS, OPEN SPACES AND ENVIRONMENT: (PC: XL MDEMKA (MS))
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NONE

7.7	PLANNING AND ECONOMIC DEVELOPMENT: (PC:CLLR E GROENEWALD (MS)
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NONE

7.8	RURAL MANAGEMENT AND TOURISM: (PC: CLLR S PETERS)
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NONE

7.9	YOUTH, SPORTS AND CULTURE: (PC: M PIETERSEN)
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NONE

7.10	REPORTS SUBMITTED BY THE MUNICIPAL MANAGER
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7.10.1	CONSEQUENCE MANAGEMENT POLICY
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance and Compliance

10 July 2019

1. SUBJECT: CONSEQUENCE MANAGEMENT POLICY

2. PURPOSE

To adopt the Consequent Management Policy for immediate implementation and strengthen the Council commitment to good governance and a clean administration.

3. DELEGATED AUTHORITY

Council.

4. EXECUTIVE SUMMARY

The Draft Consequence Management Policy with which Stellenbosch Municipality seeks to formalise and consolidate the principles of consequence management (encompassing remedial and recourse measures) that will be implemented. In line with the objectives of the MFMA the policy seeks to, amongst others, improve the internal control processes relating to the reporting of allegations of financial misconduct and financial offences to Council.

MAYORAL COMMITTEE MEETING: 2019-07-10: ITEM 7.10.1

RESOLVED

that this item stands over till next week Wednesday, 2019-07-17.

FOR FURTHER DETAILS CONTACT:

NAME	Geraldine Mettler
POSITION	Municipal Manager
DIRECTORATE	Office of the Municipal Manager
CONTACT NUMBERS	021 – 808 8025
E-MAIL ADDRESS	mm@ Stellenbosch.gov.za
REPORT DATE	28 June 2019

7.10.2	APPROVED TOP LAYER (TL) SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2019/20
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Collaborator No:

IDP KPA Ref No:

Good Governance and Compliance

Meeting Date:

10 July 2019

1. SUBJECT: APPROVED TOP LAYER (TL) SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2019/20

2. PURPOSE

To inform Council that the Executive Mayor has approved the Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) 2019/20.

3. DELEGATED AUTHORITY

According to Section 53(1)(c)(ii) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (the MFMA), the Executive Mayor must approve the TL SDBIP within 28 days after the approval of the municipal budget.

4. EXECUTIVE SUMMARY

Section 53(1)(c)(ii) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (the MFMA) compels the Mayor of a municipality to take all reasonable steps to ensure that the municipality's Service Delivery and Budget Implementation Plan (SDBIP) is approved by the mayor within 28 days after the approval of the budget.

The TL SDBIP 2019/20 was approved by the Executive Mayor on 26 June 2019, which falls within the prescribed 28 days after the approval of the Budget.

The TL SDBIP 2019/20 is herewith submitted to Council for notification.

5. RECOMMENDATIONS

- (a) that Council takes note of the approved Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) 2019/20 attached hereto as **ANNEXURE A**;
- (b) that Council takes note that the approved TL SDBIP 2019/20 has been made public within 10 working days after the approval of the TL SDBIP 2019/20 and duly submitted to the MEC for Local Government in the Province; and
- (c) that Council approves that the performance indicators and targets as contained in the approved Integrated Development Plan (2017/2022) be adjusted in accordance with the performance indicators and targets contained in the approved TL SDBIP 2019/20 to ensure accurate technical alignment between the IDP 2017/2022 and TL SDBIP 2019/20.

6. DISCUSSION

6.1 Background

In terms of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (the MFMA), the mayor of a municipality must take all reasonable steps to ensure

that the municipality's TL SDBIP is approved within 28 days after the municipal budget has been approved.

The Draft Top Layer SDBIP 2019/20 was made public for public participation during April 2019 as part of the Integrated Development Plan (IDP) and Budget consultative process.

The Municipal Manager, Directors and all affected managers participated in the setting of key performance indicators and targets.

The Municipal IDP and Budget were approved by Council on 29 May 2019. As a result, the TL SDBIP 2019/20 was submitted to the Executive Mayor for consideration on 12 June 2019. The Executive Mayor approved the TL SDBIP 2018/2019 on 26 June 2019.

Council should note that the provisions of the MFMA allow the Executive Mayor to approve the TL SDBIP within 28 days after the approval of the Budget. As a result there are elements of misalignment between the content of the performance indicators and targets contained in the Integrated Development Plan 2017/2022 as approved by Council on 29 May 2019 and the performance indicators and targets approved by the Executive Mayor in the TL SDBIP 2019/20. Council is therefore requested to approve the technical adjustments required to ensure appropriate alignment between the performance indicators and targets contained in the IDP and the TL SDBIP 2019/20.

6.2 Financial Implications

There are no financial implications beyond that which was approved in the 2019/20 MTRF Budget.

6.3 Legal Implications

In terms of Section 53(1)(c)(ii) the mayor of a municipality must take all reasonable steps to ensure that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget.

6.4 Staff Implications

This report has no staff implications for the Municipality.

6.5 Risk Implications

None

6.6 Comments from Senior Management

6.6.1 Director: Community and Protection Services

Agree with the recommendations.

6.6.2 Chief Financial Officer

Agree with the recommendations.

6.6.3 Director: Infrastructure Services

Agree with the recommendations.

6.6.4 Director: Corporate Services

Agree with the recommendations.

6.6.5 Director: Planning and Economic Development

Agree with the recommendations.

6.6.6 Comments from the Municipal Manager

Agree with the recommendations.

RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2019-07-10: ITEM 7.10.2

- (a) that Council takes note of the approved Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) 2019/20 attached hereto as **ANNEXURE A**;
- (b) that Council takes note that the approved TL SDBIP 2019/20 has been made public within 10 working days after the approval of the TL SDBIP 2019/20 and duly submitted to the MEC for Local Government in the Province; and
- (c) that Council approves that the performance indicators and targets as contained in the approved Integrated Development Plan (2017/2022) be adjusted in accordance with the performance indicators and targets contained in the approved TL SDBIP 2019/20 to ensure accurate technical alignment between the IDP 2017/2022 and TL SDBIP 2019/20.

FOR FURTHER DETAILS CONTACT:

NAME	Shireen De Visser
POSITION	Senior Manager: Governance
DIRECTORATE	Municipal Manager
CONTACT NUMBERS	021 808 8035
E-MAIL ADDRESS	shireen.devisser@ Stellenbosch.gov.za
REPORT DATE	04 July 2019

7.10.3	REVISED PERFORMANCE MANAGEMENT POLICY 2019/20
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Collaborator No:

IDP KPA Ref No:

Good Governance and Compliance

Meeting Date:

10 July 2019

1. SUBJECT: REVISED PERFORMANCE MANAGEMENT POLICY 2019/20

2. PURPOSE

To submit the Revised Performance Management Policy 2019/20 to Council for adoption.

3. DELEGATED AUTHORITY

The Executive Mayor must, in terms of section 39 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) (the MSA), manage the development of a performance management system and submit it to Council for adoption.

4. EXECUTIVE SUMMARY

To table the Revised Performance Management Policy 2019/20 for consideration and adoption by Council. This policy has been revised to be applicable for the 2019/20 financial year to monitor the improvement of services in the Stellenbosch Municipal Area.

5. RECOMMENDATION

that Council adopts the Revised Performance Management Policy 2019/20.

6. DISCUSSION

6.1 Background

The Performance Management Policy was previously known as the Performance Management Framework and served before Council annually since 2015.

The Draft Revised Performance Management Policy 2019/20 was submitted to Council during May 2019 to be released for public comment. The community was invited to provide their input into the Draft Revised Performance Management Policy 2019/20. The closing date for community input was 28 June 2019. Unfortunately no input/s was/were received.

As legislated and required for good practice, revisions to the Performance Management Policy is encouraged to align to municipal practice and as may be necessitated from time to time.

The Performance Management Policy 2019/20 was advertised for comment in the local media with hard copies distributed to the Wards offices and Libraries and uploaded unto the Stellenbosch Municipal website. No comments were received from the community.

6.2 Financial Implications

There are no financial implications beyond that which was approved in the 2019/20 MTRF Budget.

6.3 Legal Implications

Section 38 of the MSA allows a municipality to-

“(a) establish a performance management system that is-

(i) commensurate with its resources;

(ii) best suited to its circumstances; and

(iii) in line with the priorities, objectives, indicators and targets contained in its integrated development plan;

(b) promote a culture of performance management among its political structures, political office bearers and councillors and in its administration; and

(c) administer its affairs in an economical, effective, efficient and accountable manner.”

Section 39(c) indicates that the mayor must submit the proposed system to the municipal council for adoption.

Section 42 of the MSA advocates for the involvement of the community in developing the Municipality's performance management system.

6.4 Staff Implications

This report has no staff implications for the Municipality.

6.5 Risk Implications

None

7. Comments from Senior Management**7.1 Director: Community and Protection Services**

Agree with the recommendations.

7.2 Chief Financial Officer

Agree with the recommendations.

7.3 Director: Infrastructure Services

Agree with the recommendations.

7.4 Director: Corporate Services

Agree with the recommendations.

7.5 Director: Planning and Economic Development

Agree with the recommendations.

7.6 Comments from the Municipal Manager

Agree with the recommendations.

RECOMMENDATION FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2019-07-10: ITEM 7.10.3

that Council adopts the Revised Performance Management Policy 2019/20.

FOR FURTHER DETAILS CONTACT:

NAME	Shireen De Visser
POSITION	Senior Manager: Governance
DIRECTORATE	Municipal Manager
CONTACT NUMBERS	021 808 8035
E-MAIL ADDRESS	shireen.devisser@ Stellenbosch.gov.za
REPORT DATE	04 July 2019

7.10.4	PERFORMANCE AGREEMENTS 2018/19 OF THE CHIEF FINANCIAL OFFICER AND THE DIRECTOR: COMMUNITY AND PROTECTION SERVICES
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance and Compliance

10 July 2019

1. SUBJECT: PERFORMANCE AGREEMENTS 2018/19 OF THE CHIEF FINANCIAL OFFICER AND THE DIRECTOR: COMMUNITY AND PROTECTION SERVICES

2. PURPOSE

To submit to Council, for notification, the following:

- a) the Performance Agreement 2018/19 as concluded between the Municipal Manager and the Director: Community and Protection Services; and
- b) the Performance Agreement 2018/19 as concluded between the Municipal Manager and the Chief Financial Officer.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

According to Section 57(2) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) the performance agreement must:

- “(a) be concluded within a reasonable time after a person has been appointed as the municipal manager or as a manager directly accountable to the municipal manager and thereafter within one month after the beginning of the financial year of the municipality”.*

5. RECOMMENDATIONS

- (a) that Council takes notice of the Performance Agreement 2018/19 as concluded between the Municipal Manager and the Chief Financial Officer; and
- (b) that Council takes notice of the Performance Agreement 2018/19 as concluded between the Municipal Manager and the Director: Community and Protection Services.

6. DISCUSSION

6.1 Background

Regulation 4(4)(a) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006, requires that a separate performance agreement be signed within ninety (90) calendar days after the assumption of duty and annually within one month after the commencement of the new financial year.

The Chief Financial Officer, Mr Kevin Carolus, was appointed on 24 April 2019 and his Performance Agreement 2018/19 (for the period 01 March 2019 – 30 June 2019) was concluded 19 June 2019.

The Director: Community and Protection Services, Mr Gary Boshoff, assumed duty on March 2019 and his Performance Agreement 2018/19 was concluded 30 April 2019 (for the period 01 March 2019 – 30 June 2019).

6.2 Financial Implications

There are no unbudgeted financial implications should the recommendations as set out in the report be accepted.

6.3 Legal Implications

According to Section 23 of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers 805 of 2006, the purpose of the agreement is to:

- “(1) comply with the provisions of Section 57(1)(b),(4A),(46) and (5) of the Act as well as the employment contract entered into between the parties;*
- (2) specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;*
- (3) specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;*
- (4) monitor and measure performance against set targeted outputs;*
- (5) use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;*
- (6) in the event of outstanding performance, to appropriately reward the employee; and*
- (7) give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.”.*

6.4 Staff Implications

This report has no staff implications for the Municipality.

6.5 Risk Implications

None

6.6 Comments from Senior Management

6.6.1 Director: Community and Protection Services

Agree with the recommendations.

6.6.2 Chief Financial Officer

Agree with the recommendations.

6.6.3 Director: Infrastructure Services

Not applicable

6.6.4 Director: Corporate Services

Not applicable

6.6.5 Director: Planning and Economic Development

Not applicable.

6.6.6 Comments from the Municipal Manager

Agree with the recommendations

RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2019-07-10: ITEM 7.10.4

- (a) that Council takes notice of the Performance Agreement 2018/19 as concluded between the Municipal Manager and the Chief Financial Officer; and
- (b) that Council takes notice of the Performance Agreement 2018/19 as concluded between the Municipal Manager and the Director: Community and Protection Services.

FOR FURTHER DETAILS CONTACT:

NAME	Shireen De Visser
POSITION	Senior Manager: Governance
DIRECTORATE	Municipal Manager
CONTACT NUMBERS	021 808 8035
E-MAIL ADDRESS	shireen.devisser@ Stellenbosch.gov.za
REPORT DATE	04 July 2019

8.	REPORTS SUBMITTED BY THE EXECUTIVE MAYOR
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NONE

9.	URGENT MATTERS SUBMITTED BY THE MUNICIPAL MANAGER
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NONE

10.	MATTERS TO BE CONSIDERED IN-COMMITTEE
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NONE

The meeting adjourned at 11:20.

CHAIRPERSON:

DATE:

Confirmed on

PRESENT: Executive Mayor, Ald GM Van Deventer (Ms) (**Chairperson**)
Deputy Executive Mayor, N Jindela

Councillors: PR Crawley (Ms)
A Frazenburg
E Groenewald (Ms)
XL Mdemka (Ms)
S Peters
M Pietersen

Also Present: Councillor FJ Badenhorst
Alderman PW Biscombe (Chief Whip)
Cllr DA Hendrickse

Officials: Acting Municipal Manager (T Mfeya)
Chief Financial Officer (K Carolus)
Director: Community and Protection Services (G Boshoff)
Director: Infrastructure Services (D Louw)
Director: Corporate Services (A de Beer (Ms))
Chief Audit Executive (F Hoosain)
Senior Manager: Governance (S de Visser (Ms))
Senior Administration Officer (B Mgcushe (Ms))
Committee Clerk (N Mbali (Ms))

1.	OPENING AND WELCOME
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The Executive Mayor welcomed everyone present.

2.	COMMUNICATION BY THE CHAIRPERSON
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NONE

3.1	DISCLOSURE OF INTERESTS
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NONE

3.2	APPLICATIONS FOR LEAVE OF ABSENCE
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The following applications for leave were approved in terms of the Rules of Order of Council:-

Municipal Manager: Ms G Mettler	–	2019-07-17
Councillor Q Smit	–	2019-07-17

7.10	REPORTS SUBMITTED BY THE MUNICIPAL MANAGER
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7.10.1	CONSEQUENCE MANAGEMENT POLICY
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance and Compliance

17 July 2019

1. SUBJECT: CONSEQUENCE MANAGEMENT POLICY**2. PURPOSE**

To adopt the Consequent Management Policy for immediate implementation and strengthen the Council commitment to good governance and a clean administration.

3. DELEGATED AUTHORITY

Council.

4. EXECUTIVE SUMMARY

The Draft Consequence Management Policy with which Stellenbosch Municipality seeks to formalise and consolidate the principles of consequence management (encompassing remedial and recourse measures) that will be implemented. In line with the objectives of the MFMA the policy seeks to, amongst others, improve the internal control processes relating to the reporting of allegations of financial misconduct and financial offences to Council.

MAYORAL COMMITTEE MEETING: 2019-07-17: ITEM 7.10.1**RESOLVED**

that this item be referred back for consultation with the Local Labour Forum, whereafter same be resubmitted for the August 2019 Mayoral Committee meeting.

FOR FURTHER DETAILS CONTACT:

NAME	Geraldine Mettler
POSITION	Municipal Manager
DIRECTORATE	Office of the Municipal Manager
CONTACT NUMBERS	021 – 808 8025
E-MAIL ADDRESS	mm@ Stellenbosch.gov.za
REPORT DATE	28 June 2019

7.4	HUMAN SETTLEMENTS: (PC: CLLR N JINDELA)
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7.4.1	PROPOSED DEVELOPMENT OF ERF 81/2 AND ERF 81/9, STELLENBOSCH, FOR BACKYARDERS OF STELLENBOSCH
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Collaborator No: 653153
 IDP KPA Ref No:
 Meeting Date: 17 July 2019

1. SUBJECT: PROPOSED DEVELOPMENT OF ERF 81/2 AND ERF 81/9, STELLENBOSCH, FOR BACKYARDERS OF STELLENBOSCH

2. PURPOSE

To motivate for the proposed development of Erf 81/2 and Erf 81/9, Stellenbosch, henceforth “the property”, as a residential development that can potentially address the housing needs of backyarders in Stellenbosch.

3. DELEGATED AUTHORITY

Council

4. EXECUTIVE SUMMARY

Stellenbosch Municipality has over the last number of years developed a housing pipeline that addresses all types of housing delivery that takes into consideration all social and financial requirements of the residents.

Against this background Stellenbosch Municipality is desirous to commence with a project that could address the housing needs of residents that reside primarily in the backyards of privately owned properties. The areas that are targeted for this projects are Ida’s Valley, Cloetesville and Khayamandi and to a lesser extent Jamestown and Klapmuts. The purpose of the project is to make provision for essentially residents who would not under ordinary circumstances qualify for subsidised housing, for example backyard dwellers that earn higher than the earnings threshold for a housing subsidy or are not in a position to obtain a mortgage loan from a financial institution.

It is therefore imperative that the proposed development must be sensitive to the general built and landscaping vernacular of the Stellenbosch area. The proposed site for this project is Erf 81/2 and Erf 81/9. The site has several constraints for development. A desktop study using Google Earth indicated that a developable area ranging between 1ha and 3ha could be realised on the property. The latter area takes into consideration all the physical constraints on the property.

The site lends itself to a similar kind of development as in the Nuutgevonden Estate which is north of the Mount Simon development. The housing typologies that are part of the latter developments are all included under any social housing development, e.g. duplex apartments and single residential properties.



5. RECOMMENDATIONS

- (a) that a feasibility study must be concluded to determine the exact extent of the developable area;
- (b) that the appropriate land use rights be obtained;
- (c) that any development on the property be sensitive and complementary to enhancing the aesthetics of the entrance of Stellenbosch;
- (d) that option one (1) be approved as the proposed development model, i.e. a combination of social housing and GAP housing (individual houses); and
- (e) that the Social Housing Institution (SHI) or any other development agency (ODA) be appointed to develop the site for rental and/or GAP housing.

6. DISCUSSION / CONTENTS

6.1 BACKGROUND

In terms of Schedule 4(b) of the Constitution, a Municipality must provide services to its inhabitants. Housing is not one of these services however; a Municipality must still be in a position to make housing possible within its boundaries. Against this background Erf 81/2 and Erf 81/9 ("the property") has been identified as an ideal site where the Municipality can set in motion the implementation of the housing plan with respect to the delivery of housing to backyard dwellers amongst others. The property has several constraints which are not insurmountable for development. However, more importantly it has advantages for development that outstrips its disadvantages.

The site allows for a mixed use development, with different housing typologies such as single residential dwelling units, duplex residential dwelling units.

6.2 LOCATION

The property is located between the Khayamandi and Cloetesville settlements. Its boundary is framed by the R304 to the west and the railway line to the east. The Plankenburg River traverses the property along the eastern boundary. The southern boundary of property includes portions of the Khayamandi Tourism Centre, as well as bridge over the railway line. The northern boundary is framed by the Mount Simon residential development.

6.3 CONSTRAINTS TO DEVELOPMENT

6.3.1 The property's cadastral boundaries

The property has a triangular shape with its widest part on the northern boundary with the Mount Simon residential development, however this shape in this particular instance allows for the construction of social amenities which in return allows for community integration. This type of erf shape reduces the developable area significantly. Furthermore a significant portion of the property is situated south of the bridge over the railway line and this area is not suitable for development. The cadastral boundaries must be adjusted to take all of the constraints into consideration.

6.3.2 Developable area

The total erf size is approximately 17.47ha¹ and this area includes the road, the river as well as a portion of Khayamandi Tourism Corridor. These features must all be subtracted from the total area to determine the developable area. It is understood that the road reserve for the R304 is approximately 45m wide². This implies that the area of the road reserve is approximately 5.4ha and this area must be subtracted from the developable area which leaves approximately 12.07ha.

Furthermore a similar argument for the impact of the river area on the developable area can also be made. The latter area measures approximately 8.6ha which leaves an effective developable area of 3.47ha.

Constraint	Approximate Area of constraint	Approximate developable area
River	8.6ha	
Road reserve	5.4ha	
Total area	17.4ha	
Developable area		3.4ha

6.3.3 The road reserve

The R304 passes through the property. The road reserve must still be subdivided from the property in order arrive at the developable area. The proposed future road widening must occur within this space.

¹ Desktop measurements using Google Earth. All measurements must be verified on site.

² Measured between the boundary of Mount Simon and the Watergang Farm. All measurements must be verified on site.

6.3.4 The River

The Plankenburg River traverses the property from north to south and forms the *de facto* eastern boundary. A further *caveat* as imposed by the NEMA³ regulations indicates that where a flood line has not been determined, development cannot occur within 32 metres from the nearest side of a watercourse to the development. The footprint of this area is approximately 8.6ha, however mitigating circumstances can be developed that could increase the developable area.

6.3.5 Khayamandi Tourism Centre

According to the cadastre Erf 81/2 includes portions of the Khayamandi Tourism Centre. The latter has to be subdivided from Erf 81/2 in order to “normalize” the subdivision.

6.3.6 The Bridge

According to the cadastre Erf 81/2 includes portions of the bridge that crosses the railway line. The latter has to be subdivided from Erf 81/2 in order to “normalize” the subdivision. However it is imperative that the rehabilitation of this area is done in collaboration with any development on Erf 81/2.

6.4 EXISTING AND PROPOSED DEVELOPMENT ON THE PROPERTY

EXISTING

There are several development proposals that are being proposed and undertaken for this area. These proposals include amongst others:

- (a) The road widening of the R304;
- (b) The RSEP projects;
- (c) Social housing programme;
- (d) Northern extension of Stellenbosch town.

Table 3 hereunder provides further detail regarding the abovementioned projects:

	Development proposal	Programme	Responsible Directorate
1	The road widening of the R304		Infrastructure Services and Provincial government
2	A footbridge that would connect Khayamandi with Cloetesville integrate into development;	RSEP	Infrastructure Services
	Upgrading of the Khayamandi taxi rank	RSEP	
	Upgrading of taxi holding area under the bridge	RSEP	
3	Restructuring zone for social housing	Social housing programme	Planning and Economic Development
4	Northern Extension of Stellenbosch town		Planning and Economic Development

It is imperative that any development on the property takes these developments into consideration and integrate same into the development.

³ NEMA – National Environmental Management Act (107 of 1998), as amended.

6.5 ADVANTAGES OF THE PROPERTY

6.5.1 Accessibility

The property is highly accessible from the R304.

6.5.2 Existing road network

There is an existing road network that can be integrated into the proposed development. This would minimise the cost of internal engineering infrastructure.

6.5.3 Open space

The river network creates approximately 8.6 ha of open space. This does not need to be subtracted from the developable area. This area can be integrated into the development.

6.5.4 Different development sections

The property can be roughly divided into three (3) different development sections, i.e.

- i. the area between Mount Simon residential development and
- ii. the internal road, the bridge and the internal road and
- iii. the area south of the bridge.



6.5.5 Locality

The property is centrally located between Cloetesville and Khayamandi.

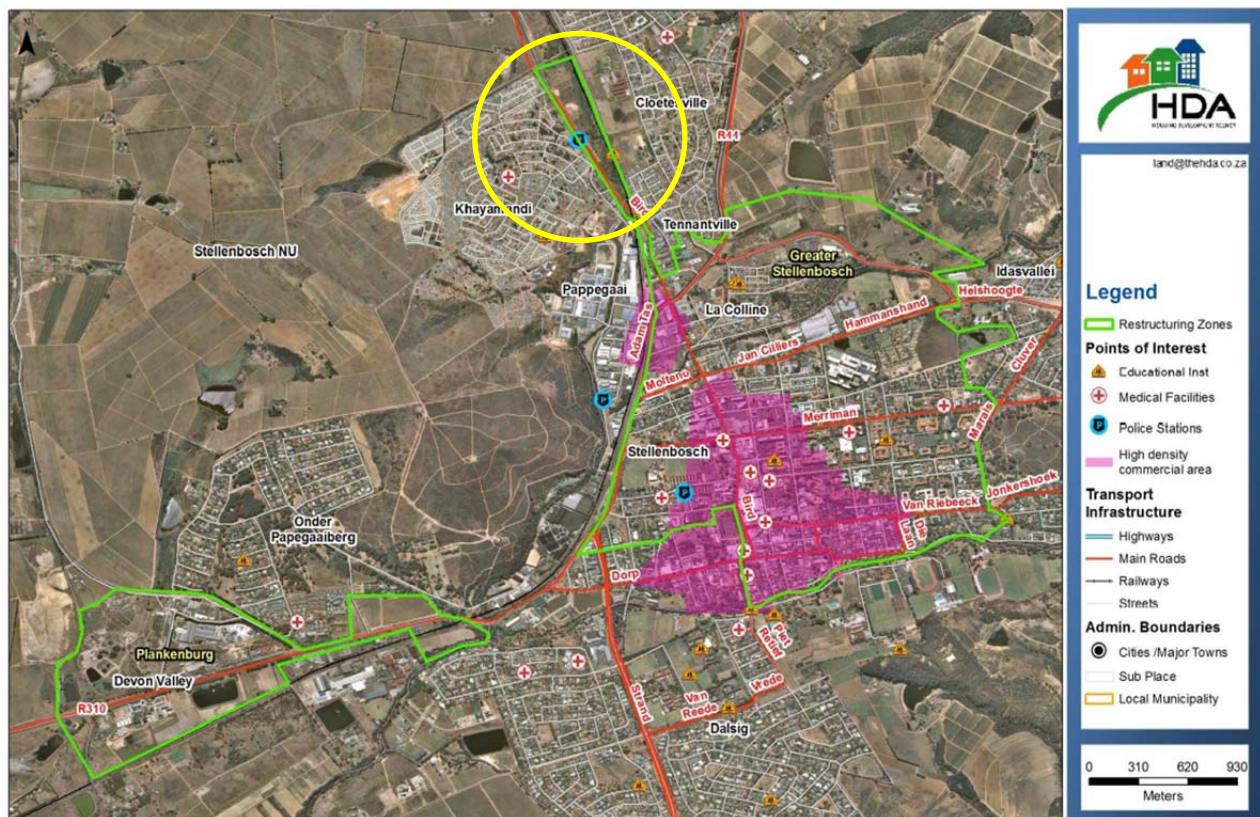
6.6 DEVELOPMENT OPTIONS

6.6.1 Feasibility study

It is imperative that a feasibility study is undertaken in order to determine and confirm the correct development mix for this property. The desktop study proposes a transition from medium income housing in Mount Simon to GAP housing at the immediate adjacent portion of the site and social housing to the south of the property

6.6.2 Restructuring zone (social housing typologies)

The property has been identified as a restructuring zone for the development of social housing. Social housing allows for various housing typologies.



6.6.3 GAP / Social option (Option 1)

This option is geared towards a combination of rental and outright ownership. The housing typology could be single storey residential units, duplex residential units or a combination of the above.

6.6.4 Social option (Option 2)

A rental or co-operative housing option for low income persons at a level of scale and built form which requires institutionalised management and which is provided by accredited social housing institutions or in accredited social housing projects in designated restructuring zones⁴.

6.6.5 GAP option (Option 3)

This option allows for single residential dwellings or serviced sites or a combination of both.

6.7 LEGAL IMPLICATIONS

None

RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2019-07-17: ITEM 7.4.1

- (a) that a feasibility study as a matter of urgency must be concluded to determine the exact extent of the developable area;
- (b) that the appropriate land use rights as a matter of urgency be obtained;
- (c) that any development on the property be sensitive and complementary to enhancing the aesthetics of the entrance of Stellenbosch;
- (d) that the proposed development be earmarked for backyarders in Cloeteville, Ida's Valley and Kayamandi; and
- (e) that the report be brought to Council as soon as possible.

The meeting adjourned at 15:05.

CHAIRPERSON:

DATE:

Confirmed on **with/without amendments.**

6.	STATUTORY MATTERS
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NONE

7.	CONSIDERATION OF ITEMS BY THE EXECUTIVE MAYOR: ALD G VAN DEVENTER (MS)]
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7.1	COMMUNITY AND PROTECTION SERVICES: : (PC: CLLR Q SMIT)
-----	--

NONE

7.2	CORPORATE SERVICES: (PC: CLLR AR FRAZENBURG)
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7.2.1	PROPOSED RENEWAL OF LEASE AGREEMENT: PORTION OF ERF 62, KAYAMANDI: DEPARTMENT OF PUBLIC WORKS: POLICE STATION
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Collaborator No: 656131
 IDP KPA Ref No: *Good Governance*
 Meeting Date: 14 August 2019

1. SUBJECT: PROPOSED RENEWAL OF LEASE AGREEMENT: PORTION OF ERF 62, KAYAMANDI: DEPARTMENT OF PUBLIC WORKS: POLICE STATION

2. PURPOSE

To obtain the necessary approval from Council to renew the Lease Agreement between Stellenbosch Municipality and the National Department of Public Works in relation to a portion of erf 62, Kayamandi (Police Station).

3. DELEGATED AUTHORITY

For decision by Municipal Council.

4. EXECUTIVE SUMMARY

Stellenbosch Municipality and the National Department concluded a Lease Agreement in relation to a portion of erf 62, Kayamandi during the 1990's. The agreement has subsequently been renewed a number of times. The last renewal was concluded in February 2015. This agreement, however, has lapsed on 31 August 2017. SAPS are still using the property as a police station. Council must now consider their request for the renewal of the Lease Agreement for a period of 9 years and 11 months.

5. RECOMMENDATIONS

- (a) that the portion of erf 62, used as a police station, be identified as land not needed for municipal purposes during the proposed lease period;
- (b) that approval be granted for the renewal of the Lease Agreement for a period of 9 years and 11 months;
- (c) that it be noted that leasing property to another sphere of government/organ of state is exempted from following a public participation process;
- (d) that Council considers the request of the department to rent the property at an amount of R 6121.99 per month, escalating at 5% per annum, and
- (e) that the Municipal Manager be authorised to sign the lease agreement.

6. DISCUSSION / CONTENT

6.1 Background

6.1.1 Current Lease Agreement

Stellenbosch Municipality concluded a Lease Agreement in relation for a portion of erf 62, Kayamandi with the National Department of Public Works (NDPW) in the late 1990's. This agreement has been renewed a number of times, the last time in 2015. This agreement, a copy of which is attached as **APPENDIX 1**, has lapsed on 31 August 2017.

Over the past two years the NDPW insisted that Stellenbosch Municipality must submit a tender for the renewal of the lease, whilst we argued that they must apply for the renewal of the lease.

6.1.2 Request for renewal

A formal request for renewal has now been received from the Department, requesting a 9 year and 11 months lease agreement to be concluded at a monthly rental of R 6121.99, escalating at 5% per annum, hereto attached as **APPENDIX 2**.

6.2. Discussion

6.2.1 Legal requirements

6.2.1.1 Asset Transfer Regulations (ATR)

In terms of Regulation 34, a municipality may grant a right to use, control or manage a capital asset but only after:

- 1) a) The accounting officer has, in terms of Regulation 35, concluded a public participation process* regarding the proposed granting of the right; and
 - b) The municipal Council has approved in principle that the right may be granted.
- 2) Sub-regulation (1)(a) must, however be complied with only if:
 - a) the capital asset in respect of which the proposed right is to be granted has a value in excess of R10m; and
 - b) a long term right is proposed.

* Please note that the property under discussion does not fall into this category, therefore no public participation process is requested.

Further, in terms of Regulation 40, an approval in principle in terms of Regulation 34(1) (b) or 37(1)(b) that a right to use, control or manage a capital asset may be granted, may be given subject to any conditions, including conditions specifying:-

- a) The type of right that may be granted, the period for which it is to be granted and the way in which it is to be granted;
- b) The minimum compensation to be paid for the right, and
- c) A framework within which direct negotiations *for the granting of the right must be conducted, if granting of the right is subject to direct negotiations.

Further, in terms of Regulation 41 (1), if approval in principle has been given in terms of regulation 34 (1)(b) or 37 (1) (b), that the right to use, control or manage a capital asset may be granted, the relevant municipality may grant the right only in accordance with the disposal management system* of the municipality, irrespective of:-

- a) the value of the asset; or
- b) the period for which the right is granted; or
- c) whether the right is to be granted to a private sector party or organ of state.

Council-owned property is deemed to be the Municipality's disposal Management policy. However, in terms of sub-regulation (2) (e), the disposal management system does not apply to the granting of a right to use, control or manage a capital asset if such right is granted to another organ of state, provided that the capital asset is determined by resolution of the council of the municipality, to be surplus to the requirements of the municipality.

From the above it is clear that Council may approve the granting of a right to lease without following a public competitive process.

6.3 **Financial Implications**

Rental of R 6121.99 per month, escalating at 5% per annum. Council upgraded the property during the 2018/19 financial year.

6.4 **Legal Implications**

The recommendations contained in this report comply with Council's policies and all applicable legislation.

6.5 **Staff Implications**

None

6.6 **Risk Implications**

Risks are addressed through the recommendations.

6.7 **Comments from Senior Management**

None requested.

ANNEXURES:

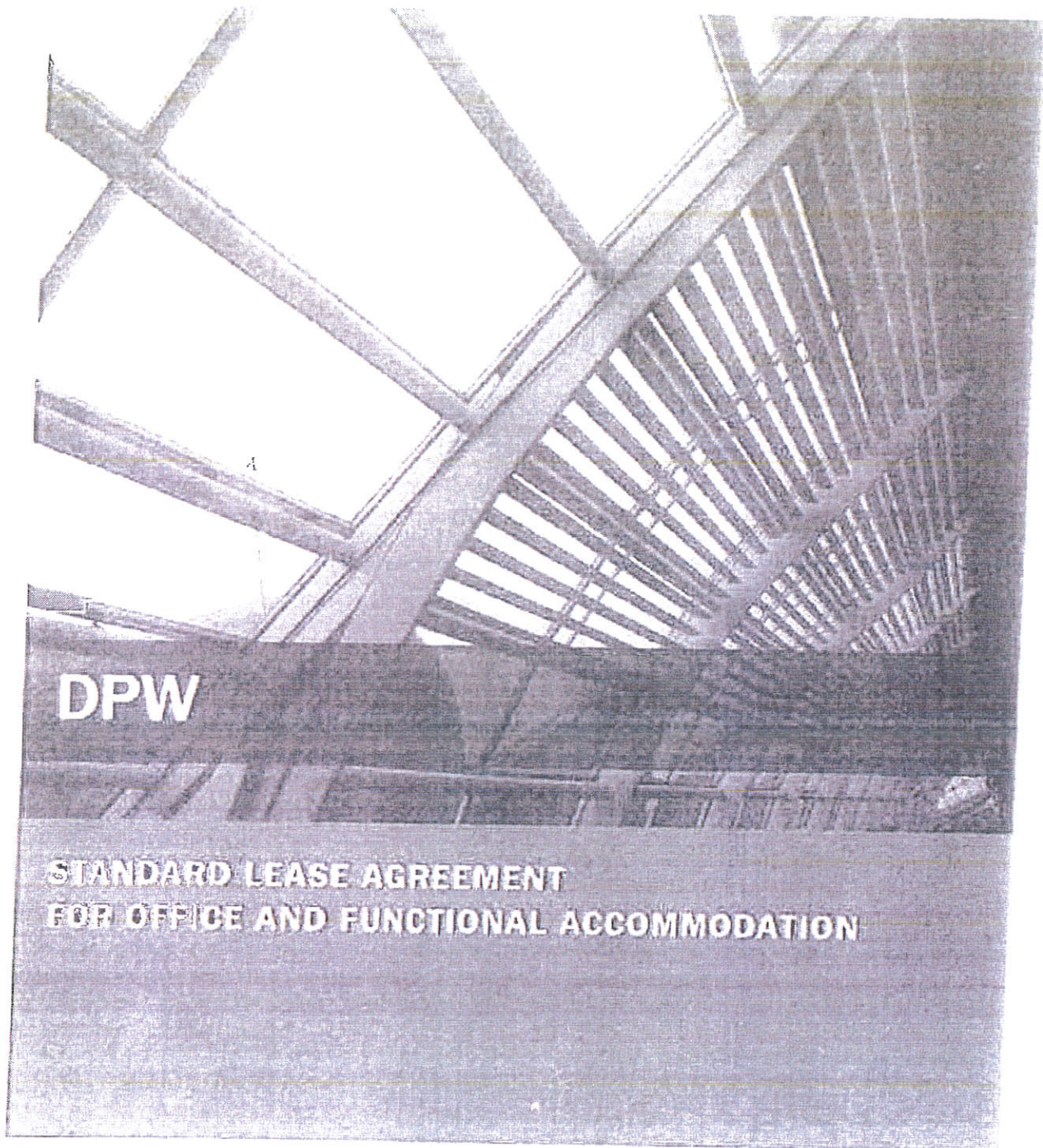
Appendix 1: Lease Agreement

Appendix 2: Request for renewal

FOR FURTHER DETAILS CONTACT:

NAME	Piet Smit
POSITION	<i>Manager: Property Management</i>
DIRECTORATE	<i>Corporate Services</i>
CONTACT NUMBERS	021-8088189
E-MAIL ADDRESS	Piet.smit@ Stellenbosch.gov.za
REPORT DATE	2019-07-05

APPENDIX 1



public works

Department:
Public Works
REPUBLIC OF SOUTH AFRICA

Handwritten signatures and initials, including 'LH', 'Q', and 'SHT'.



public works

Department:
Public Works
REPUBLIC OF SOUTH AFRICA

STANDARD LEASE AGREEMENT
FOR OFFICE AND FUNCTIONAL ACCOMMODATION

Handwritten signatures and initials in the bottom right corner, including a large signature, the initials "Dh", a checkmark, a dollar sign, and the initials "JGH".



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1 PARTIES

The parties to this agreement are:

the lessor specified in item 1.1 of Schedule A;

AND

The Government of the Republic of South Africa, represented by the Director-General of the Department of Public Works or his/ her delegate duly authorised, hereinafter referred to as the lessee.

2 DEFINITIONS AND INTERPRETATION

2.1 In this agreement, unless the context indicates otherwise, the following words have the meaning assigned to them hereunder:

"adjustment date" - the date referred to in item 8 on Schedule A on which the escalation rate comes into effect;

"the/this agreement" - means the agreement set out in this document together with Schedule A, Schedule B, Schedule C, Schedule D thereto and any other schedules annexed thereto;

"building" - the entire structure known by the name as set out in item 2.2 of Schedule A and situated on the property set out in item 2.4 of Schedule A;

"CPA" - means the Consumer Protection Act, 68 of 2008 and the regulations published thereunder and all amendments thereof, together with all regulations thereunder from time to time;

"commencement date" - the date stipulated in item 7 on Schedule A on which the lease commences;

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"party / parties" - the lessee, the occupant and the lessor or any of them as determined by the context;

"premises" - the building and/or the structure and/or the land, or portions thereof, as set out in item 2.1 of Schedule A and a plan of which is attached as Schedule D, which form the subject of this agreement;

"renewal period" - the period mentioned in item 4 of Schedule A for which this agreement can be extended by the lessee and the lessor;

"repairs" - everything which is required to be done in order to achieve the same goal as that envisaged in the definition of "maintenance", but which requires more labour and more expense than maintenance, such as the replacement of cables, taps, locks, floor tiles, geysers and the like. The parties are agreed that normal wear and tear can through time require repairs;

"SCC" the Special Conditions of Contract, as included in the bid document for the leasing of the premises in question;

"secondary lease period" - the period mentioned in item 4 of Schedule A, for which this agreement may be extended by the lessor or the lessee from the date on which the initial lease period expires;

"signature date" - the date of signature of this agreement by the party which signs last in time;

"termination date" - the date stipulated in item 10 of Schedule A on which the lease terminate, unless extended for the secondary lease period, as more fully detailed in clause 4 hereof;





"VAT" - Value-Added Tax in terms of the VAT Act; and

"VAT Act" - the Value-Added Tax Act No. 89 of 1991, as amended.

- 2.2 The clause headings of this agreement have been inserted for reference purposes only and shall not be taken into account in its interpretation. Unless the context indicates otherwise, words importing the singular shall include the plural, words importing persons shall include bodies corporate, and, in each instance, also the opposite thereof.

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- 2.3 If a provision in a definition is a substantive provision conferring rights or imposing obligations on any party, effect shall be given to it as if it were a substantive provision in the body of the agreement, notwithstanding that it is in the definitions clause.
- 2.4 Any reference to an enactment, regulation, rule or by-law is to that enactment, regulation, rule or by-law as at the signature date, and as amended or replaced from time to time.
- 2.5 Where any number of days is prescribed, such number shall exclude the first and include the last day, unless the last day falls on a Saturday, Sunday or public holiday in South Africa, in which case the last day shall be the next succeeding day which is not a Saturday, Sunday or public holiday.
- 2.6 The use of the word "including" followed by a specific example/s shall not be construed as limiting the meaning of the general wording succeeding it and the *eiusdem generis* rule shall not be applied in the interpretation of such general wording or such specific example/s.
- 2.7 The expiration or termination of this agreement shall not affect those provisions of this agreement which expressly provide that they will operate after any such expiration or termination or which of necessity must continue to have effect after such expiration or termination, notwithstanding the fact that the clauses themselves do not expressly provide this.
- 2.8 In its interpretation, the *contra proferentem* rule of construction shall not apply (this agreement being the product of negotiations between the parties) nor shall this agreement be construed in favour of or against any party by reason of the extent to which any party or its professional advisors participated in the preparation of this agreement.
- 2.9 The provisions of this agreement shall be subject to the provisions of the SCC and GCC, to the extent that such conditions are applicable to this agreement.
- 2.10 In the event of a conflict between a provision in this agreement and any provision of the GCC, the provisions in the SCC and this agreement shall prevail.



3 THE LEASE

The lessor hereby leases the premises to the lessee who hires the premises on the terms and conditions set out in this agreement, for the occupation of the occupant, it being specifically recorded and notwithstanding anything to the contrary contained in this agreement, that the only persons who are mandated to negotiate, enter into, amend or otherwise agree the terms and conditions of this agreement are lessor and lessee; provided that any terms and conditions which are specifically exercisable by the occupant in terms of this agreement, shall be so exercisable despite this clause 3.

4 DURATION AND RENEWAL

- 4.1 This agreement shall commence on the commencement date and shall endure for the period as specified in item 3 of Schedule A as the initial lease period.
- 4.2 Upon the expiry of the initial lease period, the lessee shall have the option of renewing this agreement for an additional period as specified in item 4 of Schedule A as the secondary lease period upon the terms and conditions contained in this agreement provided that in respect of rental payable from the date on which the secondary lease period commences ("the renewal date"), the parties will agree on a market related rental for the premises; provided that such rental will be based on an escalation rate which is not higher than the increased rate of the last period of the agreement.

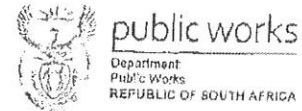
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- 4.3 The lessee shall give written notice to the lessor of its intention to exercise the option to renew this agreement (referred to in clause 4.2 above) by no later than 3 months prior to the expiry of the initial lease period. Should the lessee fail to so exercise the option, this agreement shall continue on a month to month basis until such time as either of the parties gives the other a written notice terminating this agreement, in which event, this agreement shall terminate at the end of the month following the month in which the notice was given.
- 4.4 On the expiry of the first period and upon receipt of a written notice from the lessee in terms of clause 3 above, the terms of the contract shall remain for the duration of the extension exercised by the lessee unless otherwise agreed to in writing.
- 4.5 On expiry of the secondary lease period, the lease shall automatically terminate unless the parties agree in writing to a further extension of this agreement.
- 4.6 Should the lessee wish to extend this agreement for a further period after the secondary lease period, the lessee shall give the lessor written notice of its intention to extend this agreement by a further period by no later than 6 months prior to the expiry of the secondary lease period. Should the lessor be agreeable to such an extension, the parties will then enter negotiations to agree on the further period of extension and a market related rental for the premises.
- 4.7 The terms and conditions of lease during the secondary lease period and any further lease period as referred to in 4.5 shall be those contained in this agreement.
- 4.8 All extensions to the lease period in this agreement, and any changes to the terms and conditions of lease during such extended period, shall be concluded in writing and signed by the parties prior to the termination date or expiry of any extended period, as the case may be.







5 THE RENTAL

- 5.1 During the initial rental period, with effect from the commencement date, the monthly rental payable by the lessee to the lessor shall be as specified in Schedule B.
- 5.2 The lease commences with the commencement rental. Thereafter the rental shall escalate each year, on each anniversary date of the lease, in accordance with the compounded escalation rate as set out in item 9 on Schedule A.
- 5.3 The rental shall be paid by the lessee to the lessor, monthly in advance on or before the 7th (seventh) day of each and every month.
- 5.4 All payments made by the lessee to the lessor in terms of this agreement, shall be effected by electronic payment directly into the lessor's nominated bank account..
- 5.5 The parties agree that all rentals payable in terms of this agreement shall include value-added tax where such tax is payable. The lessor shall specify such tax for record and tax purposes separately from the basic rental.
- 5.6 The lessee undertakes to pay all VAT, at the standard rate applicable from time to time, leviable on any amounts payable by the lessee in terms of this agreement.
- 5.7 The lessor shall be liable to pay all rates, taxes, other regulatory amounts and levies in respect of the premises to the relevant authority as well as any expenses and increases.

6 USE OF THE PREMISES

- 6.1 The lessee records that she/he will use the premises for the purpose specified in item 5 of Schedule A and for any legitimate Government purpose; provided that the lessee shall give the lessor not less than (3) three months' notice of such intent.
- 6.2 The lessor hereby warrants and undertakes that the premises are fit for use for the purpose set out in item 5 of Schedule A.



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- 6.3 The lessor shall be obliged to obtain such consents and authorisations (excluding trade and other licences) as may be required by competent authorities or title conditions to enable the lessee to use the premises for the purpose referred to in 6.1
- 6.4 The lessor hereby warrants that all permits, licences and/or consents in respect of the conduct of the business at the premises have been granted and/or renewed.

7 OCCUPATION OF THE PREMISES

The lessee warrants the lessee's right to free and undisturbed possession of the premises from the commencement date until termination of this agreement, subject thereto that any delay in taking possession due to avoidable actions or omissions of the lessee, shall not be regarded as a delay on the part of the lessor. The date of occupation shall be the date on which the lessee occupies the premises; which shall also be the date of commencement of the lease

8 CONDITION OF THE PREMISES AT THE COMMENCEMENT DATE AND AT THE TERMINATION DATE

- 8.1 Schedule C contains details of the installations required by the lessee, the party responsible for effecting those installations and the party who bears the costs in respect thereof. Schedule C also contains the obligations, if any, of the lessee in regard to the removal thereof on termination of this agreement. To the extent that any party does not make the installations listed opposite its name in Schedule C, either of the other parties may have such installations made at the reasonable cost thereof and the party which was responsible for such installation shall become liable for such reasonable amount; provided that where the lessor does not make such installation and the lessee or occupant makes such installation on its behalf, the lessee shall be entitled to reduce its rental payment due to the lessor until such time as it has recouped its cost in respect of making the installation on behalf of the lessor.

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- 8.2 The lessee shall in writing (Certification of Occupation- schedule D) accept that the lessor has complied with terms of the agreement and that the building is ready and available and ready for use, inclusive of the date of occupation.
- 8.3 The lessee shall, within 30 days of occupation of the premises, furnish the lessor with three (3) dates and times, which dates must be within twenty-one (21) days of occupation, to convene a meeting to inspect the premises. The lessor shall accept a date, from those furnished, that is suitable to him. At such meeting the parties, including the occupant, shall jointly inspect the premises, so as to ascertain any damage or defect in the premises and the general condition of the premises and to record them in a list which all three parties shall sign.
- 8.4 The lessor shall within thirty (30) days of such inspection repair the defect(s). The lessee shall be entitled to rectify those defects at its own expense and to recover the costs thus incurred in accordance with procedure laid down in sub-clause 8.1 above
- 8.5 Should the lessor fail to comply with his obligations in respect of installations required by the lessee, if any, or fail to repair the damages or defect(s), the lessee shall notify the lessor of such failure and unless the lessor so complies within fourteen (14) days, save in emergencies, the lessee shall be entitled to rectify those matters at his own expense and to recover the costs thus incurred by means of direct deduction from monies due to the lessor.
- 8.6 The lessor shall furnish dates and times at least fourteen working (14) days prior to the expiry of the lease for the inspection of the premises after termination of the lease. Within 14 days after the expiry of this agreement, the lessor shall ensure that the following lists are compiled and delivered to the lessee:
- 8.6.1 A list of all the items where the parties agree that such items are damaged or defective and that the lessee is liable; and
- 8.6.2 A list of the items, which are damaged, or defective and which in the opinion of the lessor the lessee is liable for, whereas the lessee denies liability.

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8.7 The items recorded in the list contemplated in clause 8.6.2 shall be replaced as per agreement between the parties. Should the parties fail to reach such an agreement within seven (7) days from the date of delivery of the lists to the lessee, the dispute may by agreement between the parties be referred to an independent professional who shall act as a mediator in an attempt to resolve the dispute.

8.8 The lessee shall be liable for a pro rata rental in the event the premises/ part of the premises is not available for use.

9 FIXTURES

The parties agree that for the purposes of the interpretation of this clause and of this agreement, fixtures shall refer to movable or immovable fittings installed by the lessee and required for its purposes, such as computer cables and telephone systems. The lessee shall be entitled, at its expense and with the written consent of the lessor, which consent shall not be unreasonably withheld (alternatively, as arranged in Schedule C), to install fixtures (which shall remain the property of the lessee) on the premises; provided that, after the termination of this agreement -

9.1 fixtures may be removed by the lessee on condition that the premises are restored to the condition in which they were before the installation of the fixtures, fair wear and tear excepted; or

9.2 the lessor may demand that fixtures which have not been thus removed, shall be removed by the lessee, in which event the same requirements regarding the restoration of the premises 9.1 above shall apply.

10 EXPENSES, MAINTENANCE AND REPAIRS

10.1 Subject to 10.3 below, the lessor shall be responsible for and pay all and any expenses in respect of the premises.

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11 OBLIGATIONS OF THE LESSOR

In addition to any other obligations contained in this agreement, the lessor shall be responsible:

- 11.1 For the payment of assessment rates and fixed municipal levies not referred to in 10.4 above, including all related increases;
- 11.2 For insuring the premises, including the buildings as provided for in clause 13 below;
- 11.3 For installation and maintenance of mechanical and fire services equipment, including fire detection equipment, fair wear and tear excepted, as further stipulated in clause 14 hereof;
- 11.4 For landscape maintenance of the premises;
- 11.5 To provide, at the lessor's expense, all electric, fluorescent, and incandescent light bulbs required on the property;
- 11.6 For the maintenance of, and for all repairs and replacements becoming necessary from time to time in or to, the roofs and outside walls of the buildings including the maintenance and repair of the structure of the buildings, and all systems, works and installations contained therein;
- 11.7 For maintaining in good order and condition the exterior, roof, gutters and down-pipes of the premises and shall make good any structural defects, other than damage caused by the lessee, (for which the lessee shall be liable, and in respect of which the provisions of this agreement shall apply);
- 11.8 For normal maintenance and repairs (including painting) of both the exterior and interior of the premises, including the cleaning of the exterior of the premises as well as windows, in a high rise building;
- 11.9 For the operation (including maintenance and repairs) of the air-conditioning system and the lifts during normal office hours or during such times as may be agreed upon;

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- 11.10 For water and electricity consumption to the extent that these are not separately metered for the occupant;
- 11.11 For municipal rates (existing and future) levied on ownership (including rates increases);
- 11.12 For installation and maintenance of the fire extinguishing and fire detection equipment as stipulated in clause 13; and
- 11.13 For the replacement of floor covering (carpeting etc) at the expiry of their agreed lifetime.
- 11.14 For submission of valid annual tax certificate;
- 11.15 Compliance with Occupation Health and Safety and Act
- 11.16 Compliance with Department of Labour applicable standards annually – Certification of Occupation
- 11.17 Signing of Facilities Management performance schedule specifying maintenance standards and obligations

12 OBLIGATIONS OF THE LESSEE

In addition to any other obligations contained in this agreement, the lessee shall

- 12.1 not use the premises or allow them to be used, in whole or part, for any purpose other than that of the business;
- 12.2 take good and proper care of the interior of the buildings;
- 12.3 be responsible for all reasonable security, manned or otherwise, necessary to protect the premises;
- 12.4 not cause or commit any unreasonable nuisance on the premises or cause any annoyance or discomfort to neighbours or the public;

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- 12.5 not unreasonably leave refuse or allow it to accumulate in or about the premises;
- 12.6 refrain from interfering with the electrical, plumbing, or gas installations or systems serving the premises;
- 12.7 take all reasonable measures to prevent blockages and obstructions from occurring in drains, sewerage pipes and water pipes serving the premises;
- 12.8 at all times comply with any law, by-law or regulation of the local authority relating to the conduct of its business at the premises and also with the conditions of the title deed under which the premises are held by the lessor;
- 12.9 be permitted to place such electrical or other signage on the exterior of the premises as it may reasonably require;
- 12.10 forthwith disclose in writing to the lessor details of any act, matter or thing, stored or carried out upon the premises which may affect, vitiate or endanger the fire insurance policy in respect of the property or which may result in an increase of the fire insurance premium.
- 12.11 undertake domestic cleaning of the interior of the premises, including domestic services such as the provision of toilet paper, soap, towels, etc.; excluding common areas.
- 12.12 be responsible for the costs of water and electricity consumption to the extent that these are separately metered as fully set out in clause 10 above; and
- 12.13 be responsible for the costs of refuse removal and sanitary services.

13 INSURANCE

- 13.1 The lessor shall comprehensively insure the property and the buildings, and fittings at its replacement value, at the lessor's own risk and cost.

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- 13.2 The lessee and the occupant may not after the commencement of the lease do, or allow anything that is contrary to the provisions of the insurance policy, which will cause an increase in the premiums of any insurance policy held by the lessor over the property, provided that the conditions of the insurance policy will be communicated in writing to the lessee. The lessor will communicate the conditions of insurance policy on the premises in writing to the lessee within seven (7) days of the commencement of the lease agreement.
- 13.3 Should the lessee knowingly do or cause to be done anything that causes an increase in the premiums of such insurance policy, the lessee will be liable for the increase in the premiums occasioned by the actions of the lessee. The lessor shall furnish to the lessee proof from the insurer of such increase before any payment shall be due from the lessee.
- 13.4 The lessor shall not be liable for any damage which the lessee may suffer as a consequence of rain, wind, hail, lightning, fire, earthquake, storm, riots, strikes, actions by enemies of the State or in consequence of the interruption of any facility or service supplies to the premises by third parties, unless such damage could have been prevented by the lessor, his employees or agents.
- 13.5 The lessor shall not be liable for any accident, injury or damage incurred by the lessee, his employees, agents or visitors, in or near the premises, unless this could have been prevented on the part of the lessor, his employees or agents.
- 14 FIRE FIGHTING EQUIPMENT AND LIFTS**
- 14.1 The lessor shall be obliged to install, maintain and operate on the premises fire extinguishing and fire detection equipment complying with the National Building Regulations and Building Standards Act (Act 103 of 1977) as amended, and/or any other applicable legislation.

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14.2 The lessor shall be obliged to maintain the lifts and ensure that regular checks are done in accordance with the Occupational Health and Safety Act (Act 85 of 1993) as amended and /or any other applicable legislation.

14.3 The lessor shall provide the lessee with quarterly reports of regular checks done on the fire extinguishers and lifts to ensure safety and security of the occupants of the premises

15 ALTERATIONS, ADDITIONS AND IMPROVEMENTS

15.1 The lessee shall not make any alterations or additions to any of the buildings, the premises or any part thereof, without the lessor's prior written consent, but the lessor shall not withhold its consent unreasonably to any such alteration or addition. In the event that the lessee does make any such prohibited alterations or additions, it is agreed between the parties that such alterations and/or additions shall be come an immovable part of the respective building or premises to which it is made and shall thus be owned by the lessor. Where such alteration or addition has added value to the buildings, the lessor shall negotiate with the lessee on the monetary amount to be paid to the lessee for making such alteration or addition.

15.2 Notwithstanding the aforesaid, the lessee shall be entitled to make any non- structural alterations or additions to the interior of the premises without the lessor's prior written consent, provided that the lessee may, on the expiration of this agreement, remove such non-structural alterations or additions as it may have made, provided that simultaneously with any such removal, it reinstates the premises or part of the premises in question, at the lessee's cost, to their same condition (fair, wear and tear excepted) as they were in prior to the carrying out of such alterations or additions.

16 DAMAGE TO OR DESTRUCTION OF THE PREMISES

16.1 In the event of the premises being destroyed and therefore rendered totally unfit for occupation, this agreement shall be terminated automatically.

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16.2 In the event of the premises being damaged and remaining partially suitable for the purposes of the lessee, the parties shall be entitled to terminate this agreement by thirty (30) days' notice in writing given to the other party within thirty (30) days after such destruction or damage.

16.3 Should no notice in terms of 16.2 above be given, then this agreement shall continue and the lessor shall be obliged to proceed expeditiously with the work of rebuilding the premises. Should the parties continue with the agreement, the lessee shall be entitled to a reduction in rental to the extent to which the lessee is deprived of the full and beneficial use and occupation of the premises until such time as the premises have been rebuilt or re-instated.

16.4 Should there be any dispute as to the extent to which the premises have been damaged and/or the extent to which the premises are unfit for occupation and capable of being used for the purpose for which they are let, the dispute shall be referred to an expert, who shall act as an expert and not as an arbitrator, and whose decision shall be final and binding on the parties. The parties shall jointly agree on who the expert shall be, failing which the expert shall be appointed by the chairperson of the Law Society of South Africa or his delegate.

17 BREACH

17.1 Subject to any specific provision in this agreement to the contrary, should:

17.1.1 the rental or any other amount payable by the lessee in terms of this agreement not be paid by due date or should the lessee commit or suffer or permit the commission of any breach of any of the remaining conditions of this agreement and fail to pay such rental or amount or to remedy such breach within 30 (thirty) days after receipt of written notice by the lessor requiring it to do so, or such longer period as may be reasonable in the circumstances; or

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17.2 Subject to due process of law; the lessor shall be entitled to claim specific performance, cancel this agreement and retake possession of the premises (without prejudice to any of its other rights under this agreement or at all) and /or claim damages.

17.2 Should either party breach any obligations in terms of this agreement and fail to remedy such breach within 14 (fourteen) days of written demand from the aggrieved party to do so, or such longer period as may be reasonable in the circumstances, the aggrieved party shall be entitled to cancel this agreement or claim specific performance, in either case, without prejudice to the aggrieved party's rights to claim damages from the offending party.

18 BROAD BASED BLACK ECONOMIC EMPOWERMENT

18.1 The lessor shall sustain the status level in terms of broad based black economic empowerment as claimed in the accepted tender documents and conditions of tender for the duration of the lease period. Failure/Neglect omission on the part of the lessor to sustain the broad based black economic empowerment level may constitute a material breach of the agreement. The lessor is obliged to annually, at the expiry date of the initial status level certificate, confirm that the status has been maintained by the provision of a valid certificate indicating their current status level.

18.2 In the event that the percentage of such status level decreases, the lessor shall be responsible to notify the lessee thereof, in writing, within 14 days of such change of status level.

18.3 In the event that the lessor's status level has decreased and –

18.3.1 the lessor has notified the lessee as required in terms of 18.2 above, the lessee may, in its sole discretion, elect to give the lessor 6 months to ensure that its status level reverts to its initial status level; or

18.3.2 the lessor fails to provide the abovementioned status level certificate or fails to advise the lessee as is required in terms of 18.2 above, the lessor shall be in material breach of this agreement and the lessee may, in addition to any other remedy it may



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have, cancel the agreement and claim the all costs losses and/or damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation.

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19 MANAGEMENT RULES

The lessor will furnish the lessee with all management rules, if any, prior to entering into this agreement.

20 LESSORS RIGHT OF ENTRY AND CARRYING OUT OF WORKS

The lessor's representatives, agents, servants and contractors may at reasonable times and on reasonable notice, without thereby giving rise to any claim or right of action on the part of the lessee or the occupant of the property or any part thereof, enter the property or any of the buildings in order to inspect them, to carry out any necessary repairs, replacements, or other works, or to perform any other lawful function in the *bona fide* interests of the lessor or the lessee or the occupant, but the lessor shall ensure that this right is exercised with due regard for and a minimum of interference with the beneficial enjoyment of the property by those in occupation thereof, and provided further that such rights will be exercised subject to the lessee's specific security requirements relating to the physical security of the property.

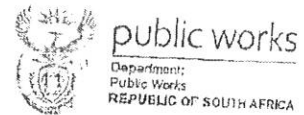
21 NAMING RIGHTS

The lessor shall grant the lessee the right to name the premises if the lessee is the sole or majority user of such premises for the duration of such lease.

22 CESSION, ASSIGNMENT AND SUB-LETTING

The lessee shall not, except with the prior written consent of the lessor, which shall not be unreasonably withheld;

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22.1 cede or assign all or any of the rights and obligations of the lessee under this agreement; or

22.2 sublet the premises in whole or in part; or

22.3 give up possession of the premises or any portion thereof to any third party;

provided that it is an explicit provision of this agreement that the lessee may substitute one occupant with another at its own discretion, taking into consideration any concerns communicated by the lessor.

23 NON-WAIVER

23.1 Neither party shall be regarded as having waived, or been precluded in any way from exercising, any right under or arising from this agreement by reason of such party having at any time granted any extension of time for or having shown any indulgence to the other party with reference to any payment or performance hereunder, or having failed to enforce, or delayed in the enforcement of any right of action against the other party.

23.2 The failure of either party to comply with any non-material provision of this agreement shall not excuse the other parties from performing their obligations hereunder fully and timeously.

24 RIGHT OF FIRST REFUSAL

24.1 The lessor hereby grants to the lessee and the lessee hereby accepts the right of first refusal to purchase the property.

24.2 Pursuant to the right granted by the lessor in favour of the lessee in 24.1, the lessor shall not dispose of any part or whole of the property at any time except in accordance with the following circumstances:

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REPUBLIC OF SOUTH AFRICA

- 24.2.1 if the lessor intends to so dispose, the lessor shall deliver to the lessee a written notice offering ("the offer notice") so to dispose, to the lessee at a consideration (which shall sound in money in South African currency) and on such terms as may be stipulated in the offer notice; and
- 24.2.2 the lessee may, at any time within 60 days after the receipt of the offer notice, accept it by giving written notice to the lessor to that effect.
- 24.3 If the lessee does not accept the offer within the period aforesaid, the lessor may dispose of the property on terms no more favourable than the terms contained in the offer notice within a period of 90 (ninety) days after the lessee has rejected the offer, whereafter the lessor shall again be obliged to follow the procedure in clause.
- 24.4 Should the lessee not exercise its right of first refusal in relation to the property or in relation to any rights thereto or pursuant thereto, the relevant acquirer shall acquire the property free of the right of first refusal contained in this clause.
- 25 SALE OF PREMISES**
- 25.1 Transfer of the ownership of premises from the lessor to a third party pursuant to a sale thereof shall not in any way affect the validity of this agreement. It shall accordingly, upon registration of transfer of the premises into the name of the purchaser, remain of full force and effect save that the purchaser shall be substituted as lessor and acquire all rights and be liable to fulfil all the obligations which the lessor, as lessor, enjoyed against or was liable to fulfil in favour of the lessee in terms of this agreement.
- 25.2 Nothing shall prevent the lessor from advertising the premises as "for sale" or as "to let" as long as it does not disturb the lessee in its use and enjoyment of the premises and any activities which the lessor undertakes are undertaken on reasonable notice to the occupant.

SA
SA

uk B

SA
SA



26 WHOLE AGREEMENT

26.1 This is the entire agreement between the parties.

26.2 Neither party relies, in entering into this agreement, on any warranties, representations, disclosures or expressions of opinion, which have not been incorporated into this agreement as warranties or undertakings.

26.3 No variation, alteration, or consensual cancellation of this agreement shall be of any force or effect unless reduced to writing and signed by the duly authorised representatives of both parties.

27 DOMICILIUM CITANDI ET EXECUTANDI

27.1 The parties respectively choose as *domicilium citandi et executandi* and as the address for the serving of notices the address appearing underneath their names in Schedule A (and the lessor is explicitly barred from serving such notices on officials and offices in the Regions/Provinces).

27.2 Any notice given by one of the parties to the other ("the addressee") which:

27.2.1 is delivered by hand to a responsible person during ordinary business hours at the physical address chosen as the addressee's *domicilium citandi et executandi* shall be deemed to have been received by the addressee on the date of the delivery, until the contrary is proved;

27.2.2 is posted by prepaid registered post from an address within the Republic of South Africa to the addressee at the addressee's *domicilium citandi et executandi*, shall be deemed to have been received by the addressee on the tenth (10th) business day of the date of posting (unless the contrary is proved; or

27.2.3 is faxed to the chosen fax number, will be deemed to have been on the date of despatch received unless the other party proves the contrary.

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Page 2 of 27 (SHEVCHENKO) RUSSIAN ACADEMY OF SCIENCES, 1998. Published in English in: JOURNAL OF THE RUSSIAN CHEMICAL SOCIETY, 1998, 76(10), 1815-1821.



public works
Department
Public Works
REPUBLIC OF SOUTH AFRICA

SIGNED AT Pretoria ON THIS THE 24 DAY OF November 2014.
WITNESSES

1 Dehd C E de klerk
FULL NAME AND SIGNATURE

L. KLEYNHANS
FULL NAME AND SIGNATURE

24/11/2014
SIGNATURE OF LESSEE

Mahlingu Govender
FULL NAME

Act Head of PMTE
CAPACITY

Duly authorised as per Departmental delegation dated Circular 10 of 20 Feb 2014



public works
Department
Public Works
REPUBLIC OF SOUTH AFRICA

Digitally signed by Helns Worst
DN: cn=Helns Worst, o=DPW, ou=PMTE,
email=helnsworst@dpw.gov.za, c=ZA
Date: 2014.02.18 13:11:08 +02'00'

[Handwritten signatures and initials]

SCHEDULE A TO AGREEMENT OF LEASE



public works

Department:
Public Works
REPUBLIC OF SOUTH AFRICA

1 **The Parties:**1.1 **The Lessor is:**

Stellenbosch Municipality

1.1.1 Registration nr (company) or ID nr (individual):

N/A

1.1.2 VAT reg nr:

1.1.3 of *Domicilium Citandi et executandi*:

17 Plein Street, Stellenbosch, 7600

1.1.4 Herein represented by:

Piet Smit

who hereby warrants he/she is duly authorised to do so by the attached resolution.
Hereinafter referred to as the lessor

1.1.5 Contact person/representative:

Name:

Piet Smit

Tel nr

0218088028

Company

Stellenbosch Municipality

Fax nr

E mail

piet.smit@ Stellenbosch.gov.za

Postal address:

P.O Box 17, Stellenbosch, 7599

1.2 **The occupant is:**

SA Police Services

Herein represented by:

National Department of Public Works

who hereby warrants he/she is duly authorised to do so by the attached resolution.
Hereinafter referred to as the occupant

1.3 **The Lessee is The Government of the Republic of South Africa**of *Domicilium Citandi et executandi*:

Department of Public Works, Customs Building, Lower Heerengracht Street, Foreshore, Cape Town, 8000

2 **The Premises leased:**2.1 **The Premises:**

Kayamandi Satellite Police Station, Stellenbosch, 7599

as reflected on the diagram annexed hereto marked "Schedule D"

2.2 **The Building name:**

Kayamandi Satellite Police Station, Stellenbosch, 7599

2.3 **The Building address:**

Kayamandi Satellite Police Station, Stellenbosch, 7599

2.4 **The property:**

Kayamandi Satellite Police Station, Stellenbosch, 7599

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- 3 Lease period 3 years
- 4 Renewal period N/A
- 5 Use of premises Satellite Police Station
- 6 The lessee's pro rata share 100 %
- 7 Commencement date 01 September 2014
- 8 Adjustment date N/A
- 9 Escalation rate (%)
- | Description | On: Rental | Operating costs |
|-----------------|------------|-----------------|
| Offices | 7.56 | 0.0 |
| Stores | 0.0 | 0.0 |
| Retail | 0.0 | 0.0 |
| Other | 0.0 | 0.0 |
| Open parking | 0.0 | 0.0 |
| Covered Parking | 0.0 | 0.0 |
- 10 Termination date 31 August 2017
- 11 Special conditions

In terms of the Revenue Act and the PFMA all suppliers conducting business with the State are required to provide a valid Tax Clearance Certificate. Therefore, should a Landlord be unable to meet this requirement:

- The Landlord shall be given a period not exceeding six (6) months from date of signature to regularize their tax affairs with the South African Revenue Services. (SARS)
- If this period lapses before the tax clearance certificate is obtained, DPW will have the right to terminate the agreement;
- DPW and its Client Department (tenant) must have the right to remain in the leased building until the alternative accommodation can be procured.

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SCHEDULE B



public works

Department:
Public Works
REPUBLIC OF SOUTH AFRICA

Period 1

Description	Nr/Area leased	Unit	Base Rent/unit	Expenses /unit	From date	To Date	Commencement Rent (ex VAT)	Monthly Expenses (ex VAT)	monthly rent (ex VAT)	VAT	monthly Rent (incl VAT)
Offices	133	sqm	R 32.16	R -	01 September 2014	31 August 2015	R 4,278.23	R -	R 4,278.23	R -	R 4,278.23
Stores	0	sqm	R -	R -			R -	R -	R -	R -	
Retail	0	sqm	R -	R -			R -	R -	R -	R -	
Other	0	sqm	R -	R -			R -	R -	R -	R -	
Open parking	0	bays	R -	R -			R -	R -	R -	R -	
Covered Parking	0	bays	R -	R -			R -	R -	R -	R -	
Total monthly rent											R 4,278.23

Period 2

Description	Nr/Area leased	Unit	Base Rent/unit	Expenses /unit	From date	To Date	Monthly Base Rent (ex VAT)	Monthly Expenses (ex VAT)	monthly rent (ex VAT)	VAT	monthly Rent (incl VAT)
Offices	133	sqm	R 34.59	R -	01 September 2015	31 August 2016	R 4,601.68	R -	R 4,601.68	R 644.24	R 5,245.92
Stores	0	sqm	R -	R -			R -	R -	R -	R -	
Retail	0	sqm	R -	R -			R -	R -	R -	R -	
Other	0	sqm	R -	R -			R -	R -	R -	R -	
Open parking	0	bays	R -	R -			R -	R -	R -	R -	
Covered Parking	0	bays	R -	R -			R -	R -	R -	R -	
Total monthly rent										R 5,245.92	

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Period 3

Description	Nr/Area leased	Unit	Base Rent/unit	Expenses /unit	From date	To Date	Monthly Base Rent (ex VAT)	Monthly Expenses (ex VAT)	monthly rent (ex VAT)	VAT	monthly Rent (incl VAT)
Offices	133	sqm	R 37.21	R -	01 September 2016	31 August 2017	R 4,949.57	R -	R 4,949.57	R 692.94	R 5,642.51
Stores	0	sqm	R -	R -			R -	R -	R -	R -	
Retail	0	sqm	R -	R -			R -	R -	R -	R -	
Other	0	sqm	R -	R -			R -	R -	R -	R -	
Open parking	0	bays	R -	R -			R -	R -	R -	R -	
Covered Parking	0	bays	R -	R -			R -	R -	R -	R -	
Total monthly rent											R 5,642.51





Appendix C



STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

SYSTEM OF DELEGATION/SUB-DELEGATIONS: PROPERTY MANAGEMENT

The powers/functions listed below are hereby delegated/sub-delegated to the Manager: Property Management in terms of Section 59(4) of the Local Government: Municipal Systems Act No 32 of 2000; Section 79(b) of the Local Government: Municipal Finance Management Act and the System of Delegations approved by Council. This System of Delegations/sub-delegations replace the list of Sub-delegations approved by the Municipal Manager on 2010-08-10.

BASIL DAVIDSON

DIRECTOR: PLANNING & DEVELOPMENT

3/9/2012

DATE

DAVE BERETTI

ACTING MUNICIPAL MANAGER

20.9.2012

DATE

1. POWERS/FUNCTIONS DELEGATED BY COUNCIL, SUB DELEGATED BY THE MUNICIPAL MANAGER
 - 1.1 General
 - 1.1.1 To determine the operational policies and procedures in respect of all matters falling within the functional areas of the Department.
 - 1.1.2 To enter into and sign contracts and other documents on behalf of Stellenbosch Municipality insofar as it relates to the functional area of the Department, on condition that such transaction(s) have been approved by Council/delegated authority.
 - 1.2 Procurement
 - 1.2.1 To decide on any procurement of goods and services, subject to the Supply Chain Management Regulations and the Municipality's Supply Chain Management and Procurement Policies, to a value of not more than R200 000.00

- 1.3 **Property**
 - 1.3.1 To, in consultation with the Executive Mayor, lease immovable property from private and public bodies or any person where the value of the lease does not exceeds R50 000 per annum.
 - 1.3.2 To authorize the public participation process for the granting of rights to use, control or manage capital assets for the following categories listed
 - (i) capital assets less than R5 mil, longer than 3 years;
 - (ii) capital assets more than R5 mil, less than 3 years; and
 - (iii) capital assets less than R5 mil, less than 3 years.
 - 1.3.3 To, in consultation with the Executive Mayor, approve the granting of rights to use, manage or control municipal capital assets with a annual contract value of less than R1M and for a period of less than 3 years.
- 1.4 **Finance**
 - 1.4.1 To authorise, after consultation with the relevant Mayoral Committee member, and subject to the provisions of the "MFMA", the virement of funds within any operational or capital vote to an amount not exceeding R10 000-00.
2. **STATUTORY POWERS AND FUNCTIONS OF MUNICIPAL MANAGER, DELEGATED BY MUNICIPAL MANAGER**
 - 2.1 **General**
 - 2.1.1 To administer by-laws on behalf of the Administration, insofar as it relates to functions within his/her functional areas.
 - 2.2 **Financial**
 - 2.2.1 Section 63 (1) of the MFMA - Responsible for the management of the assets of the municipality, including the safeguarding and the maintenance of those assets; and the liabilities of the municipalities in relation to his/her department.
 - 2.2.2 Section 69 (1) of the MFMA - Ensure that the spending of funds is in accordance with the budget and is reduced as necessary when revenue is anticipated to be less than projected in the budget or in the service delivery and budget implementation plan; and that revenue and expenditure are properly monitored in relation to his/her department.
 - 2.3 **Staff**
 - 2.3.1 The power to grant leave of absence to employees in his/her department, other than himself, or to postpone or deny such leave, or call back any member of his personnel herein mentioned from vacation leave.
 - 2.3.2 To approve overtime worked by as well as the remuneration thereof to employees within his/her department.

- 2.3.3 To appoint casual workers on a contractual and/or daily basis for the performance of specific tasks and goals, with due regard of the budget and subject thereto that appropriate funds are available after consultation with DS&CS and CFO.
- 2.4 **Property Management**
 - 2.4.1 To initiate, at the request of a service department, the acquisition of land or right in land for any approved municipal scheme or project where provision has been made on an approved budget and reporting thereon to the relevant authority.
 - 2.4.2 To consider applications for fund-raising (street- and house collections), excluding street markets.
 - 2.4.3 Section 182 of Municipal Ordinance. To serve written notice on any person who has erected or cause to be erected or places any obstruction or obstacle on any land in contravention of a public servitude, after consultation with relevant Director or at the request of a Director.
 - 2.4.4 To obtain rights to install municipal services on private land, including the authority to serve the necessary notices and to agree on a reasonable compensation. On condition that other, alternative options have been considered. Compensation to be based on independent valuations (market value).
 - 2.4.5 To sign all documents necessary to effect the transfer or awarding of rights in municipal property.
 - 2.4.6 Section 31 (4)(a) of the Deeds Registries Act, No 47 of 1937. Issuing of certificate confirming ownership of land that has vested in the Municipality as a result of Section 122 of the Municipal Ordinance.
 - 2.4.7 Section 68(1) of the Deeds Registries Act, No 47 of 1937. To apply for duplicate Title Deeds, where original deeds were lost and to sign affidavit.
 - 2.4.8 To consider applications for the temporary use of Council-owned land for construction purposes, not exceeding 12 months, after consultation with relevant Director(s).
 - 2.4.9 To issue a Special Power of Attorney, authorising a consultant to apply for rights on Municipal property, on condition that such special power of attorney does not allocate any rights to such applicant.
 - 2.4.10 To give approval that improvements may be erected/constructed on Council-owned property, in terms of existing Lease Agreements, on condition that such approval is not to the detriment of Stellenbosch Municipality, and that it is supported by internal departments.
 - 2.4.11 Consider applications for the placement of posters and banners on municipal property in terms of Council's policy and approved Tariff Structure.

3. **POWERS/FUNCTIONS DELEGATED BY COUNCIL, SUB-DELEGATED BY DIRECTOR: HOUSING**

- 3.1 **General**
 - 3.1.1 To determine operational policies and procedures in respect of all matters falling within the functional areas of the Department concerned.
 - 3.1.2 Within his or her functional area and in consultation with Legal Services, to enter into and sign contracts and other documents, where he or she has the necessary authority, or where the necessary approvals and/or authorities have been obtained.

3.2 Property Matters

- 3.2.1 To recommend, administer and manage the acquisition, enhancement, alienation, leasing and utilisation of council-owned immovable property and rights in property.
- 3.2.2 To exercise all the rights and obligations of the Municipality as lessor or principal in respect of agreements of lease, servitudes and other legal instruments.
- 3.2.3 To advise council on property transactions.
- 3.2.4 To determine whether or not to cancel leases where the terms and conditions thereof have been breached and to institute legal proceedings for the eviction of lessees consequent upon such cancellation and for the recovery of monies owing to council where such cancellation arose from the lessees default in making timeous payment of such monies.
- 3.2.5 To frame the conditions of lease and to execute all documents and rights in connection with the letting of council's immovable property.
- 3.2.6 To authorise the amount of compensation to be paid by council where applicable to lessees whose leases are terminated before the expiry of the lease, up to an amount of R50 000-00,
- 3.2.7 To authorise the payment of compensation in respect of servitudes for municipal services, not exceeding R50 000-00.
- 3.2.8 To renew an agreement of lease with the existing lessee in respect of immovable property where the lease provides for a renewal, not exceeding a period of 5 years.
- 3.2.9 To approve application for the removal of reversionary claims.
- 3.2.10 To appoint valuers on such terms and conditions as he/she may deem fit, in the event of it being considered necessary and in the interest of the council to obtain independent valuations advice regarding the acquisition or disposal of council land or rights in such land.
- 3.2.11 To authorise projections and projection structures over council's land to frame and conclude relevant agreements and to impose the levying of a fee.
- 3.2.12 To authorise encroachments over council's land, frame and conclude relevant agreements and impose the levying of a fee/tariff.
- 3.2.13 To give possession of land or buildings prior to conclusion of the formal lease agreement provided that the relevant authorities have been obtained and the lessee has indemnified the council in respect of such prior occupation.
- 3.2.14 To permit occupation of municipal land by a purchaser prior to registration in accordance with the conditions of sale, provided that such purchaser deposits with council the purchase price or pays an occupational rental and complies with any other condition that may be relevant in the circumstances.
- 3.2.15 To institute legal or other proceedings for the cancellation of a deed of sale or lease agreement and for the recovery of monies owing to council where such cancellation rose from the purchaser's or lessee's default in complying with the conditions of sale or lease within a reasonable time of conclusion of the sale or lease.
- 3.2.16 To recommend to council the approval of fixed tariffs to be levied in respect of all applications to purchase or lease municipal immovable property, to recover costs such as administration, drafting of agreements, advertisements and encroachments
- 3.2.17 To consider and approve the transfer of land gratuitously ceded to the council or where the council is compelled to take transfer and authorisation of the costs involved in terms of section 31 of the *Deeds Registry Act, 1937* (Act No 47 of 1937).



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- 3.2.18 To authorize the refunding of the pro-rata share of the rates paid in respect of the land as from the date of transfer to or occupation by the council whichever be the earlier in terms of section 31 of the *Deeds Registry Act, 1937* (Act No 47 of 1937).

3.3 Leases

- 3.3.1 To authorise the lease of council-owned land for the purposes of putting up communication infrastructure, subject to approved Tariff Structure and subject to all necessary prescribed approvals having been obtained and procedures complied with.
- 3.3.2 To negotiate/liaise with provincial and state organs regarding land, relocation and related legal matters.

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APPENDIX 2



public works

Department:
Public Works
REPUBLIC OF SOUTH AFRICA

Private Bag X9027, CAPE TOWN, 8000: website: www.publicworks.gov.za

Ref: 6522/5086-- Prop. Code 322840

Stellenbosch Municipality
PO Box 17
STELLENBOSCH
7599

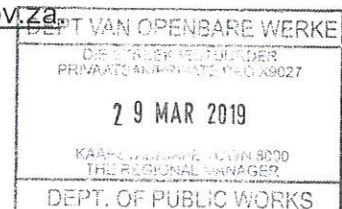
Att: The Municipal Manager

RENEWAL OF LEASE AGREEMENT: STELLENBOSCH: KAYAMANDI POLICE STATION

1. Department of Public Works (DPW), together with National Treasury, is currently working on reforms in the leasing environment within the Public Service. The reforms are aimed at, *inter alia*, obtaining value for money for the state for all leases acquired and at the same time align to the requirements of government, which could either be long-term or short-term. To this end, in order to give effect to the reforms currently taking place the current leases that the Department has, that have either expired or about to expire, must be renewed.
2. In the absence of an offer from your Municipality the Department wishes to renew the lease agreement, which expired 31 August 2017, and is on month to month basis until 31 August 2019 in respect of property Kayamandi Police Station, Stellenbosch for a period of nine years eleven months (9years 11 months), on the same terms and conditions, as follows:

Lease Period	Tariff per m ² (VAT incl)	Rent for Offices (VAT incl)	Escalation	Total Rental (VAT incl)
01/04/2019 to 31/03/2020	R46.03	R6 121.99	6%	R73 463.88
01/04/2020 to 31/03/2021	R48.79	R6 489.31	6%	R77 871.71
01/04/2021 to 31/03/2022	R51.72	R6 878.66	6%	R82 544.02
01/04/2022 to 31/03/2023	R54.82	R7 291.39	6%	R87 496.66
01/04/2023 to 31/03/2024	R58.11	R7 728.87	6%	R92 746.46
01/04/2024 to 31/03/2025	R61.60	R8 192.60	6%	R98 311.24
01/04/2025 to 31/03/2026	R65.29	R8 684.15	6%	R104 209.92
01/04/2026 to 31/03/2027	R69.21	R9 205.20	6%	R110 462.51
01/04/2027 to 31/03/2028	R73.36	R9 757.52	6%	R117 090.26
01/04/2028 to 28/02/2029	R77.77	R10 342.07	6%	R124 115.68
GRAND TOTAL				R968 312.34

3. Kindly address any queries directly with the Director Real Estate Management, Ms. N. Hlengwa on (021) 402 2102 or Nolizwi.Hlengwa@dpw.gov.za.



Kind regards


JACOB MAROGA
THE HEAD: PMTE

Duly authorised as per Departmental delegation dated 13 February 2019.

Date: _____



Lessor _____

CAPACITY: _____

Date: _____



public works

Department:
Public Works
REPUBLIC OF SOUTH AFRICA

Private Bag X9027, Cape Town, 8000. Int Code: +27 Tel: 021 402 2315
E-mail: dumisani.gqibela@dpw.gov.za website: www.publicworks.gov.za

To all Landlords

Dear Sir/Madam,

Signing of lease agreement

Subsequent to the conclusion of our lease re-negotiations the Department has since signed the lease agreement and forwarded the same for your signature. We have to this date not received-back the signed copy of the agreement by you and or your entity.

We would like to bring to your kind consideration that in us (Department) continuing to pay the rental on an unsigned agreement, it renders such transaction/s irregular and as such it would have adverse findings against the Department.

Owing to the above, we would be really thankful to you if you could take prompt action in this regard and sign the agreement and send it back to us as we need to be compliant with our legislative obligations and that fully signed agreement is required for the same on urgent basis. Therefore, you are urged to send the signed agreement by **27 May 2019**. Failure to submit the signed agreement as stated above, will lead to the suspension of the rent until the agreement is received.

Thank you.

Regards,

D Gqibela
Acting Director: REMS
Date: 17/05/19

NB: Please direct your queries to the relevant portfolio manager.

7.2.2	APPLICATION BY PROVINCIAL GOVERNMENT OF THE WESTERN CAPE TO ACQUIRE ERF 718, KAYAMANDI FOR THE UPGRADE AND EXPANSION OF THE EXISTING KAYAMANDI CLINIC
-------	--

Collaborator No: 656125
IDP KPA Ref No: *Good Governance*
Meeting Date: 14 August 2019

1. SUBJECT: APPLICATION BY PROVINCIAL GOVERNMENT OF THE WESTERN CAPE TO ACQUIRE ERF 718, KAYAMANDI FOR THE UPGRADE AND EXPANSION OF THE EXISTING KAYAMANDI CLINIC

2. PURPOSE

To consider the application from the Provincial Government of the Western Cape to acquire erf 718, Kayamandi, to enable them to upgrade and extend the existing clinic in Kayamandi.

3. DELEGATED AUTHORITY

For decision by the Municipal Council.

4. EXECUTIVE SUMMARY

With the transfer of the clinic function to the Provincial Government of the Western Cape it became evident that the clinic in Kayamandi, which is situated on erven 719 and 720, was encroaching onto erf 718. Erf 718 was allocated to the Seventh Day Adventist Church during 1996, but the property was not yet transferred to them. (Following a recent Council resolution to allocate an alternative site for the church, Erf 1523, Kayamandi was offered to the church, in exchange for erf 718). A formal application to acquire erf 718, Kayamandi, has been received from the Provincial Government of the Western Cape to enable them to extend the clinic in Kayamandi.

5. RECOMMENDATIONS

- (a) that erf 718 Kayamandi be identified as land not needed to provide the minimum level of basic municipal services;
- (b) that Council, in principle, approve the disposal of erf 718 Kayamandi to the Provincial Government of the Western Cape, free of charge, on condition:
 - i) that they be responsible for the rezoning and consolidation of erf 718;
 - ii) that all costs associated with the transfer; including the cost of obtaining vacant occupation, be for the account of the Provincial Government.
- (c) that Council considers whether the erf is donated or sold at a price below market value as it will be used for the benefit of the community;
- (d) that Council's intention to donate/sell erf 718 to the Provincial Government be advertised for public inputs/objections; and
- (e) that, following the public notice, the item be brought back to Council to consider any inputs/objections before making a final decision.

6. DISCUSSION / CONTENT

6.1 Background

Erf 718, measuring 990m² in extent, was awarded to the Seventh Day Adventist Church on 21 May 1996 at a sales price of R10/m². During May 2011, however, it was brought to our attention that the clinic (situated on erven 719 and 720) was encroaching onto Erf 718, and for this reason they could not take transfer of the clinic. The exchange of Erf 1523, Kayamandi, to the Seventh Day Adventist Church in exchange for erf 718, was subsequently approved by Council.

6.2 Discussion

6.2.1 Application to acquire erf 718: Provincial Government of Western Cape

An application to acquire erf 718, Kayamandi, for the purpose of expending and upgrading of the existing clinic, has been received from the Provincial Government of the Western Cape, a copy of which is attached as **APPENDIX 1**.

6.2.2 Location and context

Erf 718, measuring 990m² in extent, is situated in Basi Street, Kayamandi, as shown on Fig 1 and 2 below.

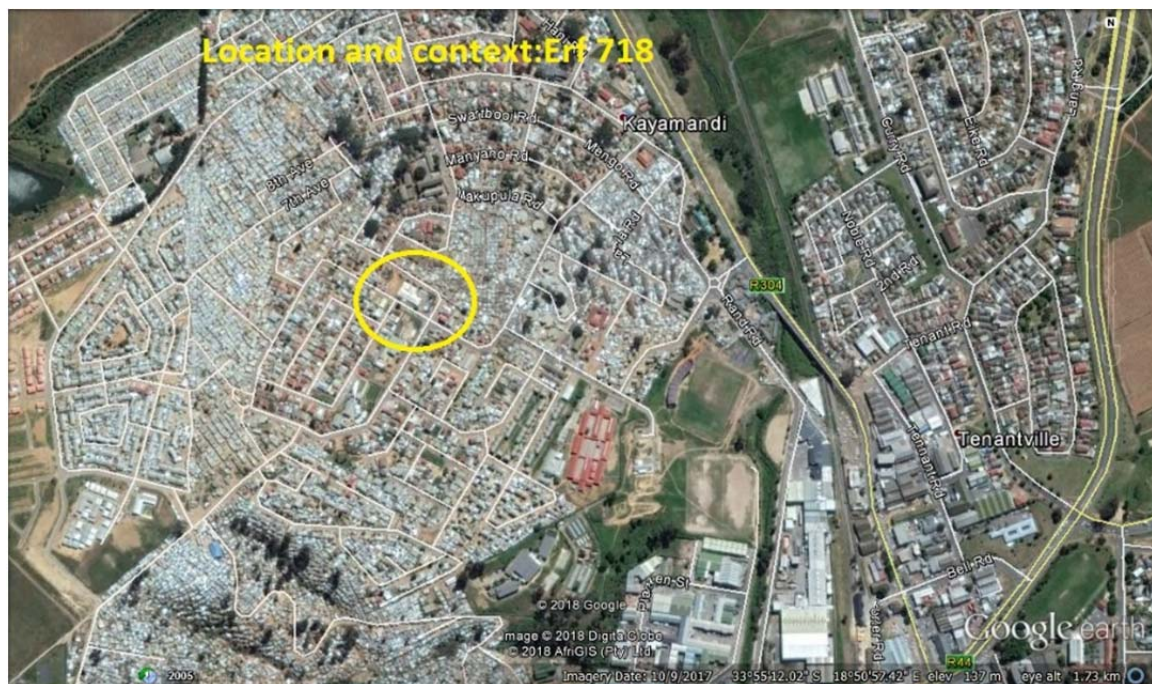


Fig 1: Location and context



Fig 2: Extent of Erf 718

6.2.3 Ownership

The ownership of Erf 718, a portion of erf 707 (General Plan 7888/1991), vests with Stellenbosch Municipality by virtue of Title Deed T59361/2002. See Windeed record attached as **APPENDIX 2**.

6.2.4 Valuation

Hereto attached two valuation reports compiled by Cassie Gerber and Knight Frank during 2015, valuing the property as follows:

Cassie Gerber: R108 900.00

Knight Frank: R150 000.00

Weighed average: R129 450.00

Copies of the valuation reports is attached as **APPENDIX 3** and **4**.

Taking into account the community value to be received in exchange for the land, i.e. an enlarged clinic, benefitting the community at large, it is recommended that the land be made available free of charge or sold at a nominal amount (below market value).

6.3 Legal Implications

In terms of Section 14(2) of the MFMA a Municipality may dispose of a capital asset, but only after the municipal council, in a meeting open to the public –

- (a) has decided on reasonable grounds that the asset is not needed to provide the minimum level of basic municipal services; and
- (b) has considered the fair market value of the asset and the economic and community value to be received in exchange for the asset.

In terms of Section 40 of the Municipal Supply Chain Management Regulations, a municipality's supply chain management policy must, *inter alia*, specify the ways in which assets may be disposed of to another organ of state at market related value or, whether free of charge.

Such policy must stipulate that immovable property may be sold only at market related prices, except when the public interest or the plight of the poor demands otherwise.

Stellenbosch Municipality's Supply Chain Management Policy, however, is silent on ways in which assets may be transferred to another organ of state.

In terms of Chapter 3 of the Municipal Asset Transfer Regulations (R878/2008) the transfer of certain assets to another organ of state may be exempted from the provisions of Section 14 of the MFMA.

Sub-regulation 20 (1) (a) to (e) of the Regulations define the circumstances in which such transfer is exempted. The property in question does not fall within these provisions.

In terms of sub-regulation 20 (f)(i), however, section 14 (1) to (5) of the MFMA does not apply if a municipality transfer a capital asset to an organ of state in any other circumstances not provided in (a) to (e) (above) , provided that –

- (i) the capital asset to be transferred is determined by resolution of the Council to be not needed for the provision of the minimum level of basic municipal services and to be surplus to the requirements of the Municipality; and
- (ii) if the capital asset is to be transferred for less than fair market value, the municipality has taken into account, *inter alia* the expected loss or gain that is to result from the proposed transfer.

Further, in terms of Section 29 of the Regulations, the value of a capital asset to be transferred to an organ of state (as contemplated in section 20) must be determined in accordance with the accounting standards that the Municipality is required by legislation to apply in preparing its annual financial statements.

In the absence of such guidelines, any of the following valuation method must be applied:

- (a) Historical cost of the asset*;
- (b) Fair market value of the asset;
- (c) Depreciated replacement cost of the asset; or
- (d) Realizable value of the asset.

From the above it is clear that, although the property under discussion does not fall in the categories described in section 20 (a) to (e) (exempted), Council can indeed regard it as being exempted, provided that the provisions of section 20 (f) (i) and (ii) have been considered.

6.4 Staff Implications

The report has no additional staff implications to the Municipality.

6.5 Previous / Relevant Council Resolutions

None

6.6 Risk Implications

The risks have been addressed in the report.

6.7 Comments from Senior Management

None

ANNEXURES:

Annexure 1: Application from Provincial Government Western Cape

Annexure 2: Windeed search

Annexure 3: Valuation report from Cassie Gerber

Annexure 4: Valuation report from Knight Frank

FOR FURTHER DETAILS CONTACT:

NAME	Piet Smit
POSITION	<i>Manager: Property Management</i>
DIRECTORATE	CORPORATE SERVICES
CONTACT NUMBERS	021-8088189
E-MAIL ADDRESS	Piet.smit@ Stellenbosch.gov.za
REPORT DATE	2019-08-02

ANNEXURE 1



Bulelwa Jordan
 Immovable Asset Management: Property Acquisitions
 Email: Bulelwa.Jordan@westerncape.gov.za
 Tel: 021 483 8927
 Private Bag X9160 Cape Town 8000

3rd Floor
 Oude Bloemhof Building
 Corner of Plein Street and Rhyneveld Street
 Stellenbosch
 7600

ATTENTION: MR PIET SMIT

APPLICATION TO ACQUIRE ERF 718 STELLENBOSCH FOR THE UPGRADE AND EXPANSION OF THE EXISTING KAYAMANDI CLINIC

An application is hereby made for the acquisition of Erf 718 Stellenbosch, Kayamandi (the Property) 9886m² in extent, for health purposes. The Western Cape Department of Health urgently requires additional land for the upgrading and expansion of the existing Kayamandi Clinic, and has identified the Property for the said purpose.

Please note that, according to Cape Farm Mapper and Google Earth, there appears to be evidence of encroachment on Erf 718 Stellenbosch, by informal dwellings (see attached map).

Should approval be granted by the Municipality to dispose of the Property to the WCG, the Department will obtain the required approvals from the delegated authority as per the provisions of the Western Cape Land Administration Act, after which a Deed of Sale will be conclude between the parties.

The Municipality is also requested to provide vacant occupation of the Property to the WCG, should approval be granted for the disposal of the Property to the WCG.

Kindly advise as to the terms and conditions applicable to the acquisition of the above-mentioned Property. The matter is quite urgent and your response will be highly appreciated.

Kind regards

J TITUS

 ACTING DEPUTY DIRECTOR: PROPERTY ACQUISITIONS

DATE: 15/11/2018.

Property	Owner	Deed/Document	LPI Enquiry	Interdict	Document Request	Transfers	Bulk Properties	User Admin	Billing	
Property Enquiry Details										



Property enquiry results for "Kaya Mandi" in the Deeds Registry at "CAPE TOWN"

Property detail:

Deeds registry	CAPE TOWN
Property type	ERF
Township	KAYA MANDI
Erf number	718
Portion	0
Province	WESTERN CAPE
Registration division/Administrative district	STELLENBOSCH RD
Local authority	STELLENBOSCH MUN
Previous description	-
Diagram deed number	DU 1000/800
Extent	990.0000 SQM
LPI Code	C06700250000071800000

Title Deeds detail:

No data found for this query!

Owners detail:

No data found for this query!

Endorsements / Encumbrances:

Endorsement / Encumbrance	Holder	Amount	Microfilm reference	Document copy?
GENERAL PLAN FROM	TOWN KAYA MANDI ,ERF 707 ,PRTN 0	-	-	Not available

History:

ANNEXURE 2

WinDeed Database Deeds Office Property

windeed
A LexisNexis® Product

KAYA MANDI, 707, 0 (REMAINING EXTENT) (CAPE TOWN)

GENERAL INFORMATION

Date Requested	2019/02/25 09:16
Deeds Office	CAPE TOWN
Information Source	WINDEED DATABASE
Reference	-

**PROPERTY INFORMATION**

Property Type	ERF
Erf Number	707
Portion Number	0 (REMAINING EXTENT)
Township	KAYA MANDI
Local Authority	CAPE PROV ADMIN
Registration Division	NOT AVAILABLE
Province	WESTERN CAPE
Diagram Deed	-
Extent	9.0846H
Previous Description	-
LPI Code	C06700250000070700000

OWNER INFORMATION**Owner 1 of 1**

Type	LOCAL AUTHORITY
Name	MUN STELLENBOSCH
ID / Reg. Number	-
Title Deed	T59361/2002
Registration Date	2002/07/15
Purchase Price (R)	-
Purchase Date	-
Share	0.00
Microfilm	2004 0879 0468
Multiple Properties	NO
Multiple Owners	NO

ENDORSEMENTS (257)				
#	Document	Institution	Amount (R)	Microfilm
1	I-2430/1990-I	-	800,002,159	0000000*
2	K677/2002RM	-	UNKNOWN	2002 0600 1787
3	K678/2002RM	-	UNKNOWN	2002 0600 1793
4	SUBDIVISION FROM	REG DIV STELLENBOSCH RD ,NAME FARM 1297 ,NO 1297 ,PRTN 0	UNKNOWN	0000000*
5	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 811 ,PRTN 0	UNKNOWN	-
6	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 857 ,PRTN 0	UNKNOWN	-
7	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 933 ,PRTN 0	UNKNOWN	-
8	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 934 ,PRTN 0	UNKNOWN	-
9	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 938 ,PRTN 0	UNKNOWN	-
10	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 818 ,PRTN 0	UNKNOWN	-
11	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 845 ,PRTN 0	UNKNOWN	-
12	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 844 ,PRTN 0	UNKNOWN	-
13	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 713 ,PRTN 0	UNKNOWN	-
14	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 721 ,PRTN 0	UNKNOWN	-
15	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 776 ,PRTN 0	UNKNOWN	-
16	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 708 ,PRTN 0	UNKNOWN	-
17	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 709 ,PRTN 0	UNKNOWN	-
18	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 710 ,PRTN 0	UNKNOWN	-
19	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 711 ,PRTN 0	UNKNOWN	-
20	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 712 ,PRTN 0	UNKNOWN	-
21	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 714 ,PRTN 0	UNKNOWN	-
22	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 715 ,PRTN 0	UNKNOWN	-
23	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 716 ,PRTN 0	UNKNOWN	-
24	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 717 ,PRTN 0	UNKNOWN	-
25	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 718 ,PRTN 0	UNKNOWN	-
26	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 719 ,PRTN 0	UNKNOWN	-
27	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 720 ,PRTN 0	UNKNOWN	-
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33	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 727 ,PRTN 0	UNKNOWN	-
34	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 728 ,PRTN 0	UNKNOWN	-
35	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 729 ,PRTN 0	UNKNOWN	-
36	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 730 ,PRTN 0	UNKNOWN	-
37	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 731 ,PRTN 0	UNKNOWN	-
38	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 732 ,PRTN 0	UNKNOWN	-
39	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 733 ,PRTN 0	UNKNOWN	-
40	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 734 ,PRTN 0	UNKNOWN	-
41	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 735 ,PRTN 0	UNKNOWN	-
42	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 736 ,PRTN 0	UNKNOWN	-
43	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 737 ,PRTN 0	UNKNOWN	-
44	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 738 ,PRTN 0	UNKNOWN	-
45	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 739 ,PRTN 0	UNKNOWN	-
46	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 740 ,PRTN 0	UNKNOWN	-
47	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 741 ,PRTN 0	UNKNOWN	-
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[illegible]

[illegible]

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209	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 909 ,PRTN 0	UNKNOWN	-
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214	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 914 ,PRTN 0	UNKNOWN	-
215	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 915 ,PRTN 0	UNKNOWN	-
216	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 916 ,PRTN 0	UNKNOWN	-
217	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 917 ,PRTN 0	UNKNOWN	-
218	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 918 ,PRTN 0	UNKNOWN	-
219	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 919 ,PRTN 0	UNKNOWN	-
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224	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 924 ,PRTN 0	UNKNOWN	-
225	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 925 ,PRTN 0	UNKNOWN	-
226	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 926 ,PRTN 0	UNKNOWN	-
227	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 927 ,PRTN 0	UNKNOWN	-
228	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 928 ,PRTN 0	UNKNOWN	-
229	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 929 ,PRTN 0	UNKNOWN	-
230	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 930 ,PRTN 0	UNKNOWN	-
231	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 931 ,PRTN 0	UNKNOWN	-
232	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 932 ,PRTN 0	UNKNOWN	-
233	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 935 ,PRTN 0	UNKNOWN	-
234	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 936 ,PRTN 0	UNKNOWN	-
235	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 937 ,PRTN 0	UNKNOWN	-
236	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 939 ,PRTN 0	UNKNOWN	-
237	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 940 ,PRTN 0	UNKNOWN	-
238	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 941 ,PRTN 0	UNKNOWN	-
239	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 942 ,PRTN 0	UNKNOWN	-
240	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 943 ,PRTN 0	UNKNOWN	-
241	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 944 ,PRTN 0	UNKNOWN	-
242	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 945 ,PRTN 0	UNKNOWN	-
243	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 946 ,PRTN 0	UNKNOWN	-
244	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 947 ,PRTN 0	UNKNOWN	-
245	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 948 ,PRTN 0	UNKNOWN	-
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248	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 951 ,PRTN 0	UNKNOWN	-
249	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 952 ,PRTN 0	UNKNOWN	-
250	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 953 ,PRTN 0	UNKNOWN	-
251	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 954 ,PRTN 0	UNKNOWN	-
252	NOW SUBDIVISION	TOWN KAYA MANDI ,ERF 955 ,PRTN 0	UNKNOWN	-
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255	GENERAL PLAN TO	ERF:808-906 G/P:7988/1991	UNKNOWN	0000000*
256	GENERAL PLAN TO	ERF:907-956 G/P:7988/1991	UNKNOWN	0000000*
257	VA5055/2015	MUN STELLENBOSCH	UNKNOWN	-

HISTORIC DOCUMENTS (1)

#	Document	Owner	Amount (R)	Microfilm
1	VA4916/2015	-	UNKNOWN	-

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ANNEXURE 3

**CASSIE GERBER
PROPERTY VALUERS CC**

CK 98/22188/23

**C.L. Gerber, Registered Professional Valuer in Terms of Section 19 of Act 47 of 2000,
Registration No: 1717/4**

P.O. Box 2217
DURBANVILLE
7551

Telephone: (021) 9757240
Fax: 086 558 6933
E-mail-caslg@mweb.co.za
Cell phone- 082 416 2987

VALUATION REPORT

ERF 718, BASSI STREET, KAYAMANDI, STELLENBOSCH

OWNERS: MUNICIPALITY STELLENBOSCH



Market value: As per report, paragraph 12 refers:
Date: 6 May 2015

=====

VALUATION REPORT

ERF 718, BASSI STREET, KAYAMANDI, STELLENBOSCH
OWNERS: MUNICIPALITY STELLENBOSCH

1. Instructions

- 1.1 The Head of the Department of property Management, Stellenbosch, instructed me to value the above-mentioned property.
- 1.2 A market related value for the vacant land before and after the encroachment is required to determine the difference in the selling price.
- 1.1 Market value is defined in this report as a price, which the property might reasonably be expected to sell for, in a transaction between a willing, able and informed seller and a willing, able and informed buyer.

2. Date of valuation

6 May 2015

3. Description of property

Erf 718 an unregistered portion of Erf 707, Kaya Mandi

4. Extent

990m² (The clinic on Erf 719 encroaches on Erf 718 and the extent of Erf 718 is now 823m²)

5. Owner

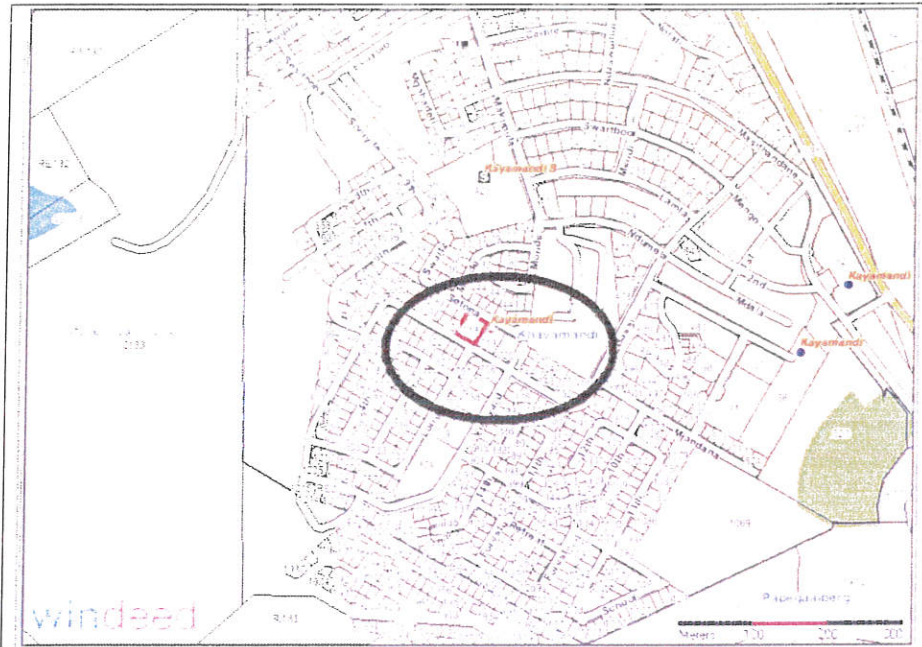
Stellenbosch Municipality (The property was never transferred)

6. Services

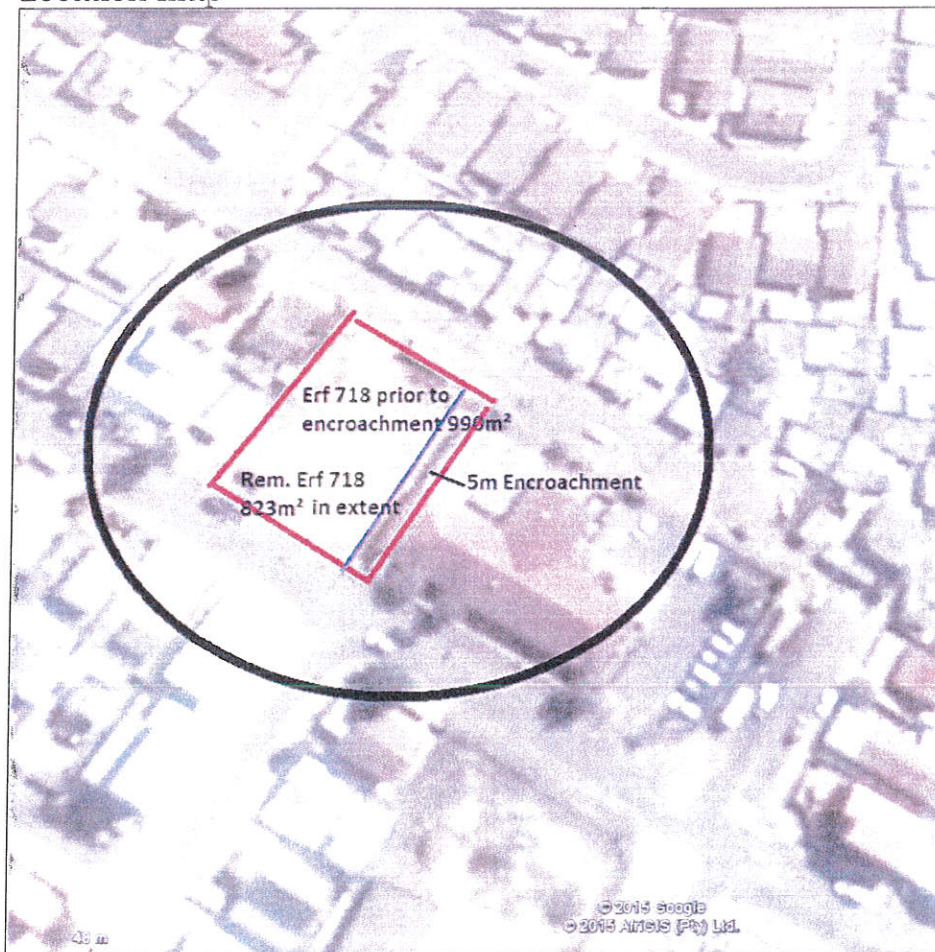
All the necessary municipal services are available.

7. Situation and physical aspects

- 7.1 The property is situated in Bassi Street, Kaya Mandi, Stellenbosch.
Map page 3 below refers:
- 7.2 The property consists of vacant land, which is suitable for building purposes.



Location map



Aerial photo

8. Town Planning

The property is zoned for institutional 1 purpose.

9. Highest and best use

The highest and best use of the properties is for single residential purposes.

10. Improvements

The property consists of vacant land.



Subject property

11. Method of valuation

11.1 It would be appropriate to compare the subject property with similar properties and thus arrive at a market value on the basis of comparison.

11.2 A market research in similar comparable areas was carried out and the following information was obtained:

12. Comparable sales

12.1 The following is a list of transactions of church and crèche sites:

NO	ERF	EXTENT	ZONING	MINIMUM OPPORTUNITIES	MARKET VALUE	VALUE IN TERMS OF POLICY
1	30331	789m ²	Institutional 1 Crèche	4	R88 000	R 22 000
2	30496	662m ²	Institutional 2 Church	3	R 66 000	R 16 500
3	28064	1 071m ²	Institutional 2 Church	5	R110 000	R 27 500
4	28410	1 041m ²	Institutional 1 Crèche	5	R110 000	R 27 500
5	28435	1 243m ²	Institutional 2 Church	6	R132 000	R 33 000
6	28436	1 112m ²	Institutional 1 Crèche	6	R132 000	R 33 000
7	28782	780m ²	Institutional 1 Crèche	4	R88 000	R 22 000
8	28980	847m ²	Institutional 2 Church	4	R88 000	R 22 000
9	27294	1 085m ²	Institutional 1 Crèche	5	R110 000	R 27 500
10	29187	700m ²	Institutional 2 Church	3	R 66 000	R 16 500
11	29195	618m ²	Institutional 1 Crèche	3	R 66 000	R 16 500
12	29433	1 064m ²	Institutional 2 Church	5	R110 000	R 27 500

10.2 The following is a list of vacant residential sites

SUBURB: WALLACEDENE (KRAAIFONTEIN)												
Erf	Portion	Sales Date	Reg. Date	Size	Purch Price	Price per m ²	Bond Amt	Bank	Seller Name	Seller ID	Buyer Name	Buyer ID
30414	3	20120522	20120712	128	36282 184	283 429			CITY OF CAPE TOWN		PUTHU DOLISA	7902055963089
30412	3	20120522	20120712	128	36282 184	283 429			CITY OF CAPE TOWN		PENBENI MVOLOSI AUBREY	7501156 40089
30413	3	20120522	20120712	128	36282 184	283 429			CITY OF CAPE TOWN		MAKHELE THANDENHAYA	7206115700082
30409	3	20120522	20120712	122	36282 076	297 476			CITY OF CAPE TOWN		MARHAKADE MNCLENA BEALTY	7805150705080
30407	3	20120522	20120712	159	36282 129	228 200			CITY OF CAPE TOWN		MASIZANA MOSIPHO PAULINE	7811281170081
30406	3	20120522	20120712	114	36282 019	318 262			CITY OF CAPE TOWN		MVANE LUSABALO	8206245587089
30403	3	20120522	20120712	116	36282 014	312 771			CITY OF CAPE TOWN		SAFE DOKHILE	7910052896080

13. Conclusions

11.1 Kayamandi is an old established and fully developed township and no sales of vacant land took place in the area. The market research was extended to similar areas in the Peninsula.

11.2 Transaction 10.1 is a list of church and crèche sites, which was sold by the City of Cape Town. The properties are situated in Wallacedene, where the living conditions are very similar to the subject property and, therefore, comparable. The land is about

the same size as the subject property and the purchase prices amount to ±R100.00 per m².

11.3 Transaction 10.2 is a list of smaller sites, which were used for GAP housing and their selling prices average about R285.00 per m². An adjustment for size is necessary.

11.4 Based on the above-mentioned comparable sales with the necessary adjustments for location, size and the scarcity of land in Kayamandi, a price of R110.00 per m², in respect of the subject property, is market related.

12. Valuation calculations

- Market value of the subject property before the encroachment:
990m² @ R110.00/m² = R108 900.00
- Market value of the subject property with the encroachment:
823m² @ R110.00/m² = R90 530.00
- Difference: R18 370.00

The market value of the property does not include VAT.

13. Market value

The market value is as per paragraph 12 above.

14. Certificate

I inspected the subject property described herein. I have no present or prospective interest in the property.

The valuation is independent and impartial and complies with all the ethical standards of the South African Institute of Valuers of which I am a member.

All suppositions and data in this report are to the best of my knowledge, true and correct and I have not attempted to conceal any information.

The valuation has been made to the best of my skill and ability.

I, Casper Louis Gerber, consider the market values of the property before and after encroachment in paragraph 12 to be fair and market related.



C.L. GERBER

Signed at Durbanville on 6 May 2015

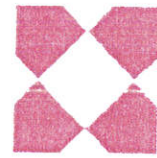
QUALIFICATION TO VALUE

I, Casper Louis Gerber, certify with this my qualifications and experience as follows:

- Professional Valuer registered with the South African Council of Valuers in terms of Act 47 of 2000.
- Member of the South African Institute of Valuers since 1974.
- Served as a member on various valuation boards.
- I have been involved in valuing fixed properties since 1965. At present, I am making an average of 15 valuations per month spread over the whole spectrum of the property market.

ANNEXURE 4

Knight Frank



ERF 718 KAYA MANDI

(Encroachment of Erf 719)

VALUATION REPORT

PREPARED FOR PROPERTY MANAGEMENT DEPARTMENT
STELLENBOSCH MUNICIPALITY

JUNE 2015

Knight Frank



30th June 2015

Stellenbosch Municipality
Department of Property Management
3rd Floor, ABSA Building
Plain Street
Stellenbosch 7599

Attention: Mr Piet Smit

Dear Sir,

ERF 718 KAVA MANDI-REIMBURSEMENT OF PORTION ENCROACHED ON BY
ADJOINING CLINIC (ERF 719)

Further to your request to value the portion of Erf 718 which has been encroached on by the Clinic on Erf 719 in order to compensate the owners of Erf 718 in order that transfer can take place. Erf 718 is outlined in yellow below and the portion encroached on is clearly visible on the aerial photo.



Knight Frank



ERF 718 EXTENT, AREA ENCRONCHED, OWNERSHIP

The subject property is situated between Setona and Bassi Streets and is currently vacant land used as a short cut between the two streets. It is described as:

Erf 718 Kaya Mandi

In extent: 990 sq metres

We have been informed by yourselves that the area encroached on by the adjoining Clinic (Erf 719) is a rectangular portion, outlined in green below, $\pm 5.0\text{m} \times 33.0\text{m}$ and in extent 167 m², therefore the actual area of Erf 718 is 823 sq metres.



We have also been informed that Mun Stellenbosch agreed to sell Erf 718 to the Seventh Day Adventist Church in 1997 (prior to encroachment) and that the sales price of R11 286.00 was paid in full on 4.9.2002, however the property was never transferred.

MUNICIPAL INFORMATION

General Valuation

The property appears on the 2013 Valuation Roll of Mun Stellenbosch at an amount of R75 000

DETERMINATION OF COMPENSATION FOR THE ENCROACHMENT

We have determined the compensation payable as the difference in the current market value of Erf 718 before and after encroachment; in determining the market value we have taken note of the Municipality's policy of the sale price to Non Profit Organisations (NPO's) such as Church's.

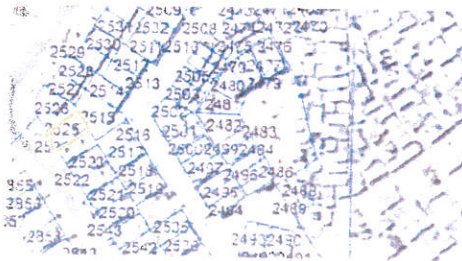
We have used a Market Data /Sales Comparison approach to determine the market value.

Knight Frank



We have researched sales in Kaya Mandi for the last two years and the only sales that are recorded are sales by the Municipality of RDP houses on very small plots (all around 80m²) which were sold to the occupiers for R100 000 including the top structure, for example:

Description: Erf 2525 Kaya Mandi
 Size: 81m²
 Seller/Buyer: Mun Stellenbosch/VS Vokwana
 Date: 24.2.2014
 Price: R100 000 (T4571/2015)



However the subject land is situated in a superior part of Kaya Mandi (see photos below) where the surrounding single residential plots are around 200m² and the value of an improved property is on average around R150 000- R250 000, indicating a plot value of around R35 000 –R50 000 (R175- R250/m²)



Looking up Lang St
 Erf 325 on right opposite Erf 713



Basal St

The subject plot is four to five times larger indicating a plot value of R100/m² to R200/m²

Porter House, 24 Dreyer St Claremont, 7708 David White 082 900 8278
www.knightfrank.com

Page 111

Knight Frank



CALCULATION OF COMPENSATION (Allowing that sales to NPO's are typically 20% of the market value)

Value before encroachment

990m ² @ R150/m ²	Value, say R150 000 x 20%	R30 000.00
---	---------------------------	------------

Value after encroachment

823m ² @ R150/m ²	Value, say R125 000 x 20%	<u>R25 000.00</u>
	Difference	R 5 000.00

VALUATION CONCLUSIONS

We are of the opinion that the compensation, as calculated above, for the portion of Erf 718 that has been encroached upon is an amount, ex vat, at or around:

R5 000.00
(Five thousand rand)

We trust that we have fulfilled your instructions and will be glad to answer any queries

Knight Frank Western Cape Pty Ltd

DAT WHITE MRICS FIVSA MRICS
Chartered Valuation Surveyor
Registration No 1770

Cape Town

30.6.2015

15/07/2012

Deeds Office Property

windeed

KAYA MANDI, 758, 0 (Cape Town)

GENERAL INFORMATION

Deeds Office Cape Town
 Date Requested 2012/07/18 15:19:27
 Information Source Deeds Office
 Reference

PROPERTY INFORMATION

Property Type Erf
 Erf 758
 Portion 0
 Township KAYA MANDI
 Local Authority STELLENBOSCH MUN
 Registration Division STELLENBOSCH RD
 Province WESTERN CAPE
 Diagram Deed DU 1000/800
 Extent 947.0000SQM
 Previous Description
 LPI Code C06700250000075800000

OWNER INFORMATION

Owner 1 of 1

Person Type LOCAL AUTHORITY
 Name MUN STELLENBOSCH
 Registration Number
 Title Deed T59361/2002
 Registration Date 2002/07/15
 Purchase Price (R) G/P
 Purchase Date -
 Share
 Microfilm Reference 2004 0879 0468
 Multiple Properties No
 Multiple Owners No

ENDORSEMENTS (1)

#	Document	Description	Institution	Amount (R)	Microfilm
1	GENERAL PLAN FROM		TOWN KAYA MANDI ERF 707, PRTN 0	Unknown	

HISTORIC DOCUMENTS

No documents to display

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STELLENBOSCH GIS MAP

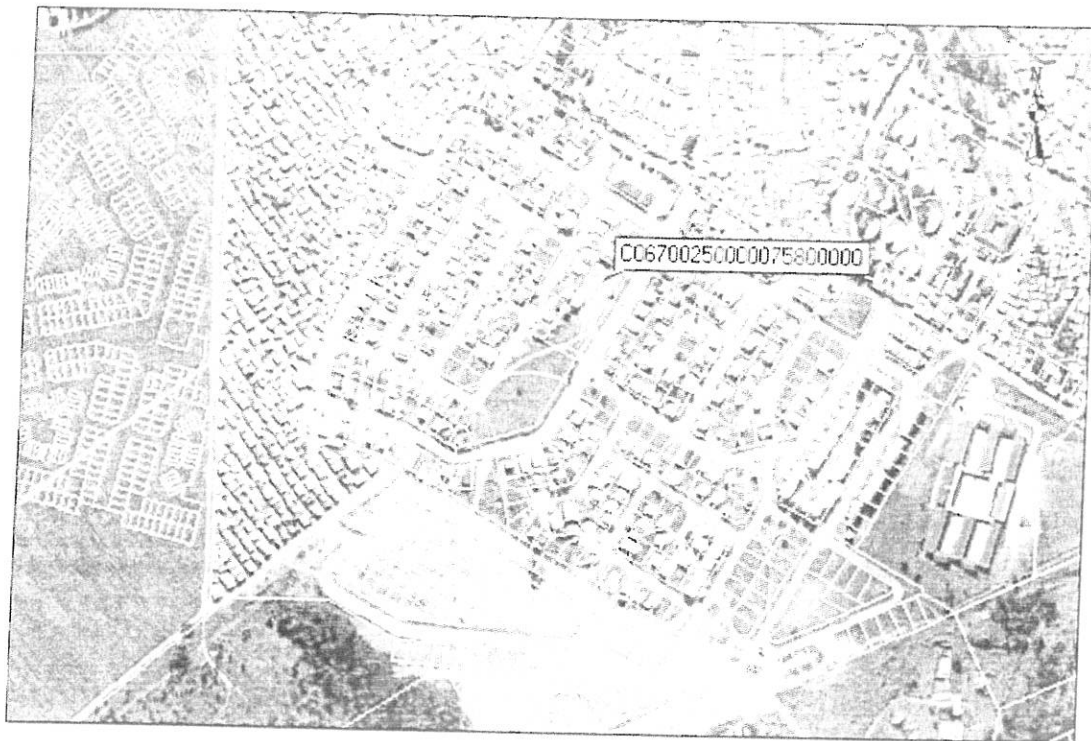




Image Date: 9/29/2011

2005

33°55'13.44" S 10°50'45.30" E elev: 172 m

© 2012 Airtels (Pty) Ltd

Image © 2012 Google

Eye alt: 397 m

2

18/07/2012

Deeds Office Property

windeed

KAYA MANDI, 1079, 0 (Cape Town)

GENERAL INFORMATION

Deeds Office Cape Town
 Date Requested 2012/07/18 15:20:44
 Information Source Deeds Office
 Reference

PROPERTY INFORMATION

Property Type Erf
 Erf 1079
 Portion 0
 Township KAYA MANDI
 Local Authority STELLENBOSCH MUN
 Registration Division NOT AVAILABLE
 Province WESTERN CAPE
 Diagram Deed T20814/2012
 Extent 1228 0000SQM
 Previous Description
 LPI Code CC6700250000107900000

OWNER INFORMATION

Owner 1 of 1

Person Type CHURCH
 Name OU APOSTOLIESE KERK
 Registration Number
 Title Deed T20814/2012
 Registration Date 2012/03/09
 Purchase Price (R) 14,022
 Purchase Date 2007/03/26
 Share
 Microfilm Reference
 Multiple Properties No
 Multiple Owners No

ENDORSEMENTS (1)

#	Document	Description	Institution	Amount (R)	Microfilm
1	GENERAL PLAN FROM		TOWN KAYA MANDI ERF 1079, PRTN 0	Unknown	

HISTORIC DOCUMENTS (1)

#	Document	Description	Owner	Amount (R)	Microfilm
1	T59362/2002	TRANSFER	MUN STELLENBOSCH	G/P	2002 0600 1804

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STELLENBOSCH GIS MAP





18/07/2012

Deeds Office Property

windeed

KAYA MANDI 783, 0 (Cape Town)

GENERAL INFORMATION

Deeds Office Cape Town
 Data Requested 2012/07/18 15:22:35
 Information Source Deeds Office
 Reference

PROPERTY INFORMATION

Property Type Erf
 Erf 783
 Portion 0
 Township KAYA MANDI
 Local Authority STELLENBOSCH MUN
 Registration Division STELLENBOSCH RD
 Province WESTERN CAPE
 Diagram Deed DU 1000/800
 Extent 212.0000SQM
 Previous Description
 LPI Code C06700250000078300000

OWNER INFORMATION

Owner 1 of 1

Person Type LOCAL AUTHORITY
 Name MUN STELLENBOSCH
 Registration Number
 Title Deed T59361/2002
 Registration Date 2002/07/15
 Purchase Price (R) G/P
 Purchase Date -
 Share
 Microfilm Reference 2004 0879 0468
 Multiple Properties No
 Multiple Owners No

ENDORSEMENTS (1)

#	Document	Description	Institution	Amount (R)	Microfilm
1	GENERAL PLAN FROM		TOWN KAYA MANDI, ERF 707, PRTN 0	Unknown	

HISTORIC DOCUMENTS

No documents to display

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WinDeed - Deeds and Companies Office Enquiries

Enquiry by Property

as at 13:29 on 18 04 2005

Location	Cape Town
Property Type	Erf
Ownership Type	Kaya Mandi
Erf Number	718
Deed Number	0

Information

Province	Western Cape
Registration Division	Not Available
Local Authority	Stellenbosch MUN
Previous Description	
Diagram Deed Number	DU 1000/800
Extent	990.0000sqm

Owners

1 of 1	
Person Type	Unknown
Name	** For Info Refer To Registrar Of Deeds **
ID Number	
Deed	
Registration Date	
Purchase Price	Unknown
Share	
Purchase Date	UNKNOWN
Microfilm Reference	Not Microfilmed
Multiple Properties	No
Multiple Owners	No

Endorsements

1 of 1	
Document	GENERAL PLAN FROM
	Town Kaya Mandi ,Erf 707 ,Prtn 0
Amount	Unknown
Microfilm Reference	Not Microfilmed

History (None)

End of Report

7.2.3	ADOPTION OF REVISED SYSTEM OF DELEGATIONS
-------	---

Collaborator No:

IDP KPA Ref No: *Good Governance*

Meeting Date: 14 August 2019

1. SUBJECT: ADOPTION OF REVISED SYSTEM OF DELEGATIONS

2. PURPOSE

To re-submit the proposed amended System of Delegations for adoption by Council which will replace the existing System of Delegations that was effective from 1 May 2015.

3. DELEGATED AUTHORITY

Council to approve.

4. EXECUTIVE SUMMARY

In terms of section 59 of the Local Government: Municipal Systems Act, 32/2000, a Municipal Council must develop a System of Delegations that will maximize administrative and operational efficiency and provide for adequate checks and balances, and, in accordance with such system, may:

- (a) delegate appropriate powers excluding the powers referred to in section 160(2) of the Constitution, the power to set tariffs, to decide to enter into a service delivery agreement in terms of section 76(b), to approve or amend the Municipality's IDP, and any other provision in legislation conferring the powers to Council alone. The delegations may be made to any of the Municipality's political structures, political office bearers, councillors or staff members;
- (b) instruct any such political structure, political office bearer, councillor, or staff member to perform any of the Municipality's duties; and
- (c) withdraw any delegation or instruction.

Section 59(2)(f) provides, inter alia, that the system of delegations developed in terms of section 59(1) by Council must be reviewed when a new council is elected.

The current system of delegations was approved by the previously elected Council. The current Council did not adopt the System of delegations – the Speaker ruled on 15 August 2016 to “*Note the existing System of Delegations*”. Council has not fulfilled its obligation in terms of section 59(2)(f) to review the system of delegations after its election in 2016. A revised system of delegations has been tabled after the election but was not considered.

The administration and the then portfolio chairperson, Cllr Groenewald, met with representatives from Province to discuss the reservations they had. Their reservations centred mainly on two types of delegations – the delegations from the Executive Mayor to the Municipal Manager, as well as the matters on which the Executive Mayor should consult the Mayoral Committee. It was agreed that the Systems Act does not place an obligation on the Executive Mayor to consult.

The Delegations have now been revised and a new format was used in an attempt to link legislation and the different authorities to whom delegations are made. A workshop

with Councillors took place on 13 February 2018. The changes as discussed at the workshop are included in the attached document.

5. RECOMMENDATIONS

- (a) that Council adopts the attached revised System of Delegations as set out in **APPENDIX 2** as the primary source of the delegations from 1 September 2019;
- (b) that Council takes note that by-laws or policies that are in the process of being revised and that are not included in the delegations will be taken up in the delegations administratively after the approval of the amended by-law or policy, and that the current delegations attached to those by-laws and policies remain in effect till such time it is revised; and
- (c) that all political office bearers, political structures, the Municipal Manager, Directors, Senior Managers, Managers, Heads of Departments and all other identified officials be hereby authorised to exercise on behalf of the Council the delegated powers designated to them in terms of **APPENDIX 2**.

6. DISCUSSION / CONTENTS

6.1. Background

In terms of section 59 of the Local Government: Municipal Systems Act, 32/2000, a Municipal Council must develop a System of Delegations that will maximize administrative and operational efficiency and provide for adequate checks and balances.

6.2. Discussion

In terms of Section 59(2)(f), such System of Delegations must be reviewed when a new Council is elected.

The Local Government elections took place on 3 August 2016 and a System of Delegations was tabled at the first Council meeting on 15 August 2016. The recommendation to adopt the delegations was not approved and the Speaker ruled that Council NOTED the existing System of Delegations. The last time that the delegations were reviewed was in 2015.

In terms of section 59 of the Local Government: Municipal Systems Act, 32/2000, a Municipal Council must develop a System of Delegations that will maximize administrative and operational efficiency and provide for adequate checks and balances, and, in accordance with such system, may:

- (a) delegate appropriate powers excluding the powers referred to in section 160(2) of the Constitution, the power to set tariffs, to decide to enter into a service delivery agreement in terms of section 76(b), to approve or amend the Municipality's IDP, and any other provision in legislation conferring the powers to Council alone. The delegations may be made to any of the Municipality's political structures, political office bearers, councillors or staff members;
- (b) instruct any such political structure, political office bearer, councillor, or staff member to perform any of the Municipality's duties; and
- (c) withdraw any delegation or instruction.

The current system of delegations was approved by the previously elected Council. The current Council did not adopt the System of delegations – the Speaker ruled on 15 August 2016 to Note the existing System of Delegations.

The Delegations must be reviewed in order to align with, amongst others:

- Municipal Assets Transfer Regulations;
- Preferential Procurement Regulations; and
- Cost Containment Regulations.

The Delegations have now been revised and a new format was used in an attempt to link legislation and the different authorities to whom delegations are made in order to make it more user friendly.

The Directors all made their inputs in regard to their functional fields. To comply with the legal directive of maximizing administrative and operational efficiency, a high degree of sub-delegations to Directors, Managers, Heads of Departments and other senior employees are provided for. Although every effort was made to ensure that the new proposed system of delegations is accurate and incorporates the delegations, it may be that certain minor administrative overlaps and omissions can be identified.

There are policies and by-laws that are currently under review and those have not been included in the System of Delegations as they are out-dated and it would mean that the System of Delegations has to be reviewed every time the new policy or By-law is approved. It is therefore recommended that when a new policy or By-law is approved, the delegations are approved with it and then administratively added to the System of Delegations.

A workshop with Councillors took place on 13 February 2018. The changes as discussed at the workshop are included in the attached document.

6.3. Financial Implications

As per the approved budget.

6.4 Legal Implications

Compliance with Section 59(1) of the Systems Act and various other legislative measures as listed in the definitions and interpretations contained in part 1 of the System of Delegations.

6.5 Staff Implications

If any additional staff has to be appointed permanently it will only be done within the framework of a Council-approved structure and with the necessary budgetary provisions.

6.6 Previous / Relevant Council Resolutions:

Council resolution dated 15 August 2016, containing the Speaker's ruling.

6.7 Risk Implications

Delegations must maximize administrative and operational efficiency and provide for adequate checks and balances.

6.8 Comments from Senior Management:

The item was discussed at the Director's meeting and the workshop, and the Directors' inputs are contained in the report.

6.8.1 Chief Financial Officer:

Agree with the recommendations

6.8.2 Municipal Manager:

Agree with the recommendations

ANNEXURES

Appendix 1 – Council resolution dated 15 August 2016.

Appendix 2 – System of Delegations (Distributed under Separate Cover)

FOR FURTHER DETAILS CONTACT:

NAME	A M C de Beer
POSITION	<i>Director: Corporate Services</i>
DIRECTORATE	<i>Corporate Services</i>
CONTACT NUMBERS	<i>021 807 8018</i>
E-MAIL ADDRESS	<i>Annalene.deBeer@ Stellenbosch.org.za</i>
REPORT DATE	<i>6 August 2019</i>

APPENDIX 1

6.8 ADOPTION OF SYSTEM OF DELEGATIONS

File number : 3/P/7

Report by : Acting Municipal Manager

Compiled by : Director: Strategic & Corporate Services

Delegated Authority : Council

1. LEGAL FRAMEWORK**1.1 System of Delegation**

In terms of Section 59 of the Local Government: Municipal Systems Act, Act 32/2000, a municipal council must develop a system of delegations that will maximize administrative and operation efficiency and provide for adequate checks and balances, and, in accordance with such system may:-

- (a) delegate appropriate powers, excluding a power mentioned in Section 160(2) of the Constitution and the power to set tariffs, to decide to enter into a service delivery agreement in terms of Section 76(b) and to approve or amend the municipality's IDP, to any of the municipality's political structures, political office bearers, councillors, or staff members;
- (b) instruct any such political structure, political office bearer, councillor, or staff member to perform any of the municipality's duties; and
- (c) withdraw any delegation or instruction.

A copy of Council's current approved System of Delegations is **distributed under separate cover as an APPENDIX.**

1.2 Review of Delegations

In terms of Section 59(2)(f), such System of Delegations must be reviewed when a new Council is elected.

In terms of Section 65, whenever it becomes necessary in terms of Section 59(2)(f)(supra) to review a municipality's delegations, the Municipal Manager must submit to Council:-

- (a) a report on the existing delegations issued in terms of section 59; and
- (b) recommendations on any changes to the existing delegations which the Municipal Manager may consider necessary.

If the municipality has an Executive Committee or Executive Mayor, the Municipal Manager must submit such report and any recommendations to the Council through the Executive Committee or Executive Mayor.

RECOMMENDED

that Council adopts the existing System of Delegations.

(ACTING MUNICIPAL MANAGER TO ACTION)

1st COUNCIL MEETING: 2016-08-15: ITEM 6.8

the Speaker **RULED**

that Council NOTES the existing System of Delegations.

(ACTING MUNICIPAL MANAGER TO ACTION)

7.3	FINANCIAL SERVICES: (PC: CLLR P CRAWLEY (MS))
------------	--

NONE

7.4	HUMAN SETTLEMENTS: (PC: CLLR N JINDELA)
------------	--

NONE

7.5	INFRASTRUCTURE SERVICES: (PC: CLLR Q SMIT)
------------	--

NONE

7.6	PARKS, OPEN SPACES AND ENVIRONMENT: (PC: XL MDEMKA (MS))
------------	---

NONE

7.7	PLANNING AND ECONOMIC DEVELOPMENT: (PC:CLLR E GROENEWALD (MS))
7.7.1	ADOPTION OF THE DRAFT LOCAL ECONOMIC DEVELOPMENT STRATEGY FOR PUBLIC PARTICIPATION

Collaborator No:

IDP KPA Ref No: *Good Governance*

Meeting Date: 14 August 2019

1. SUBJECT: ADOPTION OF THE DRAFT LOCAL ECONOMIC DEVELOPMENT STRATEGY FOR PUBLIC PARTICIPATION

2. PURPOSE

To request Council to approve the Draft Local Economic Development Strategy attached as **ANNEXURE 1**.

3. DELEGATED AUTHORITY

COUNCIL

In terms of Section 156 (2) of Constitution of the Republic of South Africa,

"a municipality may make and administer by-laws for the effective administration of matters which it has the right to administer".

Section 152- Objects of local Government- (1) The objects of local government are (c) to promote social and economic development;

and section 153-Developmental duties of municipalities.- A municipality must- (a) structure and manage its administrative 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; (b) participate in national and provincial development programmes.

It is clear that this pertains to the Local Economic Development Strategy with its objectives of a growing, inclusive and accessible economy that delivers opportunity to all its citizens.

4. EXECUTIVE SUMMARY

The Local Economic Development Strategy adopts a "whole organisation approach" towards economic development and provides a series of catalytic initiatives and programmes which have been identified by stakeholders over a number of years, and which now needs Council's approval for further public participation.

5. RECOMMENDATION

that the draft Economic Development Strategy be approved and published for further inputs from the public for a period of 30 days.

6. DISCUSSION / CONTENTS**6.1 Background**

Local Economic Development (LED) is not exclusively a municipal function as defined in the Constitution of the republic of South Africa, 1996.

Instead, it is an obligation imposed on local government in terms of Sections 152 and 153 of The Constitution, which determine amongst others that the objects of local government are to promote social and economic development; to strive, within its financial and administrative capacity, to achieve the objects set out in The Constitution; through amongst others, 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.

6.2 Discussion

The principle objective of a local economic development strategy is to grow the economy by creating an enabling environment in the realisation of the Municipal strategic objective of a “Valley of Possibilities.”

It represents inputs of numerous sources over a period of time as analysis of and a response to fundamental and evolving challenges facing the Stellenbosch economy.

The strategy heralds in a whole organisation approach, moving away from the departmental approach and the historical silos.

The strategy provides a series of catalytic initiatives which have been proposed together with suggested time frames as a baseline for stakeholders to discuss.

6.3 Financial Implications

None

6.4 Legal Implications

The project aligns with One Cape 2040, the Western Cape Government’s Provincial Strategic Plan (PSP), the Western Cape Tourism Strategic Objective 1 (Job Creation and Economic Growth), and the Integrated Development Plan, and Project Khulisa.

6.5 Staff Implications

None

6.6 Previous / Relevant Council Resolutions:

None

6.7 Risk Implications

Risk relates to lack of formalisation of projects with clearly defined inter-departmental project teams, and realistic timelines and budgets.

7. Comments from Senior Management:**7.1 Director: Planning and Economic Development**

Supports recommendations

7.2 Municipal Manager:

Supports recommendations

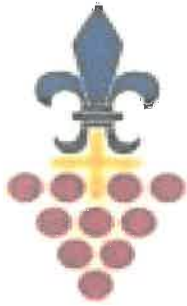
ANNEXURES

Annexure 1 – Draft Local Economic Development Strategy.

FOR FURTHER DETAILS CONTACT:

NAME	Widmark Moses
POSITION	<i>Manager: Economic Development & Tourism</i>
DIRECTORATE	<i>Planning and Economic Development</i>
CONTACT NUMBERS	021 808 8179
E-MAIL ADDRESS	<i>widmark.moses@ Stellenbosch.gov.za</i>
REPORT DATE	24-05-2019

ANNEXURE 1



DRAFT LED STRATEGY AND ACTION PLAN

June 2019

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1. LOCAL ECONOMIC DEVELOPMENT OVERVIEW

Local Economic Development (LED) is a means of systematic identification, development and utilization of economic opportunity, to benefit local businesses. As the private sector grows inclusively, poverty is reduced sustainably, and public sector income also increases. LED is therefore a multi-stakeholder effort in support of private sector development.

Whereas Stellenbosch is blessed with much economic prosperity, inclusive economic growth still remains far below potential. Sustained economic growth is still the largest contributor to reduction in poverty. But not all forms of economic growth lead to large scale benefits for the poor. LED pursues an inclusive pattern of economic growth that aims to contribute to reducing poverty consciously and systematically.

Wealth and jobs are created by businesses that are able to compete profitably in fiercely contested markets. Performance however does not just depend on the factors inside the particular firm, but also on externalities such as market demand, market competition, supply conditions and importantly, local business environmental conditions. The eco-system or business environment within which firms find themselves, can to a large extent determine how easy or how difficult it is for an entrepreneur/firm to succeed. A healthy business environment is therefore essential for growth and poverty reduction.

To maximise prospects of sustained economic growth, stakeholders must continually strengthen the systemic competitiveness of the local business environment. Investors seek such a competitive place to do business in. Once they invest (new or expansion) the consequence more often than not are new jobs and growth.

Whereas previous LED strategies may not have had the desired scale of impact, this strategy aims to unite economic stakeholders to cooperate to realise an improved economic future. (Refer to pg 27, Heading 7 –Current Operations) A more systematic and pragmatic approach promises more reliability in execution. Without stakeholder commitment, strategies fail.

The municipality previously embarked on a Participatory Appraisal of Competitive Advantage (PACA) to mobilise stakeholder participation and to leverage their insight and capacities to contribute to an improved economy. The process found many pockets of LED excellence, with numerous existing LED initiatives that should continue. A number of new initiatives were also identified by stakeholders. The PACA process aimed to identify opportunities that:

- Increase the overall size of the economy.
- Make it easier for small enterprises to succeed.
- Grow citizen net worth by increasing property values.
- Build an enabling and responsive public sector.

The portfolio of improvement initiatives, support improvement in the following key sectors:

- Tourism
- Agriculture and Agro-processing
- Knowledge intensive sectors
- Small business and BBBEE

- Property-related developments
- The informal Economy
- Responsive and enabling municipality

Implementation of initiatives has started already and a schedule for implementation is provided. (Refer to pg 32 Appendix A; and pg 34 appendix B. A performance framework to monitor and evaluate progress is under development. For sustained and growing impact, further work is required to build a more effective system of LED governance. This requires strengthening the capacity of leaders of the municipality, organised business and sector bodies in the good practice of economic development cooperation.

German research on the most successful economic regions in world determined that:

"The most successful economic regions turn out to be those in which groups of relevant stakeholders succeed in organizing rapid and effective learning and decision- making processes that actively shape locational and competitive advantages for their economy."

Local Economic Development is a means of systematic identification, development and utilisation of economic opportunity, to benefit local businesses. As the private sector grows inclusively, poverty is reduced sustainably, and public sector income also increases.

Local economic development (LED) is amongst other things, the practice of enabling the creation of sustainable jobs in specific localities or regions.

Government alone cannot create more sustainable jobs due to fiscal constraints- programs such as EPWP for instance are only temporary, and do not create sustainable jobs as funding is constrained.

Sustainable jobs are created in the private sector which makes money from markets. In contrast, the public sector that taxes these businesses and their employees to fund their own activities.

In order to grow the economy, businesses therefore need to increase their revenues by competing better in markets, which are exposed to fierce global competition. The key to growth is therefore competitiveness, not just of individual firms but of complete value chains.

Firm performance therefore does not just depend on the factors inside the particular firm, but also on externalities such as market demand, market competition, supply conditions and local business environmental conditions

The eco-system or business environment within which the firms find themselves, can to a large extent determine how is easy or how difficult it is for an entrepreneur/ firm to succeed.

An enabling, healthy business environment is essential for growth and poverty reduction. Inappropriate regulation, excessive taxation, lack of fair competition, lack of voice and an unstable policy environment restrict investment and the development of markets, stifle entrepreneurship and force many businesses to operate in the informal economy, or indeed locate in more favorable environments.

Development programs should therefore ensure a thorough diagnostic analysis and maintain, as far as possible, a systemic approach and an understanding of the broader causal picture.

In this context, LED is defined as an ongoing process by which key stakeholders and institutions from all spheres of society, the public and private sector as well as civil society, work jointly to create a unique advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms/SMEs.

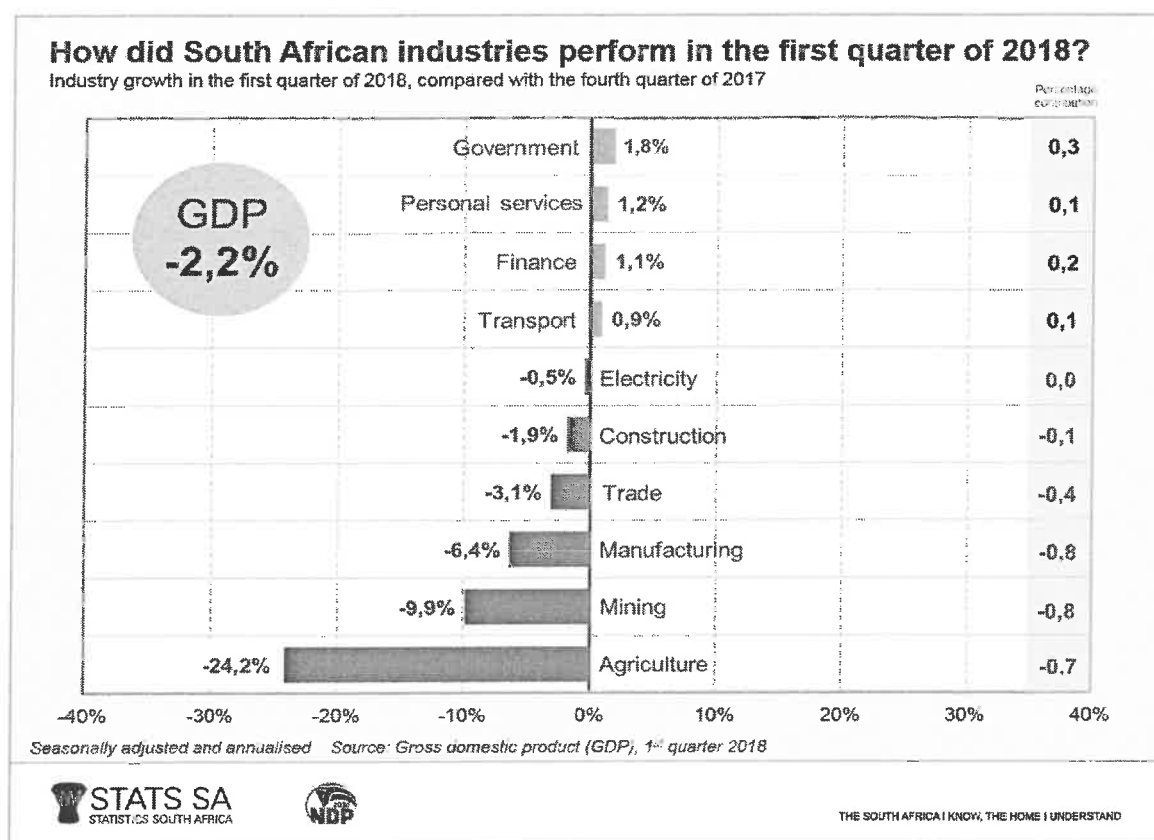
2. THE SOUTH AFRICAN CONTEXT

The broad canvas of the South African economy is well-known. A country freed from the restrictive economic and social policies and practices institutionalised prior to 1994 found itself swimming in the pool of globalisation.

Whilst positioning the country as a developmental state, a position much needed to redress past social and economic injustice, the country was perhaps to be wrong-footed by the macro realities of the globalised system it was being admitted into.

The subsequent global financial crisis, policy and legislative uncertainty, problems in State-owned companies, and weak and politically deferent institutions and organs of state, have inflicted both real and reputational economic damage that will only be addressed through insightful policy direction, and effective administrative execution.

A global GDP of ranking of 41st (nominal) and 31st (PPP); other data are largely unfavourable- GDP growth 1.1%, Gini coefficient 0.65 (2014), population below poverty line est. 55.5% or 30.4 million (Stats SA 2015); unemployment 27.1% (Q3 2016), inflation (CPI) 5.4%. The CIA Worldbook estimates household income or consumption by percentage share as: lowest 10%- 1.2%; highest 10%- 50.1 %



The economy remains the most sophisticated on the continent, and despite recent events holds great potential. However, uncertainty regarding the Mining Charter, property rights, land distribution and transfer without compensation, inefficiency and corruption within both the state and the private sector, do no favours to the economic outlook, and the perceptions of the global investment community .

The broad strokes of the National Development Plan envisage 2030 as set out below:

National Strategic Outcomes	
Goal 1	•Improved quality of basic education.
Goal 2	•A long, healthy life for all South Africans.
Goal 3	•All people in SA are and feel safe.
Goal 4	•Decent employment through inclusive economic growth.
Goal 5	•A skilled and capable workforce to support an inclusive growth path.
Goal 6	•An efficient, competitive and responsive economic infrastructure network.
Goal 7	•Vibrant, equitable and sustainable rural communities with food security for all.
Goal 8	•Sustainable human settlements and improved quality of household life.
Goal 9	•A responsive, accountable, effective and efficient local government system.
Goal 10	•Environmental assets and natural resources that is well protected and continually enhanced.
Goal 11	•Create a better SA and contribute to a better and safer Africa and World.
Goal 12	•An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

THE PLAN IN BRIEF

By 2030

- Eliminate income poverty – Reduce the proportion of households with a monthly income below R419 per person (in 2009 prices) from 39 percent to zero.
- Reduce inequality – The Gini coefficient should fall from 0.69 to 0.6.

Enabling milestones

- Increase employment from 13 million in 2010 to 24 million in 2030.
- Raise per capita income from R50 000 in 2010 to R120 000 by 2030.
- Increase the share of national income of the bottom 40 percent from 6 percent to 10 percent.
- Establish a competitive base of infrastructure, human resources and regulatory frameworks.
- Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup.
- Broaden ownership of assets to historically disadvantaged groups.
- Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write.
- Provide affordable access to quality health care while promoting health and wellbeing.
- Establish effective, safe and affordable public transport.
- Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third.
- Ensure that all South Africans have access to clean running water in their homes.
- Make high-speed broadband internet universally available at competitive prices.
- Realise a food trade surplus, with one-third produced by small-scale farmers or households.
- Ensure household food and nutrition security.
- Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities.

- Realise a developmental, capable and ethical state that treats citizens with dignity.
- Ensure that all people live safely, with an independent and fair criminal justice system.
- Broaden social cohesion and unity while redressing the inequities of the past.
- Play a leading role in continental development, economic integration and human rights.

Critical actions

1. A social compact to reduce poverty and inequality, and raise employment and investment.
2. A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.
3. Steps by the state to professionalise the public service, strengthen accountability, improve coordination and prosecute corruption.
4. Boost private investment in labour-intensive areas, competitiveness and exports, with adjustments to lower the risk of hiring younger workers.
5. An education accountability chain, with lines of responsibility from state to classroom.
6. Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.
7. Public infrastructure investment at 10 percent of gross domestic product (GDP), financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.
8. Interventions to ensure environmental sustainability and resilience to future shocks.
9. New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.
10. Reduce crime by strengthening criminal justice and improving community environments.

3. THE PROVINCIAL CONTEXT

The Western Cape has positioned itself as the best-run Province in South Africa. With consecutive clean audits, a good service delivery track record, and a progressive and pro-business stance with a strong commitment to ease of investment access.

The Provincial Economic Review and Outlook (PERO) serves as economic intelligence for evidence-based policy-making in Municipalities and departments and informs issues of planning, policy-making and budgeting. In this it supports good governance, financial and economic stability, and facilitates the creation of public value.

The Western Cape government has identified five Provincial Strategic Goals (PSGs) to deliver its vision and help realise the objectives of the National Development Plan. These five include:

Provincial Strategic Goals



Critical to success in the above is faster and more inclusive economic growth. This, outlined in the 2015 PERO, requires that all members of society, and particularly the poor and the vulnerable, have access to the benefits of economic growth and development, and also to productive opportunities and markets that bring it about.

A multi-year Provincial initiative, Project Khulisa, serves to direct minds and

efforts around the Provincial Strategic Goal One through three focus areas, namely:

Tourism- cultural, & heritage; focusing marketing plans on specialised markets & business, agri-processing- infrastructure projects, improved regulation, local product promotion, and oil and gas.

The connectivity between tourism and agri-processing and the Stellenbosch economy is immediate and must be given priority and structure through formal projects and initiatives. This is further underlined in the 2016 PERO, which drew attention to a recent development in the inclusive growth concept, namely the "role of the entrepreneurial state in inclusive growth."

In 2017 the PERO highlights the importance of innovation as essential to inclusive growth; without conscious and deliberate infusion of inclusivity into the innovation process it may not be inclusive.

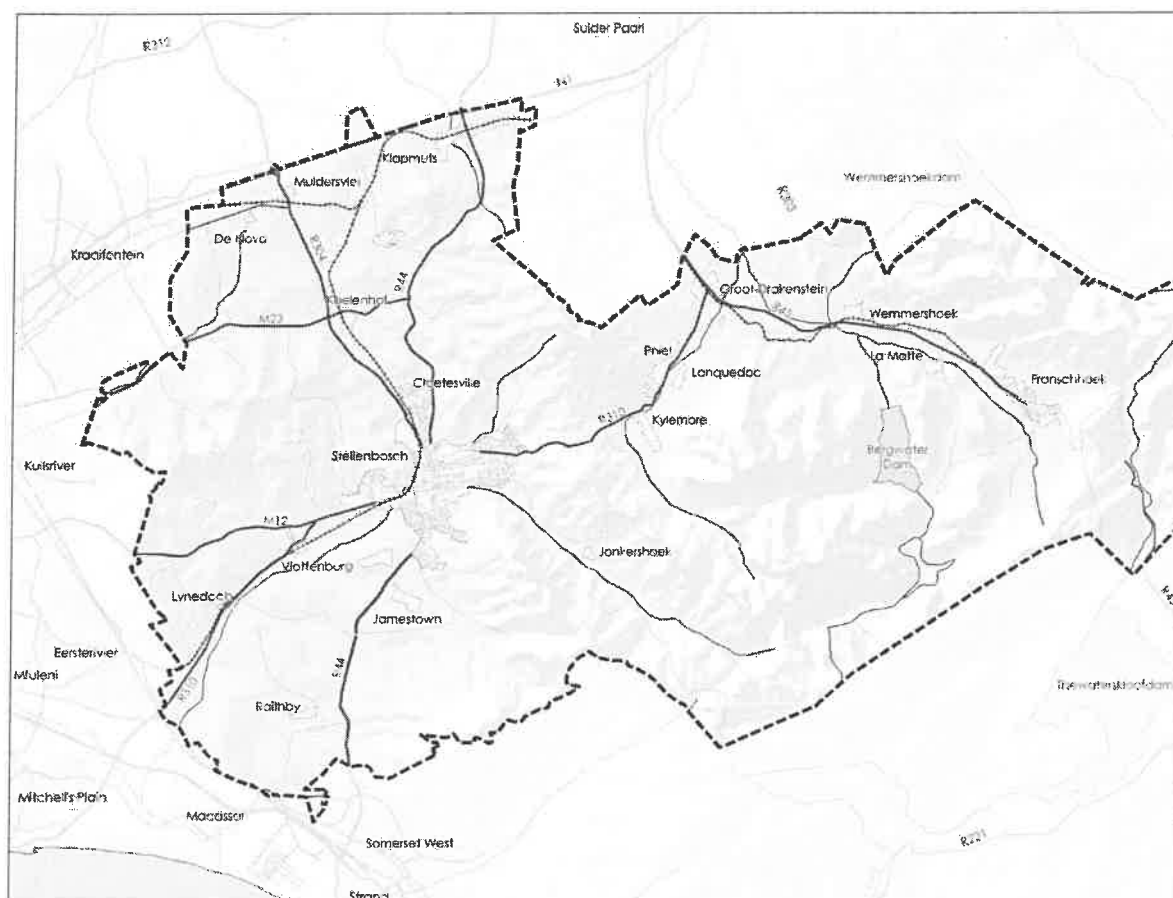
It is argued that for economic growth to be sustainable at a high enough rate to achieve permanent inclusive growth, the growth must be smart. This refers to growth fuelled by innovation focused on improving performance and quality of education outcomes, strengthening research and promoting innovation and knowledge transfer in a digital society.

Only through constant innovation, can an economy increase productivity and competitiveness, and thereby, inclusivity.

In that context, the increased probability of water shortage will necessitate new strategic thinking regarding provision and usage of water. If, as seems the case that water shortages are to be the new normal, a huge opportunity is created to reimagine efficient and sustainable water usage across industry and agriculture.

Global best practice should be interrogated to underpin practicable local intervention. More efficient water usage may enable higher intensity agriculture with less need to add expensive infrastructural capacity.

4. THE STELLENBOSCH CONTEXT



MAP OF GREATER STELLENBOSCH WC024

Stellenbosch Municipality is located in the heart of the Cape Winelands, about 50 km from Cape Town and is flanked by the N1 and N2 main routes. Stellenbosch town is the second oldest town in South Africa.

The municipal area covers approximately 900 km² and has a population of approximately 176 000 people within the town of Stellenbosch and stretching past Jamestown to as far as Raithby in the south, to Bottelary, Koelenhof, and Klapmuts to the north, and over the Helshoogte Pass to Pniel, Kylemore, Groendal and Franschhoek in the east. The Municipal area also includes a number of informal settlements.

Today, the area is known for its extraordinary wines and its fruit. Stellenbosch and Franschhoek are renowned for diverse architectural styles such as Dutch, Georgian and Victorian, which reflect its heritage and traditions, but also divisions of the past.

The town is home to excellent educational institutions, including the University of Stellenbosch and a number of prestigious schools.

It has a strong business sector, from major South African businesses and corporations, to smaller enterprises and home industries.

The tourism industry alone is responsible for the creation of about 18 000 jobs in the area. Wine farms and cellars abound, and the area is the home of the very first Wine Route in South Africa.

World-class sporting infrastructure is available. Coetzenburg, with its athletics and rugby stadiums, has delivered star performances over many generations. The greater Municipal area is gaining recognition of one of the best mountain biking venues in the world.

The municipal area has a number of theatres, which include the university's Adam Small Theatre, Oude Libertas Amphitheatre, renowned for its summer season of music, theatre and dance, Spier Amphitheatre, as well as Dorpstraat Theatre and Aan de Braak Theatre.

The area is known for its award-winning restaurants, and is a tourist haven with many boutiques, galleries, and curio shops. There are several museums and art galleries and the area is host to a number of annual cultural, food and wine, and sports festivals. A wide array of accommodation is available for visitors to choose from.

Welfare and community organisations abound and the municipality and university play a leading role in assisting meeting the needs of previously neglected communities.

Stellenbosch is a well-balanced regional economy and is no longer the largest and fastest-growing in the Cape Winelands District (CWD). The region's locational attributes still make it a destination of choice for tourists, business people and workers. **But with careful local government stewardship**

It still enjoys the blessing of a globally respected knowledge sector with research & development capacity as well as a world-class hub for business incubation and innovation.

Other key competitive advantages include a globally competitive wine & deciduous fruit sector with strong linkages to food & beverage processing; a vibrant tourism sector; the economy being integrated with the Cape Metro economy and having a strong brand (i.e. the Cape Winelands).

GDPR performance

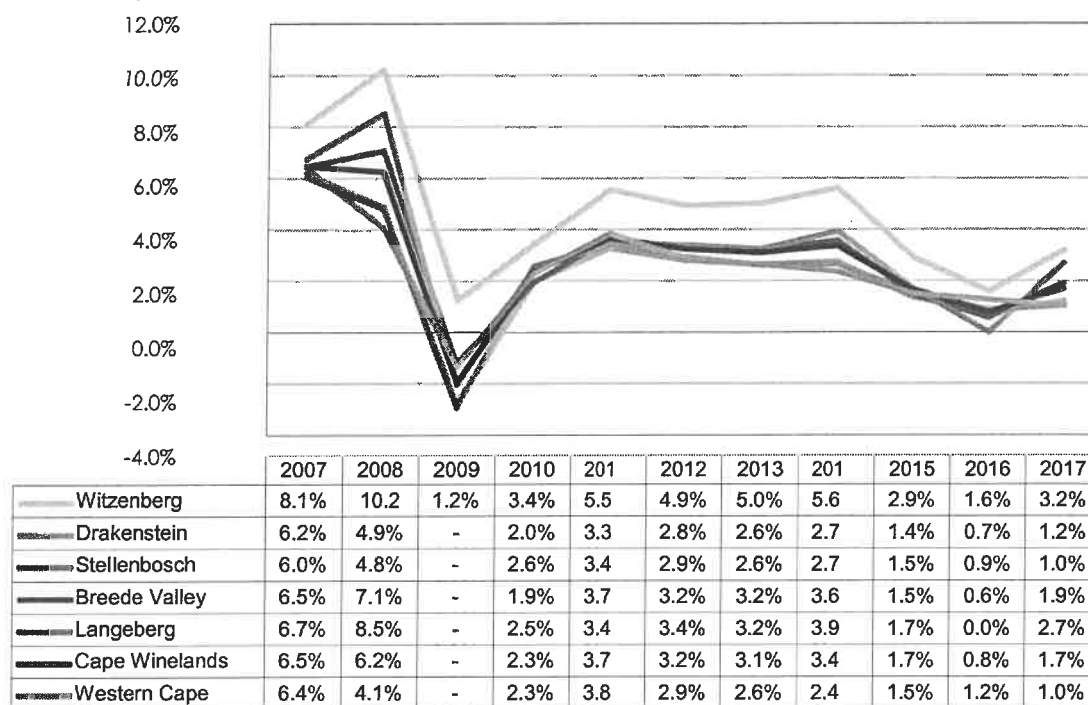
The Stellenbosch municipal economy is driven by the wholesale and retail trade sector; the finance, insurance, real estate and business services sector; and the manufacturing sector.

The manufacturing sector in the Stellenbosch municipal area is highly reliant on the agriculture, forestry and fishing sector, as 40 per cent of manufacturing sector activities are within the food, beverages and

tobacco subsector.

The figure below indicates the GDPR performance per CWD municipal area between 2007 and 2017.

GDPR growth per municipal area, 2007 - 2017



Source: Quantec Research, 2018 (e denotes estimate)

The table below indicates the Stellenbosch municipal area's GDPR performance per sector.

Stellenbosch GDPR performance per sector, 2012 - 2017

Sector	Contribution to GDP (%) 2016	R million value 2016	Trend		Real GDP growth (%)					
			2006 - 2016	2013 - 2017e	2012	2013	2014	2015	2016	2017e
Primary Sector	6.2	908.5	1.1	0.0	0.6	1.6	6.7	-3.8	-9.4	4.9
Agriculture, forestry and fishing	6.0	880.4	1.1	-0.1	0.6	1.5	6.7	-3.9	-9.7	4.8
Mining and	0.2	28.1	1.2	3.9	1.6	3.4	7.1	0.2	0.6	8.0
Secondary Sector	24.0	3 491.8	0.0	-0.2	1.3	0.0	0.2	0.1	-0.3	-1.1
Manufacturing	17.1	2 496.1	-1.0	-1.0	0.5	-1.4	-0.9	-0.6	-0.7	-1.5
Electricity, gas and water	1.4	208.3	0.4	-0.7	1.6	0.7	0.1	-1.6	-2.5	-0.1
Construction	5.4	787.5	5.4	3.4	5.1	6.6	4.8	3.7	1.6	0.5
Tertiary Sector	69.8	10 112.2	3.6	2.6	3.8	3.6	3.1	2.5	2.3	1.4
Wholesale and retail trade, catering and	20.0	2 913.9	3.9	2.7	5.2	3.7	3.1	3.3	3.2	0.3

accommodation										
Transport, storage and communication	10.7	1 564.3	5.4	4.1	4.9	5.2	5.7	3.0	2.9	3.8
Finance, insurance, real estate and business services	21.6	3 144.2	3.6	2.8	3.3	3.1	2.9	3.3	2.5	2.1
General	10.7	1 562.0	2.6	1.2	2.4	3.4	2.5	0.3	0.4	-0.6
Community, social and personal services	6.7	976.5	1.7	1.2	2.4	3.5	1.0	0.4	0.7	0.7
Total Stellenbosch	100	14	2.5	1.7	2.9	2.6	2.7	1.5	0.9	1.0






Source: Quantec Research, 2018 (e denotes estimate)













The Stellenbosch municipal area economy is estimated to have grown slightly faster in 2017 compared to 2016, mainly as a result of higher growth in the agriculture, forestry and fishing sector, which experienced contractions in 2015 and 2016.

It is noted that 2016 data indicate finance, insurance, real estate and business services at 21.6 %, wholesale and retail trade, catering and accommodation at 20%, and manufacturing 17.1% as the three largest sectors, with the first two reflecting positive trend lines, but manufacturing showing a slight decline. Add transport, storage and communication at 10.7%, and these four sectors represent 69% of the Stellenbosch economy.

The decline in the construction sector would seem to correlate with the depressed global economy and may reflect negative investor sentiment toward the local economy. GDP growth has declined and remains flat at around 1% in 2016/17. This reflects trends in the broader South African economy and is concerning, as despite the Western Cape having a good administrative and regulatory environment and a pro-business stance, overall sentiment toward and within South Africa is inhibiting regional growth.

State of the Greater Stellenbosch Area

Demographics			Population Estimates		
	Population			Households	
	176 523			52 374	
Education			Poverty		
	Matric Pass Rate	86.9%		Gini-Coefficient	0.62
	Learner-Teacher Ratio	32.4%			
	Gr 12 Drop-out Rate	23.0%		Human Development Index	0.72
Health			2016		
		P		rima	ry
		14			

Health Care Facilities	Immunisation Rate	Maternal Mortality Ratio (per 100 000 live births)	Teenage Pregnancies – Delivery rate to women U/18		
14	85.6%	0.0	4.5%		
Safety & Security		% Change between 2016 & 2017 in # of reported cases/100 000			
	Residential Burglaries	DUI	Drug-related Crimes	Murder	Sexual Offences
	2.4%	35.0%	7.7%	-16.7%	-2.8%
Access to Basic Service Delivery		% HHs with access to basic services, 2016			
Water	Refuse Removal	Electricity	Sanitation	Housing	
98.5% 	71.0% 	90.9% 	98.1% 	65.1% 	
Road Safety	Labour	Socio-economic Risks			
Fatal Crashes	Unemployment	Risk 1	Drought		
Road User Fatalities		Risk 2	Financial Sustainability 		
41 	11.9% 	Risk 3	Sluggish Economic Recovery		
Finance, insurance, real estate and business services	Wholesale and retail trade, catering and accommodation	Manufacturing			
 21.6%	 20.2%	 17.0%			

The table below reveals the employment shares of the different sectors in Stellenbosch and shows the increase in the community services sector as well as the decline in the manufacturing and agricultural sectors.

Stellenbosch employment growth per sector, 2012 - 2017

Sector	Contribution to employm	Number of jobs 2016	Trend		Employment (net change)					
			2006 - 2016	2013 - 2016	2012	2013	2014	2015	2016	2017e
Primary Sector	14.8	11 076	-5 933	1 333	461	557	-601	2 212	-526	-309
Agriculture, forestry and fishing	14.7	11 044	-5 934	1 328	460	557	-603	2 210	-525	-311
Mining and quarrying	0.0	32	1	5	1	0	2	2	-1	2
Secondary Sector	15.7	11 729	267	859	117	316	159	156	110	118
Manufacturing	10.3	7 745	-568	217	-147	192	-42	88	-104	83
Electricity, gas and water	0.2	155	50	24	4	3	5	5	6	5
Construction	5.1	3 829	785	618	260	121	196	63	208	30
Tertiary Sector	69.5	52 072	13 467	7 059	1 160	1 631	1 443	1 799	245	1 941
Wholesale and retail trade, catering and accommodation	24.4	18 284	4 890	3 200	506	496	394	913	227	1 170
Transport, storage and communication	4.1	3 087	1 378	596	222	220	107	247	-160	182
Finance, insurance, real estate and business services	16.7	12 539	3 721	1 911	311	446	374	547	215	329
General	10.3	7 698	1 639	-9	110	-79	367	-155	120	-262
Community, social and personal services	14.0	10 464	1 839	1 361	11	548	201	247	-157	522
Total Stellenbosch	100	74 877	7 801	9 251	1 738	2 504	1 001	4 167	-171	1 750

Source: Quantec Research, 2018 (e denotes estimate)

The following table indicates the skills levels of formally employed workers in the Stellenbosch municipal area. Skills levels can only be determined for formal employment, and in 2016, 73.1 per cent of workers in the local municipal area were formally employed.

Stellenbosch skills level, 2016

Skill level contribution (%)		Average growth (%)		Number of jobs	
Skill level	2016	2006 - 2016	2013 - 2017e	2016	2017e
Skilled	23.8	2.3	1.9	13 030	13 068
Semi-skilled	42.7	2.0	2.4	23 392	23 593
Low-skilled	33.5	-1.0	1.5	18 307	18 128
Total Stellenbosch	100.0	1.0	2.0	54 729	54 789

In 2016, 54 729 people were formally employed and increased slightly to 54 789 people in 2017. The largest proportion of people who were formally employed in the Stellenbosch municipal area in 2016 are semi-skilled labour (42.7%).

Employment for semi-skilled workers has grown at a higher rate (2.4 % p.a. over the last five years compared to other skills levels, which indicates a rising demand for semi-skilled workers and highlights the importance of skills development. The higher growth and large proportion of workers who are semi-skilled are in line with the large proportion of workers in the wholesale and retail trade, catering and accommodation sector (24.4 %) and the large net change in employment in this sector over the last five years (3 200 workers).

5. LOCAL ECONOMIC DEVELOPMENT STRATEGY

Local Economic Development (LED) is not an explicit municipal function as defined in the Constitution of the republic of South Africa, 1996. Instead it is an obligation imposed on local government in terms of Sections 152 and 153 of The Constitution, which determine amongst others that the objects of local government are to promote social and economic development to strive, within its financial and administrative capacity, to achieve the objects set out in The Constitution, Amongst others through 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.

Stellenbosch Municipality is thus legally compelled to promote social and economic development in its area of jurisdiction and should play the leading role in municipal sector planning. The focus on individual sectors and spatial planning as the key focus areas, rather than on social and economic development results tends to delink economic growth benefits (increase in indicators like GDP, per capita income, etc.) into local economic development benefits (Improvement in the life expectancy rate, infant mortality rate, literacy rate and poverty rate).

Local economic development is the means of systematic identification, development and utilisation of economic opportunity, to benefit local businesses and create opportunities for local communities in order to improve the lives of residents. (Where there is positive link between economic growth and local economic development).

- As the private sector grows inclusively, poverty is reduced sustainably through job creation, and public sector income also increases.
- The growth of the informal economy reduces the demand for jobs while increasing the number of entrepreneurs and potential contributors to the private sector demand.

The health of the entire economy is important. The economy does not divide neatly into 'formal sector' and 'informal sector'. Rather, the different sectors, such as manufacturing, tourism, services, and construction, are on a continuum which has a more formal and a more informal end. The great

challenge to local government, in its support for economic development, is to enable the creation of as many opportunities for work as possible, at different points long the continuum, while ensuring health and safety, orderly planning and management. All work, whether in the more formal or more informal ends of the continuum, has to be valued, and especially when unemployment is as high as reported for the Stellenbosch municipal area, and when there is a highly probable link between unemployment and crime. The numbers of people relying on the informal economy for work can and will increase and the formal economy struggles to grow and make meaningful progress in global markets.

Given the above Local Economic Development is therefore a multi-stakeholder effort in support of creating economic opportunities for both the private sector and the local community.

Strategic approach

The strategic approach to LED is broadly to create opportunities at both ends of the LED continuum in the following ways:

- To maximise prospects of sustained economic growth, stakeholders must be permitted to strengthen their competitiveness and collaboration within the local business environment. Networking, local government responsiveness to business needs, effective service delivery and business oriented organisational structuring will be used to address this aspect
- New business development or investment and expansion of existing businesses will be actively promoted, as the consequence of increased investment more often than not resulting in new jobs and local economic growth. Spatial development framework planning, the Integrated Zoning Scheme, aligned municipal infrastructure services provision and municipal financial management tools will be used to address this aspect.
- It appears that the formal economy is rapidly becoming more informal, as seen in the increase in the number of occupational practices and businesses run from residential premises. The informal economy offers diverse opportunities for absorbing those who have lost their jobs, and for new entrants into the economy. The integrated zoning scheme, aligned municipal infrastructure services provision and municipal financial management tools will be used to address this aspect.
- Create an enabling environment. An enabling environment refers to “a set of policies, institutions, support services and other conditions that collectively improve or create a general business setting where enterprises and business activities can start, develop and thrive.” Spatial Development framework planning, the integrated zoning scheme, aligned municipal infrastructure services provision and municipal financial management tools will be used to address this aspect.
- The formal and informal parts of the economy are mutually interdependent. The good health of one depends on the good health of the other. It is difficult to promote growth of smaller enterprises, if the overall rate of economic growth is slow. Dedicated networking projects to create opportunities for the informal economy to contribute to the demands of the formal economy will be used to address this aspect.

6. 2019 STELLENBOSCH SECTORAL OVERVIEW

Agriculture

Commercial agriculture remains important- need policy certainty regarding tunnels, water rights, and treated effluent water. New reality being created by water scarcity, and should be addressed

Progress is being made with "kleinboere" on farm 502- good relationship formed with DRD&LR and the Farmer Support Unit. Discussions regarding renovation of a pack shed, and regarding a 1-hectare hydroponic installation adjacent to the pack shed in the name of the existing co-op.

Process initiated to award 150h of Municipal agricultural land to suitable applicants.

Small-scale farmers need to access to a value-chain facility- presently washing strawberries at home, with no refrigeration capability, resulting in lower margins and prices.

All Municipal interventions and initiatives should be guided by the principle of setting people up to succeed. It serves little purpose to give people land which has no, or little water, and expect a sustainable business outcome.

It should be noted the most productive small farms in the world are in Holland, and Wageningen University is a world leader in agri-science. Although these farms are small they are farmed on an industrial scale in structures that control heat and expiration, nutrition, energy consumption and the like. This means small plots in South Africa- solvable water constraints aside -need not be marginal at all, but would require the construction of structures which people may resist as visual pollution of the tourism asset.

Intervention	Rank 1 (low)- 5 (high)	Comments
502 Pack house	5	
502 Hydroponic system	5	
Fencing	3	
Elsenberg collaboration	4	
22 farmer initiative.	4	
Hemp		

Ranking scale: 1 important, but longer term- 5 high importance, pursue actively

Infrastructure

On-going projects at varying degrees of formalisation:

- Solid waste site development, and recycling
- Transit-oriented development
- New Municipal offices
- Discussions around traffic congestion, and including the Western bypass option

Sector	Project Description	2017/18 R'000	2018/19 R'000	2019/20 R'000
Sanitation	Extension of WWTW: Stellenbosch	81 277	10 000	-
Sanitation	New Plankenburg Main Outfall Sewer	23 856	26 644	-
Water	1 Water Treatment Works: Paradyskloof	20 000	6 000	-
Water	Bulk Water Supply Pipe Reservoir: Dwarf River (Johannesdal/Kylemore/ Pniel)	19 000	19 000	-
Housing	Idas Valley	16 000	-	-
Water	Relocation/Upgrading main water supply line	15 100	-	-
Electricity	Electricity Network: Pniel	10 300	-	-
Property	New Community Hall Klipmuts	9 000	-	-
Sanitation	Idas Valley Meriman Outfall Sewer	8 000	12 000	-
Sanitation	Bulk Sewer Outfall: Jamestown	7 867	6 356	-

Source: Stellenbosch Municipality, 2017/18 Approved Budget Schedules (SA36)

Intervention	Ranking	Comments

Integrated Public Transport & Non-Motorised Transport

It is suggested that the proposed Western Bypass will cost R750 million and result in a reduction of 7 500 vehicles per day through Stellenbosch.

This may partly address part of the congestion that besets the town. New roads are not easily practicable in the established town, and therefore solutions in that regard are elusive. This suggests that ultimately, an efficient and compelling IPT system will need implementation to trigger behavioural change.

Knowledge and Education

The Municipality has in the past positioned as the Valley of Innovation. Whilst this is a compelling contemporary narrative, it bears further interrogation as to the nature of the competitive advantage in this positioning, and its sustainability.

Whilst it is true that the presence of Stellenbosch University and its Launch Lab and Innovus operations, as well as numerous TVET and other institutions of instruction may speak of innovation and entrepreneurship, it is less clear what the broader effect is.

The Launch Lab, Innovus and Technopark all operate in the fintech space- the modern economy of the Fourth Industrial Revolution, and that there are very successful businesses in these areas.

What is less certain is the real extent to which this can be claimed as a strategic advantage and positioning over other areas. Cape Town has UCT and the Silicon Cape narrative, Kenya has silicon ambitions, so it is difficult to ascertain where Stellenbosch is on an innovation trendline- mirroring the trend of the Cape Town metropolitan region, or displaying a break-out trend.

In an area where large amounts of unskilled and semi-skilled jobs are needed to facilitate inclusive growth, the definition of innovation must surely include inventive ways to address this.

Intervention	Ranking	Comments
CoCollaboration Space	5	Urgent need- speaks to Municipal property section below

Municipal Procurement

- Need to develop local suppliers to a level whereby they are able to participate more actively in bigger parts of the Municipal procurement process.
- Keeping more Municipal spend circulating within the local economy would have a major positive impact on local lives.
- Need to balance artfully and legally the legal need for conformance with the service delivery need of performance.
- Doing new things- especially in the LED/Procurement space will require process to move from mechanistic to results and outcomes driven.
- It is believed that a facility as described in the SMME support section below will function as a place where local entrepreneurs can be hosted and developed in a collaborative environment, in an on-going way.

Intervention	Ranking (Scale 1-5)	Comments
Supplier devp.	5	
Tender information	4	

Municipal Property

A small project was initiated whereby a number of Municipal properties were identified and proposals were called for business plans for the better utilisation of such properties with the purpose of facilitating small business market access and potential to create jobs.

This project is on-going- all proposals have been through an evaluation process, and preferred operators have been identified. The insight gained from this first such initiative will be useful going forward when further exercises are initiated, to make control of intended outcomes even tighter.

It should be noted that the Municipality property portfolio is significant, and needs thorough interrogation as to suitable economic usage. The Municipality currently occupies historic properties which are hardly fit for purpose, and which would be better to market for both economic and heritage outcomes.

Despite owning property the Municipality is a tenant in many buildings around Stellenbosch, and at considerable rent, which begs the question whether a new administrative precinct serving the needs of modern government should not be built. The economic impact of such forethought would be significant.

Intervention	Ranking (Scale 1-5)	Comments
Asset realisation	5	LED hubs

Dorp Str	3	Interest through Wesgro
Technopark	3	Interest through Wesgro
Co-Collaboration Space	4	Need to ID suitable venue

Public Open Space

Three Municipal Open Public Spaces have been identified as prime projects for improved utilisation by the community, but with specific reference to economic opportunity which this will unlock. The three properties identified are Jan Marais Park, the Play Park in Pniel, and the Market in Mark Straat.

Developmental Business Plans have been commissioned for both Jan Marais Park and the Pniel Park, and once completed will be used as the documents for further engagement with the community and the administrative leadership.

The Market street market is proposed as hosting only artisanal crafts and artists. This would include coopers, shoe makers and leather goods, and the kind of food and artisanal products that would historically have been traded in the market.

Intervention	Ranking (Scale 1-5)	Comments
Jan Marais	5	Business Plans in development
Pniel	5	Business Plans in development
Market@market street	4	
Mayors market	4	

SMME Support

It is desirable that the Municipality consider the establishment of a shared space along the lines of the Stellenbosch University LaunchLab, where start-up and small local businesses can crowd in resources, share experiences, and receive guidance and mentorship.

This shared space- not for free- will be able to serve as a base for emerging entrepreneurs, who will share hot desks, meeting rooms, & lecture space.

It should be open 24/7, and should serve as the physical infrastructure that enables interaction between local SMMEs, their customers, and all enterprise development institutions. It should also serve as a space to host coding initiatives as coding skills are fundamental to inclusion in the fourth industrial revolution.

Intervention	Ranking	Comments
Co-creation hub	5	Quick & V.N.B.

Special Purpose Vehicles

For the Municipality to give meaning to "the role of the entrepreneurial state in inclusive growth" much thought will have to be given to the level of active

participation as an investor/operator or as a project driver, to initiate and achieve meaningful inclusive economic opportunity from planned projects and initiatives.

Questions around what the Municipality should initiate, what it should own and in what ownership structure and with what partners, as well as exit strategies all need to be clearly understood.

The capacity and willingness of the Municipality to raise finance within government, and within capital markets needs further consideration.

Intervention	Ranking (Scale 1-5)	Comments
PPP/SPV groundwork	5	

Tourism

As tourism is such an important part of the local economy, and needs attentive oversight for the long term, the aims and objectives of the National Tourism Sector Strategy (NTSS) are shared:

Vision: A rapidly growing tourism economy that leverages South Africa's competitive advantages in nature, culture, and heritage, supported by innovative products and service excellence.

Mission: To increase the direct contribution of tourism to the economy through collaborative planning, and the implementation of agreed priority actions.

Values:

- **Trust-** the multiple partnership relationships shall be built on trust; all parties should have mutual trust that they are all aiming for the same vision and goals.
- **Accountability-** All players shall accept responsibility to deliver actions and objective on which they embark.
- **Respect for our culture and heritage-** All tourism development and activities shall respect all aspects of South Africa's diverse heritage and culture.
- **Responsible tourism-** all tourism development and activities shall deliver on the triple bottom-line, namely economic, social, and environmental sustainability.
- **Transparency and Integrity-** All stakeholders in the industry shall act with the utmost integrity in their dealings with each other, with other role players in South Africa and elsewhere, and with tourists and visitors.
- **Service excellence-** The entire industry, including non-tourism service providers such as retail and Home Affairs, shall consistently strive for service excellence towards all our tourists.
- **Upholding the values of the Constitution-** human dignity and equality shall be respected
- **A commitment to transformation-** The entire industry shall understand and unequivocally support the moral need for transformation.
- **Flexibility and adapting to change-** As a sector we shall be responsive and ready and willing to change and adapt as circumstances require.
- **Collaboration and cooperation between all stakeholders,** in particular in the areas of destination marketing.
- **A commitment to accurate, reliable, timely data and market intelligence** to guide tourism planning and monitoring.

Goals and pillars of the NTSS, set out as:

- Goal: Inclusive and quality growth of the South African Tourism economy
- Pillar 1: Effective Marketing
- Pillar 2: Facilitate Ease of Access
- Pillar 3: The Visitor Experience
- Pillar 4: Destination Management Practice
- Roles, responsibilities and capabilities of provincial and local government in tourism.
- Research, analytics and statistics.
- Inter-departmental support for tourism.
- Standards, guidelines and quality assurance.

By accepted metrics, tourism within the Stellenbosch Municipal area contributes R1.5 billion to GDP, if a 10% share as per the National economy is used. Indeed the figure may well be higher due to the concentration of tourism attractions within the area.

Tourism remains one of the most important sectors due to its ability to attract foreign exchange, but also because of its ability to add jobs relatively quickly.

The tourism sector is sophisticated, world-class and well-resourced and tightly integrated with the wine industry, heritage, knowledge and culture.

The Municipal contribution to its Constitutional obligation towards marketing of tourism within Stellenbosch, takes place through the funding of external bodies performing a Municipal function policy and under which funds are granted to Stellenbosch 360, Franschhoek Wine Valley Tourism, Dwarsrivier Tourism, and Stellenbosch Wine Routes.

The basis of this funding is in historical tourism offices, where tourists could get advice directions and operators could place marketing collateral.

That being said the market and its operations are very different. Back in the day there was no internet, bookings were done by travel agents, and there was reassurance and help in a local tourism bureau.

The world now a different place, and the way people travel is different. A digital expert at the Africa Travel Indaba advised that online travel bookings have stabilised at around 50% of the total. Certain activities are commoditised by the internet- local air tickets and hotels serve as an example. But when complex bookings are required- a barge holiday, or cycling in Provence, or hiking in Nepal, and even at the destination there is strong evidence to suggest human interaction is preferred.

Within the Stellenbosch Local Tourism organisations, a huge store of institutional knowledge resides. That knowledge, combined with savvy marketing plans that promote the greater good of the Greater Stellenbosch, must be leveraged to properly position the Stellenbosch brand and destination, and interrogate the broad development direction of tourism.

Marketing is largely an expense for the private sector. Therefore, the Municipal tourism funding should shape the strategic direction of tourism development and seek to both broaden and increase participation, rather than subsidising already well-resourced private enterprises.

This is not to say that the Municipality should not actively participate. The area of festivals and events can, with compelling offerings, help to improve seasonality. However, once events are seeded, an exit strategy should be in place where commercialisation, with the Municipality owning intellectual property and sponsorships rights, is pursued with staging opportunities being made available to local SMME operators.

Tourism Product Development:

The Municipality is in a position to initiate and coordinate a number of new tourism possibilities within the municipal area, such as:

- The Ida's Valley dam is earmarked for hiking trails
- The Berg River dam must have tourism potential
- Trails- develop mixed use trails for mountain bike touring, hiking and slack-packing, and equitrailing, with the potential for overnight tented camps-catering and security, and inclusion of outlying communities, and connecting towns, which will require coordination and permissions of multiple landowners.
- Business tourism has big potential, and the Municipality should exercise oversight of the development of the sector. Information on available facilities, service providers, accommodation and the like should be made available to accredited organisations.
- Blue Sky projects on the catalytic column of the LED matrix as described earlier include development of a botanical garden at Jan Cilliers/Wemmershoek, with hiking trails, consideration of a regional airport at Klapmuts, and hotel and conference facilities.

Intervention	Ranking	Comments
Dam development	5	
Stb-FHK trail	5	
MTB development	5	
EPWP interns	5	

External Resources

- The Municipality needs to further develop and deepen its economic relationships with multiple-role players. These would include relevant

National and Provincial Departments, as well as SOCs and other state institutions such as:

- WESGRO
- National Department of Trade & Industry
- National Department of Small Business
- Small Enterprise Development Agency
- Small Enterprise Finance Agency
- National Department of Rural Development & Land Reform
- National Youth Development Agency
- National Empowerment Fund, and private sector initiatives such as:
- Shanduka Black Umbrellas
- SAB Foundation
- Ackerman Foundation
- Hollard
- Business Partners

It should be noted that the Stellenbosch Municipality Intergovernmental Relations and International Relations Policy can play an important role in the economic development space.

In areas such as Integrated Public Transport, solid waste management, irrigation technology, urban planning and the like, examples of global best practice can significantly improve local outcomes.

In areas of managing public/private partnerships in infrastructure development, both Malaysia and Australia can provide case histories.

Stellenbosch Investment Promotion agency

Investment and development opportunities within the Municipal area need to be properly packaged and taken to market, with forethought as to the partners and structures envisaged to execute.

There is an urgent need to infuse entrepreneurship and a nimble culture into the Municipal organisation. LED should operate at the interface of government and business, and as such should demonstrate a responsible "can do" attitude. It is true however that LED in the main is regarded as marginal to Municipal operations. LED has the potential, with correct partnerships, to positively shape the future of places and people. Smaller municipalities are convening investment seminars and hosting inviting businesses and government to pursue development opportunities for the greater good.

Intervention	Ranking	Comments
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Open for business dialogue	5	
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Attached as **APPENDIX A** is the package of projects and programmes that were identified during the PACA process and **APPENDIX B: A Local Economic Development Continuum** with projects small to large, and proposed timeframes for the implementation of projects

7. CURRENT OPERATIONS

The municipality's LED strategy is aims to benefit local businesses and create opportunities for local communities in order to improve the lives of residents. Both sides of this continuum are targeted because private growth contributes to economic growth, job creation and a stronger revenue base. On the other end of the continuum, growth in the informal economy reduces the demand for jobs while nurturing entrepreneurial innovation which in turn contributes to the private sector demand for goods and services.

The health of the entire economy is important. The economy does not divide neatly into 'formal sector' and 'informal sector'.

The municipality has undertaken a number of key initiatives to support the growth of the economy on both sides of the economic continuum. Some of the strategies employed is as follows:

STRATEGY 1: Ensure effective local business networking and sector consultation to improve the Municipality's responsiveness to local businesses, entrepreneurs and the economic environment.

Programme:1	Sectoral Meetings
Description	Regular meetings with different sectors of the local economy.
Progress	On-going

STRATEGY 2: Establish a networking and mentoring system to ensure SMME development.

Programme :1	Business Outreach Programme
Description	Regular seminars and workshops facilitated by the Municipality and Private Sector Partners
Progress	On-going

Programme: 2	Mentorship Programmes
Description	Annual mentorship programme in collaboration with a retired business people from Belgium, e.g. Xchange, and local businesses.
Progress	On-going- recruit local mentors, regularise the programme/s.

STRATEGY 3: Proactively identify opportunities for new investment and expansion.

Programme: 1	Red Tape Reduction
Description	Fast-track land development approvals and authorisations to reduce turnaround time for investors
Progress	On-going- need a Red Tape Reduction Unit- re-look and re-engineer municipal processes regarding town planning & approvals – need speedier legitimate outcomes- is a powerful investment incentive to attract business. Placement of such a function within the organisation is critical to legitimacy & success.

Programme: 2	Identification of new niche markets and other opportunities in the local economy.
Description	Inclusion of new economic opportunities in the IDP and Economic Development Strategy identified during the municipal public engagement processes for evaluation of feasibility and implementation with stakeholders.
Progress	<p>The following projects were received for inclusion in the IDP and economic development strategy if there is alignment:</p> <ul style="list-style-type: none"> ✦ Establishing new niche sectors in agri-processing in line with Project Khulisa. It is proposed the cultivation of new & niche agricultural products and beneficiation processes of on municipal agricultural land to contribute towards job creation, economic transformation and development. ✦ Land reform opportunities on public land for agricultural and tourism development in the following areas: <ul style="list-style-type: none"> ○ Klipmuts ○ De Novo ○ Koelenhof ○ Simonsberg ○ Klein Drakenstein ○ Meerlust Forestry ○ Wemmershoek ○ Dassenberg ○ Maasdorp ○ Berg River dam

STRATEGY 4: Create an enabling environment in the informal economy.

Programme 1	Informal Markets
Description	Establish informal trading markets, community markets and farmers' markets at appropriate venues, with a focus on high-intensity pedestrian and tourism routes and places.
Progress	Two markets had been earmarked for the 2018/19- -2020 Groendal and Klipmuts

Programme 2	Local Economic Development Hubs.
Description	Establish local economic development hubs and allow for the outsourcing of the management of the Hubs to improve efficiency and to strengthen local business

	opportunities. These hubs will provide to provide entrepreneurs, start-up businesses or growth-orientated SMME's access to appropriate rental space, affordable businesses services, flexible leases and access to the mainstream economic activities, where better market access could improve their success ratios.
Progress	The rights to lease were awarded for identified three existing properties: The Triangle Building , Franschhoek Victoria Building, Stellenbosch Agricultural Hall, Stellenbosch New Development: Jamestown Economic Development hub

Programme 3	Development of Public Open Spaces
Description	Facilitate the development of recreational attractions in selected natural environments and established cooperatives in local communities to participate in the development, management and marketing of these attractions.
Progress	Two sites has been identified as pilot projects to develop business plans: <ul style="list-style-type: none"> ✦ Jan Marais Park ✦ Pniel River Park

STRATEGY 5: Manage and develop tourism as one of the key economic sectors

Programme 1	Tourism Development
Description	Facilitate the development of tourism attractions in all sectors and at all levels of the local economy.
Progress	<p>A Strategic Tourism Business Plan is in development to:</p> <ul style="list-style-type: none"> ✦ Strategic Tourism Business Plan- to identify and guide processes and role-players to properly develop the natural endowments of the area as transformative tourism catalysts ✦ Integrated route/trail development- MTB, Hiking, Running, horse-riding ✦ Accommodation, food, maintenance and security on trails and routes ✦ Development of activities around, and inclusion of Idas Valley Dam and Berg River dam into route/trail development. ✦ Development of old Donkey Trail over Jonkershoek into Dwarsrivier Valley. ✦ Development of Tourism internships through the EPWP programme <p>Develop "off-road" (non-motorised) connection between Franschhoek and Dwarsrivier and Stellenbosch.</p> <p>Development of open public space as artisanal trading and cultural performance space to enable transformative market access.</p> <p>Co-ordinate and create linkages between role-players in the development of the MICE sector (meetings incentives, conferences and exhibitions), which is a very important mechanism to counter seasonality</p> <p>Sport tourism- this sector covers the high-performance sector- off-season training for high performance teams and individuals from overseas who will stay and train for lengthy periods, as well as adventure sport, rock climbing, paragliding, and recreational sport- trail running, slack-packing</p> <p>New niches has been identified such as mountain bike trails, business conferencing</p>

Programme 2	Development of a Tourism Policy
Description	Ensure implementation of strategies to develop and transform the tourism sector, and ensure equitable and appropriate funding.
Progress	To be commissioned in 2019/20 financial year
Programme 3	Eco-tourism partnerships with private & tourism development framework

STRATEGY 6: Facilitate rural development and farmer support

Programme 1	Access to Municipal Agricultural Land
Description	Facilitate the development of new farming operations for emerging farmers on municipal land and through cooperation with existing farms.
Progress	<p>As part of the Agri-Park project Stellenbosch Council approve the establishment of a Farmers Production Support Unit on a portion of land as part of a 65 hectares of land which is under lease to 10 emerging farmers.</p> <p>Funding of R1,6 million has been allocated by the Department of Agriculture for the implementation of an additional pipeline for the small farmers on the Annandale Road.</p>
Programme 2	Easier agri-diversification
Programme 3	Productive uses of Municipal property

Programme 2	Collaboration
Description	Collaborate with the Departments of Agriculture, Rural Development and Land Affairs around land and farming matters.
Progress	A policy for the Management of Municipal Agricultural Land has been approved by Council. The aim of the policy is to provide access to land to emerging farmers and the establishment of an Advisory Body to advise the Municipality on the development of its agricultural land.

Programme 3	Industrial Parks
Description	As part of the Provincial Strategic Goal to grow the economy and create jobs, the Province has identified agri-processing, light commercial and new economy as key sectors to support in the Western Cape economy.
Progress	Previous studies on ERF 736/5 at Klappmuts, and title to which title vests in Stellenbosch Municipality, is acknowledged and intergovernmental engagements are currently taking place regarding future development and funding. A business case for Erf 736/5 in Klappmuts is being revised in the context of massive development planned by Drakenstein Municipality adjacent to 736/5 north of the N1 Industrial Park sites, as well as other developments in the regional node.

STRATEGY 7: Facilitate the participation of local and small businesses in the provision of municipal services

Programme 1	Implementation of Smart Procurement strategies
Description	A tool for business development and contractor development through the Supply Chain Management process

STRATEGY 8: Facilitate income generating opportunities for the unemployed.	
Programme 1	Expanded Public Works Programme
Description	The provision of income generating opportunities and skills development by making use of labour intensive methods is public funded.
Progress	EPWP funding for the 2018/19 financial year totals R5.722 million, an increase from the R4.820 million in 2017/18 (and R1.758 million in 2016/17). The Municipality created 1 439 part-time jobs in 2016/17 from the EPWP grant allocation, 106 full-time equivalent jobs are planned for 2017/18.

8. CONCLUSION

There is a growing case that economic growth will be led by cities, and not countries. Cape Town, accounting for 9.9% of SA GDP, provides economic and locational competitive advantage to the surrounding towns and cities.

It is imperative that the Municipality agrees on strategically desirable areas of development and even of specific development projects, and the who, what, where, and when are set out in an articulate and actionable plan.

The expectations of Local Economic Development tend toward small projects, which are easily conflated with poverty relief and community development, rather than game-changing possibilities.

Infrastructure is left to the engineers, Spatial Development Frameworks and Integrated Development Plans draw broad guidelines of what may happen and where. However, the LED role of visioning strategic plans for economic development is minimal.

It is accepted that not all balloons that are floated will fly. But a conversation that is iterative and that imagines & interrogates different outcomes is to be encouraged.

For society to succeed, policy-makers and markets must adopt a holistic vision- one that allows ideas, money and opportunity to flow freely and safely, -whether in respect of a derivatives trading desk in the city, or informal markets in Kayamandi- through our inter-connected lives.

"The care of human life and happiness, and not their destruction, is the first and only object of good government." -Thomas Jefferson

APPENDIX A: THE PACKAGE OF PROJECTS IDENTIFIED DURING THE PACA PROCESS

A Municipal Local Economic Development Strategy serves as a means to analyse, identify and develop a common framework of economic opportunity to benefit local businesses and enhance the well-being of the region.

Whilst it is received wisdom that economic development is largely driven through private initiatives, the realities of South Africa as a developmental state with the imperative of addressing poverty, unemployment and inequality, redraw the expectations and roles of both the private sector, and of government and its agencies.

It bears comment that the Municipality, by virtue of its administrative mandate as well as its economic contribution of a budget of R 2 billion annually, should strive to vision and catalyse an appropriate economic development strategy. This may include identifying critical and appropriate actions with Municipal assets, as well taking to market other investment opportunities that it wishes to see implemented.

The L.E.D. dilemma is that broadly speaking, an LED strategy confirms a generic list of common needs- grow the economy, enable access for business on the margins, create jobs, knowledge and digital economy, agriculture and agri-processing, light industry, infrastructure and the like.

It also bears comment that the grail cup of economic development will not appear magically- investment will follow the strategic competitive advantage of a town or region, expect investment readiness, and seek to leverage that to create sustainable value. The identification of realistic competitive advantage is foundational to the development of an executable strategy.

For historical context in the case of Stellenbosch, the 2013 PACA Process and LED Strategy listed twelve initiatives and a 10-point action plan.

The Twelve Initiatives:

1. SDF & Land use Management
2. Integrated Development Plans
3. Stellenbosch Wine Routes, Stellenbosch 360, Franschhoek Tourism
4. Public Transport Plan- Transit-oriented development
5. Municipal infrastructure backlog
6. SMME Services
7. Business Incubators
8. Crime Working group
9. Chambers of Business
10. Shaping Stellenbosch- smart city
11. U.S. sport development programme
12. Church Street development plan

The Projects identified in the PACA

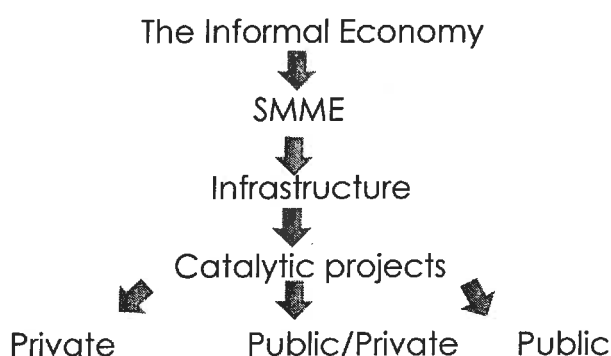
1. Optimal use of Municipal Property
 - Housing
 - Heritage Property- tourism & business potential
 - Agricultural

2. Rhenish complex and Die Braak
 - Transfer to Municipality
 - Tourism Attraction
 - RFP- corporate tenants; hospitality
 - Job creation- development phase and through tenant business
 - Revenue generator
3. Andringa Street Museum
 - New heritage tourism product
 - Hospitality and culture opportunity
4. Integrated Transport Plan
 - Multi-nodal transport system plan finalised 2014
 - Opportunities for green equipment- electric hybrids
5. Spatial Development framework
 - Certainty regarding space for development
 - Certainty regarding types of development
 - Infrastructure requirements
 - Value-chain opportunities
6. Housing requirements
 - Middle-income and gap housing
 - Densification
 - Attractive to corporate workforce
 - Expansion of Municipal rates base
 - Consumer spending remains in Stellenbosch

APPENDIX B: LOCAL ECONOMIC DEVELOPMENT CONTINUUM AND TIMEFRAMES

In 2017, an LED working paper described an LED Continuum as a reference framework for economic development and set it out as follows:

The Local Economic Development Continuum



The working paper posed questions around the Vision for economic development-

- what the clearly understood vision is,
- and the outcomes desired;
- where the vision resides politically and administratively within the organisation,
- who has operational oversight of the implementation,
- and what transversal co-operation would be required to execute across directorates.

Six points were identified as guides to activate catalytic LED action:

1. Actively populate the LED continuum
2. Identify project owners and partners
3. Current needs and opportunities and quick wins
4. Strategic and catalytic projects
5. Mayor meets Business- crowd in private sector knowledge and resources
6. LED action plans: job creation, skills development, empowerment, new business opportunities, sector development.

2019 Projects and programmes

Short term (6- 12 months)

- Economic advisory body; proper sectoral participation
- Investment promotion/development facilitation unit
 - Single point of entry for investors
 - Red tape reduction
 - Business retention and expansion
 - Pro-active and certain SDF
- Municipal farmers/ fresh/local produce market

Link to a "buy local" campaign

Exploit value-chain opportunities for small businesses- packaging, bottling, labelling, marketing, ready-to-cook

Enable aggregation & market entry for informal & SMME

Create scale- access to bigger opportunities

- Small farmers
 - Make land available- process ongoing
 - Re-allocation of irrigation rights
 - Treated effluent WWTW
- Business Development and Support system
 - Appropriate direction to SEDA, SEFA, SETA
 - SCM policy to support local business
- Establishment of informal trading sites and LED hubs
 - Ensure demand for space- critical mass
 - Regularise trading- policy, tariffs and hours
 - Enable access- suitable location to sustain business
 - Proper trader/tenant mix

Medium to long term (3-10 years)

- Investigate the establishment of a Greenfield regional commercial airport. Situated at Klapmuts node- J.V. Stellenbosch, Paarl, and private sector
- Facilitate the establishment of a conference centre
 - 600 pax capacity
 - Conference, exhibition and performance capability
- Suitable hotel to accommodate conference attendees
 - 600 pax
- Develop a government precinct
 - Accommodate three spheres of government
 - Central location to serve community
 - Linked to public transport system
- Create an entity to house portfolio of economic development initiatives
 - Municipal property for development
 - Agricultural value-chain hub
 - Small business hives- light industrial-car service, plumbers,
 - Develop ownership structures that enable long-term commercial upside for the Municipality beyond rates and services- CTICC example
 - Tourism & Hospitality initiatives on Municipal and state-owned land
- Dedicated facility for Business incubation – a Launch Lab for the people
 - Mentoring
 - Collaboration
 - Cluster
 - Entrepreneur development

The LED continuum is updated developed further to include items above that are either being implemented or deemed of interest for further interrogation.

Entrepreneur & Business Dev.	Informal Traders Market	Open Public Space	Commercial Hubs & Small agri	Industrial hives / Shared space	Catalytic Projects
SMME database	Idas Valley	Pniel	Groendal	StartHub	W/Hoek Botanical garden & Trail
SCM Supplier Development	Groendal	Jan Marais Park	Jamestown Plot	Planken brug	Local Airport
Job seekers database	George Blake	Stell 360 market	STB Clinic	Jamestown	Regional Airport
SMME Conference	Cloeterville	Hangbrug	FHK Triangle		Government Precinct
Men at Work	FHK Main Rd	FHK Circus	Ou Landbousaal		Rhenish complex
Mayors Business Forum	Bergzicht	Jonkershoek camp site	Kayamandi Corridor		Conference Center
EPWP	Bird Street		502 Kleinboere		Conference Hotel
					MTB Trail Development & Infrastructure
					Ida's Valley Dam
					Berg River dam
					Klapmuts Erf 736/5 Development Plans
					IGR & IR
					Heritage Property
					Business Tourism

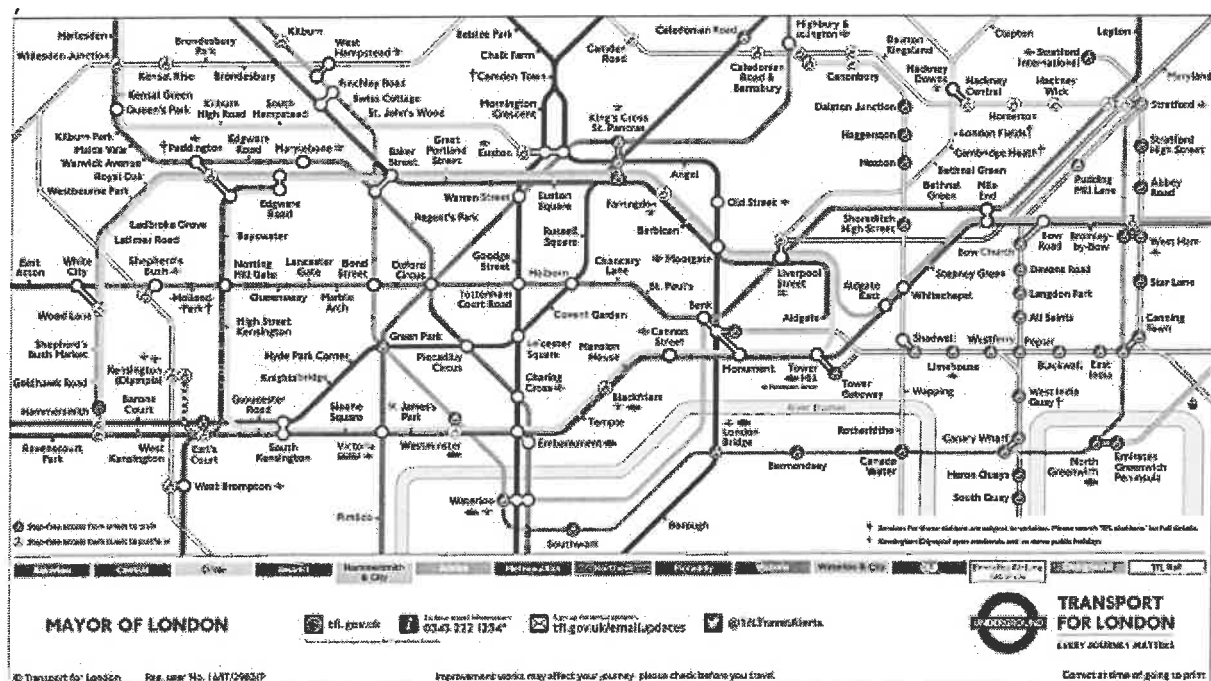
Afterword: A Case for Economic Development-The London Underground

The economic journey requires deep consideration of desired outcomes, and the means, methods and money needed to reach a desired outcome. The economic journey is evolutionary- a never-ending multi-generational and multi-national undertaking.

The economic history of the world is rich with examples of endeavors whose genesis altered the very fabric of life and times. It is worthwhile therefore to reflect on one of these.

Shortly after the opening of the Thames Tunnel in 1843, Charles Pearson, a London solicitor proposed a subway system as part of a city improvement plan. After ten years, Parliament authorised the construction of 6km of underground railway. Work began in 1860, and the line opened three years later.

Today, the London Underground is an iconic representation of economic development. With 270 stations, eleven lines with 400km of track, in 2016-2017 the system carried approximately 4.8 million passengers a day for a passenger year total of 1.379 billion. Consider the start of the journey 150-odd years ago, and where and what it is now- inextricably woven into the economic fabric of city.



Consider further that The Tube is connected to rail system that is connected to Continental Europe by tunnel beneath the English Channel, itself an engineering marvel –first proposed in 1802, attempted in 1880, begun in 1987 and opened in 1994.

The business case for the Channel Tunnel has always been interesting. A Eurotunnel public share issue took place in 1987 at £3.50, rose briefly to £11.00 in

1989, and dropped to a low of in October 1994; Eurotunnel suspended debt repayments in 1995, and underwent a financial re-structuring in 1998.

Two cost-benefit analyses of the tunnel in 2003 and 2006 indicated that there were few impacts on the wider economy and few developments associated with the project, and that the British economy would have been better off had it not been constructed.

Yet, since its opening, more than 80 million vehicles and 185 million passengers have travelled through the tunnel on the Eurotunnel and Eurostar respectively. To give a modern context, apart from £ 12 billion pounds of fresh fruit and veggies a year, a million Amazon parcels ship through the Channel Tunnel every single day.

Who would have foreseen, all those years ago, in 1860 where the journey would lead? In the case of the London Underground, its existence perfectly illustrates the words of Daniel Burnham, an American urban planner and architect of the first American skyscrapers:

“Make big plans; aim high in hope and work, and remembering that a noble, logical diagram once recorded will not die, but long after we are gone be a living thing, asserting itself with ever-growing insistence.”

Sources:

PACA (LED Strategy & Action Plan, June 2014, Stellenbosch Municipality
 Local Economic Development Policy (Draft), June 2017, Stellenbosch Municipality
 Western Cape Provincial Economic Review and Outlook, 2018
 Western Cape Municipal Economic Review and Outlook, 2018
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 The National Tourism Sector Strategy , 2017
 Stellenbosch Municipality: Fourth Generation Integrated Development Plan; First Review, May 2018

7.7.2	ADOPTION OF THE DRAFT EXPANDED PUBLIC WORKS PROGRAMME POLICY
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Collaborator No:

File no: 9/2/2

IDP KPA Ref No: 046

Meeting Date: 14 August 2019

1. SUBJECT: ADOPTION OF THE DRAFT EXPANDED PUBLIC WORKS PROGRAMME POLICY

2. PURPOSE

To request Council to approve the Expanded Public Works Programme Policy attached as **ANNEXURE 1**.

3. DELEGATED AUTHORITY

COUNCIL

In terms of Section 156 (2) of Constitution of the Republic of South Africa,

"a municipality may make and administer by-laws for the effective administration of matters which it has the right to administrate". In this instance it refers to Draft Expanded Public Works Programme Policy which seeks to set out the strategic objectives, management and implementation management guidelines for the Expanded Public Works Programme in the Stellenbosch Municipal Area.

4. EXECUTIVE SUMMARY

The policy seeks to regulate the functioning of the Expanded Public Works Programme to continue with expanded public works projects within the municipal boundaries, the management thereof, smooth functioning of the programme in compliance with relevant legislation.

5. RECOMMENDATION

that the Draft Expanded Public Works Programme Policy be adopted.

6. DISCUSSION / CONTENTS

6.1 Background

The National Expanded Public Works Programme framework provides that local government develop an Expanded Public Works Policy that is embedded within the Integrated Development Plan. The policy is expected to promote Expanded Public Works principles and the restructuring of local government activities to facilitate and create greater employment opportunities.

6.2 Discussion

This policy is to provide measures to ensure compliance in terms of:

- Contracts management
- Induction / Training
- Time and Attendance
- Data collation

The employment database complements the EPWP implementation by providing an objective method to select beneficiaries for the EPWP, hence the need to review some of the administrative processes within the policy.

6.3 **Financial Implications**

Implementation of EPWP will most probably lead to additional project costs, but these should be weighed against the social benefits.

6.4 **Legal Implications**

The recommendations in this report comply with Council's policies and all applicable legislation.

6.5 **Staff Implications**

The appointment of at least two dedicated EPWP data capturers to provide capacity for the capturing of all projects on the Information Management System of the National Department of Public Works.

6.6 **Previous / Relevant Council Resolutions**

None

6.7 **Risk Implications**

Risk relates to inefficiencies in the administration of the programme due to the temporary nature of the Expanded Public Work Programme data capturers.

6.8 **Comments from Senior Management**

6.8.1 **Director: Planning and Economic Development**

Supports recommendations

6.8.2 **Municipal Manager**

Supports recommendations

RECOMMENDATION FROM THE PLANNING AND ECONOMIC DEVELOPMENT COMMITTEE TO THE EXECUTIVE MAYOR: 2019-05-17: ITEM 6.1.1

that the Draft Policy is moved for consideration and adoption by Mayco and Council.

ANNEXURES

Annexure 1 – Expanded Public Works Programme Policy.

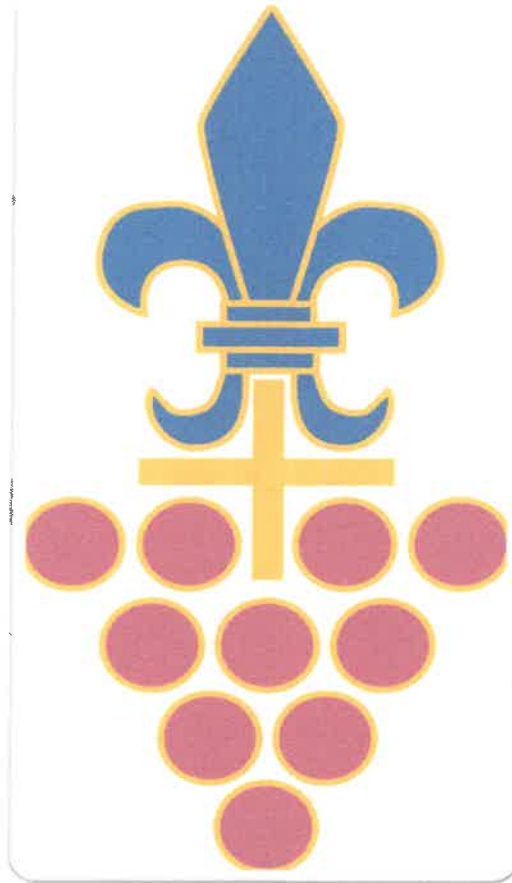
FOR FURTHER DETAILS CONTACT:

NAME	Widmark Moses
POSITION	<i>Manager: Economic Development & Tourism</i>
DIRECTORATE	<i>Planning and Economic Development</i>
CONTACT NUMBERS	021 808 8179
E-MAIL ADDRESS	<i>widmark.moses@ Stellenbosch.gov.za</i>
REPORT DATE	06-06-2018

ANNEXURE 1

EXPANDED PUBLIC WORKS PROGRAMME POLICY

2019



STELLENBOSCH
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*DEFINITIONS***1. ADMINISTRATIVE CHAMPION**

An official responsible for advocating and providing leadership and administrative support to EPWP in the municipality and represents his/her directorate/department in the EPWP Steering Committee.

2. CAPITAL EXPENDITURE (CAPEX)

Expenditure used to create new assets or to increase the capacity of existing assets beyond their original design or service potential. CAPEX increases the value of an asset.

3. DEMOGRAPHIC CHARACTERISTICS OF WORKERS

The number of workers that fall within the following categories must be recorded:

Youth (18 –35 years of age)

Women

People with Disabilities

4. ELIGIBLE PUBLIC BODIES

Those Public Bodies to whom an indicative incentive grant amount has been allocated in terms of the Division of the Revenue Act such as.....

5. EPWP PROJECT

A project registered as an EPWP project on the Management Information System of the National Department of Public Works implemented using EPWP principles and guidelines.

6. FULL TIME EQUIVALENT (FTE'S) EMPLOYMENT

Means 230 person days of work created by an EPWP project or programme, within a financial year.

7. IMPACT ON UNEMPLOYMENT

Degree to which unemployment as measured, is reduced, as a result of the implementation of EPWP.

8. LABOUR BASED CONTRACTS

Contracts aimed at fostering labour intensive work methods.

9. LABOUR INTENSIVE WORK METHODS

Labour-intensive Work Methods is the economically efficient employment of as great a proportion of labour as is technically feasible throughout the project process to achieve the standard demanded by the specification; the result being a significant increase in employment being generated per unit of expenditure by comparison with conventional equipment-intensive methods.

10. LEARNERSHIPS

A Learnership is structured learning combining classroom learning and on-the-job training. Learnerships are registered and accredited by a SETA.

11. LOCAL EMPLOYMENT

The usage and drawing from the labour pool for economic activity, who resides within the WC024

12. PARTICIPATING PUBLIC BODIES (DEFINITION)

Public bodies across National, Provincial and Local spheres of Government for whom a Full Time Equivalent work opportunities target has been set under the EPWP, in terms of the Implementation Protocol Agreement

13. PERSON DAYS OF EMPLOYMENT

An aggregate of the number of people who worked on a project multiplied by the number of days each person worked.

14. POLITICAL CHAMPION

A dedicated political office bearer or councillor nominated by Council to be responsible for advocating, providing leadership, oversight and political support to EPWP in the municipality.

15. PROJECT BUDGET

The project budget is the approved budget as appeared in the approved business plan

16. PROJECT WAGE RATE

Minimum Daily Wage Rate (whether task-rated or time rated) per individual project.

17. SECTOR COORDINATOR

A Manager or Director appointed by the Municipal Manager to lead and coordinate all the activities of a particular sector e.g. infrastructure.

18. EPWP STEERING COMMITTEE

Body responsible for advocating and implementing EPWP in the municipality. (Consisting of all Directors)

19. TRAINING PERSON-DAYS

The number of Training Person-days is the number of people who attended training multiplied by the number of days of training. A distinction must be made between accredited and non-accredited training person-days.

20. JOBS SEEKERS DATABASE USAGE

Access to the Stellenbosch Municipality database which houses unemployed, indigent, skilled and unskilled persons within the municipal boundaries.

21. WORK OPPORTUNITIES (WO)

Paid work created for an individual on an EPWP project for any period of time(a total of maximum 24 months with a 60 month period), within the employment conditions of the code of good practice for special public works programmes i.e. social sector projects, learnerships.

Final Draft

ACRONYMS

CoGTA	Department of Cooperative Governance & Traditional Affairs
DOL	Department of Labour
DPW	Department of Public Works
DORA	Division of Revenue Act
ED	Executive Director
EPWP	Expanded Public Works Programme
FTE	Full Time Equivalent
IDP	Integrated Development Plan
KPA	Key performance Area
LIC	Labour Intensive Construction (Methods)
M & E	Monitoring and Evaluation
MIG	Municipal Infrastructure Grant
MIS	Management Information System
MMC	Member Municipal Council
SCM	Supply Chain Management (Procurement Policies)
SETA	Sector Education & Training Authority
SMME	Small Micro and Medium Enterprises
SMA	Stellenbosch Municipal Area

1. INTRODUCTION

Job creation and skills development remain key priorities of the South African Government. The Expanded Public Works Programme (EPWP) is a cabinet endorsed Programme aimed at creating temporary work opportunities for the unemployed to carry out socially useful activities. The programme is implemented by all sphere of government, across four (4) defined sectors, namely the Infrastructure, Social, Non-State and Environment and Culture. Hence a policy needs to be in place to guide Expanded Public Works Programme activities in the municipally

The EPWP Policy should seeks to:

- i. Inform all departments and Units within the Stellenbosch Municipality on how their functions should contribute towards the EPWP.
- ii. Establish Stellenbosch's EPWP as an approved social economic developmental and poverty alleviation programme that promotes SMME development, employment creation and skills development.
- iii. Ensure development integration across all sectors.
- iv. Re-engineer the planning, design and implementation of programmes/projects within the existing municipal operational and capital budgets in order, to maximize greater employment opportunities per unit of expenditure.
- v. The Expanded Publics Works Programme is about the reorientation of line function budgets so that the expenditure by government results in increased employment opportunities and training, particularly for the unemployed and unskilled labour.
- vi. The following main objectives of the programme, inter alia, to create an enabling environment to:
 - Create employment opportunities for the unemployed within local communities through the implementation of an EPWP implementation plan which collectively cuts across the different sectors inter alia, the Infrastructure, Social, Environmental and Economic Sectors.
 - Develop SMME's to execute EPWP work by facilitating the transfer of technical, managerial and financial skills through relevant Sector Education and Training Authority (SETA) & Department of Labour(DOL) courses, in properly structured learnerships programmes.
 - Maximizes the percentage retained of the total annual budget spent within the local communities in the form of wages. Promote the procurement of goods and services from local manufacturers, suppliers and service providers.
 - Develop skills within communities through EPWP training, by (SETA) accredited training providers.

2. PROBLEM STATEMENT

- 2.1 Addressing Unemployment and alleviating poverty are two of the cornerstone challenges which need to be addressed by all three spheres of government being local, provincial and national;
- 2.2 The EPWP Programme seeks to straddle all three spheres of government and provide a framework to address the cornerstone challenges of unemployment and alleviating poverty;
- 2.3 The implementation – on the back of the success of the initial EPWP programme and EPWP II programme – of EPWP III was approved by Cabinet in November 2013 for a five year period 2019/20 to 2013/24;
- 2.4 Funding of the EPWP programme comprises of:
 - 2.4.1 Direct grant funding from national government in the form of a municipal grant, as directed by annual DORA allocations;
 - 2.4.2 Budgetary allocation from the annual divisional operating budgets
- 2.5 EPWP III seeks strategically increased targets and more focused and specific objectives namely employment creation, income support, the development of community assets and the provision of services.
- 2.6 EPWP III seeks to achieve nationally, the creation of 2,557,073 full time jobs and 6,378,438 work opportunities within the designated 5 year period;
- 2.7 EPWP is to be implemented across four defined sectors being:
 - 2.7.1 Infrastructure Sector

EPWP III seeks to promote the use of labour intensive methods in both the construction of and maintenance of public sector infrastructure

In particular the following have been identified focus areas:

- Road Construction and Maintenance;
- Integrated Human Settlements;
- General Construction and Maintenance;
- Storm Water programmes;
- Water and Sanitation Programmes;
- Large Projects with a labour component in excess of R 30 million;
- Infrastructure related projects;
- Municipal street and storm water asset maintenance;
- National youth services promoting the training of youth between the ages of 18 and 35 on artisan trades in the built environment;
- Learnerships aimed at developing contractors and training supervisors in labour intensive methods of construction.

2.7.2 Environment and Culture Sector

The central tenant in this sector is to leverage off our natural, social and cultural heritage in a manner which unlocks medium and long term job opportunities for fostering social cohesion.

In particular the following have been identified focus areas:

- Waste Management – both asset maintenance and working on waste;
- Tourism and the Creative Industries;
- Sustainable land based livelihoods;
- Parks ;;
- Museums and Heritage sites;
- Sustainable Energy;
- Public Open Space Management;
- Environmental Management;
- Cleaning Campaigns;

2.7.3 Social Sector

Seeks to promote programmes which contribute to the improvement of: health services, early childhood development, community crime prevention, school nutrition and other social services.

In particular the following have been identified focus areas:

- Social Services;
- Early Childhood Development;
- Community Safety Programmes;
- Home Care Givers and Pharmaceutical assistants;
- Sport and Recreation;
- HIV Aids and Health Programmes;
- Cemetery Maintenance;
- Law Enforcement, Disaster management and Fire Services;
- Youth Development;
- Food Safety;
- Sport, Parks and Recreation

2.7.4 Non State Sector

Encourages NPO's to approach government with programme's aimed at creating income for large numbers of people through "socially constructive activities in local communities."

In addition EPWP seeks to place emphasis on the identification of the following focus areas:

2.7.5 Cross Cutting Sector programmes

Promotes leveraging of other labour promotion initiatives and training initiatives for officials which will enhance labour orientated programmes

In particular the following have been identified focus areas:

- National Skills Fund;
- Skills development programmes;
- Learnerships

2.7.6 Enterprise development Sector Programmes

Seeks to provide access to opportunities for locally based SMME's in labour orientated contracts.

In particular the following have been identified focus areas:

- Local Economic Development;
- Contractor Development;
- SMME Incubator Programmes

This will be achieved via:

- Capacity building programmes for local communities aimed at facilitating technical skills transfer coupled with managerial and financial skills;
- Set-aside procurement spend for consumption of local goods and services by including the strategic objectives of EPWP III in to the tender specification project stage as well as the tender adjudication stage of the project life cycle.

- 2.8 The Stellenbosch Municipality has in terms of its Protocol Agreement with the Provincial Government and the National Department of Public Works agreed to the targets as set out below, and to comply with all EPWP III policies and objectives.

Financial Year	Work Opportunities	Full Time Equivalents
2014/15	832	259
2015./16	889	278
2016/17	946	297
2017/18	1027	323
2018/2019	1071	337
Total	4765	1494

2.8 The Stellenbosch Municipality will participate in and contribute to EPWP III through:

- 2.8.1 The use of labour intensive methodologies in the origination, technical construction and implementation of programmes and projects in the pursuit of their capital budget;
- 2.8.2 The use of labour intensive methodologies in the origination, technical construction and implementation of programmes and projects in the pursuit of their operational budget;
- 2.8.3 The application of EPWP III will be adhered to and contributed to by all Directorates by ensuring registering projects for EPWP implementation, pursuant to their budgetary allocation.

3. STRATEGIC INTENT EPWP III

The rationale behind the EPWP programme is that municipalities should address:

- i. Sustainable livelihoods;
- ii. Skills development;
- iii. The usage of assets and services as a leverage tool for job creation.

Central to all of the above is the notion that municipalities need to “**create greater employment opportunities per unit of expenditure.**” This by its very nature infers that labour intensive or community based service delivery methods need to supersede technology or innovative service delivery for the programme to work.

The employment of labour is to be vested in the “poorest of the poor” with the “lowest of the low” skills pool. Job opportunities are to be created with ancillary training so as to empower the beneficiaries in a manner which could lead to sustainable livelihoods. It is thus incumbent on the Stellenbosch Municipality to:

- 3.1 Create temporary work opportunities through the promotion of labour intensive methodologies in the daily execution of projects and programmes;
- 3.2 To coordinate EPWP implementation across all Directorates;
- 3.3 To set clear targets in the IDP and Service delivery Budget Implementation Plans (SDBIP) for the EPWP implementation;
- 3.4 To drive accountability and responsibility for EPWP focus at all levels of the municipality in the project planning, design and implementation phases;
- 3.5 To establish a defined EPWP methodology that will ensure proper reporting, monitoring and evaluation and ensure good governance.
- 3.6 To provide the catalytic mechanism to kick start the career progression through skills training for the poorest of the poor with low level skills in a manner which provides clear measurement (possible assistance from the University of Stellenbosch or other organisations skilled in this type of measurement) of job execution for future job opportunities.

4. EPWP III POLICY OBJECTIVES

EPWP III implementation was approved by Cabinet in November 2013 for a 5 year period (2019/2020 – 2023/2014). The major thrust brought about by EPWP III are:

- i. Increased targets;
- ii. More focused and specific objectives which would broaden the development impact by inter alia:
 - Increased focus on community driven programmes, which via a transfer of wages would provide an economic catalyst;
 - Targeted programmes on the poorest areas;
 - Consolidate and strengthen markets in marginalized communities
- iii. The introduction of the following four principles:
 - a) Selection of workers based on a clearly defined process and defined criteria as stated below:

EPWP beneficiaries must:

 1. Be South African Citizens with a valid bar-coded ID (certified copy to be provided);
 2. Be a residents of designated areas where projects are implemented.
OR
 3. Be residents of agreed additional wards specifically targeted as approved by the EWPS Steering committee;
 4. Be preferably, persons from Indigent households;
 5. Be from a household with no income and priority given to one individual per household;
 - b) EPWP beneficiaries or workers will be identified and selected in three ways:
 1. The user department can motivate the extension of existing contracts due to special circumstances
 2. The user department can motivate the appointment of volunteers that fit the socio economic profile of the intended beneficiaries of the EPWP;
 3. The user department request the identification of applicant from the jobseeker database.
 - c) Work provides or enhanced public goods or community services;
 - d) Minimum labour intensity allocation appropriate to sector.

These are the guiding principles for framing, lodging and managing an EPWP project. It furthermore seeks to embody the following deliverables:

- i. Sector convergence and collaboration in promoting social protection and minimum levels of income as EPWP outcomes;
- ii. A defined path for project design aimed at strengthening development impacts and multipliers;
- iii. Opportunity spotting in the public sector with regards to utilization of quality assets and services that have transformative impacts on community development;
- iv. Training initiatives which will run parallel to work place opportunities and aimed at fostering personal development via accredited training;

- v. The usage of enterprise development principles in sub programmes to advocate small and medium enterprises in the delivery of service and assets.
- vi. EPWP III is to be implemented through all spheres of government across four defined sectors being:
 - Infrastructure;
 - Social;
 - Non-State; and
 - Environment and Culture sectors.

5. EPWP III POLICY PARAMETERS

- 5.1 The provisions of this policy as approved in the General Council Minutes dated is applicable to all Directorates within the Stellenbosch Municipality, officials, councillors and all stakeholders – internal and external – to the municipality;
- 5.2 The provisions of this policy as approved in the General Council Minutes dated will apply to all projects and programmes which commence after the adoption date;
- 5.3 The provisions of this policy are to be cross referenced with the Stellenbosch Municipality EPWP Implementation plan as updated annually by the EPWP Steering Committee.

6. REGULATORY FRAMEWORK

6.1 *Legislative Framework*

The legislative and policy framework which has reference seeks to regulate the functioning of the Expanded Public Works Programme so as to lead the adoption of expanded public works projects within the municipal boundaries, the management thereof, the early detection of irregular and unauthorized, activity, and allow for reporting thereof in terms of the Code of Conduct for Councillors and Municipal Staff Members.

Annexure 1 provides a non exhaustive legislative and policy framework.

6.2 *Accounting Framework*

The responsibility of the expanded public works programme lies with the Municipal Manager, or delegated official, who has to ensure that reasonable controls exist to support the implementation of policies.

In delegating this function to subordinates, it does not alleviate the responsibility of the Municipal Manager. The Municipal Manager has to ensure all policies and procedures are communicated to and implemented by the responsible individual(s).

7. POLICY PROVISIONS

Moving from the premise that EPWP projects and programmes are multi faceted and cross cutting through the entire municipal structure. Directorates, and each line department needs to provide a logic model within their annual planning mechanism to accommodate EPWP and to give life to the use of departmental budgets for labour

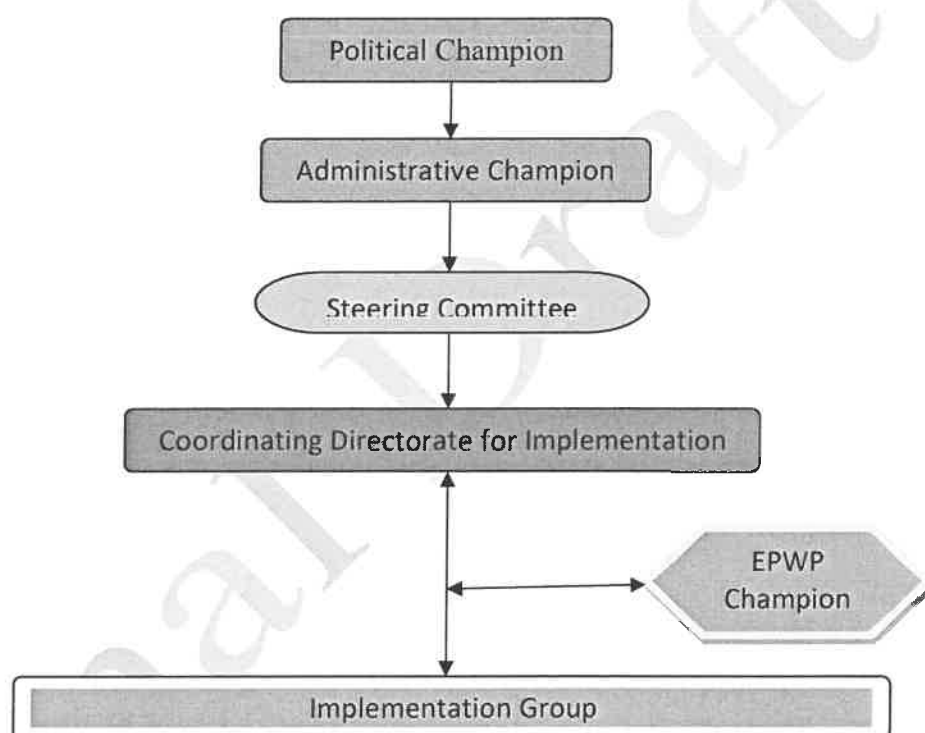
intensive contracting to provide opportunities for the unemployed.

Implicit and explicit in the EPWP Programme is the need for a stringent regulatory framework which will not only provide the correct mechanism for relationship management, but also provide the cohesive glue to ensure good governance which will ensure timeous and seamless execution.

7.1 Institutional Arrangements

7.1.1 The Stellenbosch Municipality needs to establish the necessary institutional structures to lead, coordinate, manage and monitor EPWP activities;

7.1.2 The complexion of such structure will embrace the following:



7.1.3 The mandates carried by the various functions in the institutional arrangements can be denoted as follows:

Function	Designation	Task Orientation			Key Deliverables
		Strategic	Functional	Operational	
Political Champion	Executive Mayor	✓			Political Leadership and Direction
Administrative Champion	Municipal Manager	✓			Strategic Implementation Plan with Management Team

Steering Committee	Director's Forum	✓	✓		KPA's; Budgets; Reporting; M & E
Coordinating Directorate	LED & Planning Directorate		✓	✓	Coordinated Plan; Internal and External Stakeholders; M & E
EPWP Champion	EPWP Unit		✓	✓	Referencing Database, Administration, reporting, coordination between Directorates
Implementation Group	Project Managers			✓	Project Plans; Business Plans; Daily maintenance; Reporting

7.1.4 The roles and responsibilities of such institutional structure can be deconstructed as follows:

Function	Designation	Role	Responsibility
Political Champion	Executive Mayor	Provides leadership and strategic direction.	Appoint an Portfolio Chairperson to champion and lead the EPWP process, and to ensure it is aligned to the IDP and SDBIP
Administrative Champion	Municipal Manager	Monitoring and ensures implementation via Management Team Evaluation of Implementation Performance &	<p>Appoints an ED or delegates the function of EPWP coordination.</p> <p>Ensures EPWP part of ED KPA's.</p> <p>Ensures EPWP is part of development plans of municipality</p> <p>Ensures Directorates incorporate EPWP FTE targets in to project plans.</p> <p>Ensures the effective resourcing of the institutional structures</p>

Steering Committee	Director's Forum	Strategy Formulation; KPA's; Budgets; Reporting; M & E	Overall Coordination of EPWP Setting EPWP targets Annual revision of EPWP policy Drive EPWP objectives Ensure labour quotient in projects Derive an annual implementation plan
Coordinating Directorate & EPWP Champion	LED & Planning Directorate	Coordinated Plan; Internal and External Stakeholders; M & E	Develop an EPWP Management plan and Jobseekers database Resource the EPWP office Facilitate communication between stakeholders Interpret EPWP data Manage the knowledge bank on EPWP Reporting to all relevant structures
		Facilitation; Reporting; M & E ; Support Services	Extrapolate EPWP data Manage monthly project and programme progress Communicate EPWP changes Liaise with line departments for successful execution of projects Ensure internal training requirements for EPWP are met Monitor reporting, data capturing, financial implementation Ensure EPWP branding is maintained Centralise the communication function
Implementation	Project Managers	Project Plans and	Build beneficiary files

Group		Business Plans; Daily Maintenance; Reporting	Manage daily task execution Manage appointed beneficiaries Manage budgets Identify opportunities
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7.2 Institutional Oversight Mechanisms

7.2.1 Political

The Executive Mayor as political head binds the municipality via the signing of a protocol agreement with the other tiers of government – provincial and national. Such agreement embodies the municipality commitment to targets and projects for the successful contribution to the overall EPWP target setting.

The terms of the protocol agreement is based on the information flow from the institutional structures created which serve to inform the target setting and resource allocation. As political champion, oversight is carried in the embodiment of EPWP strategic objectives both in the IDP and SDBIP.

7.2.2 Strategic

Strategic oversight is vested in the administrative champion, the Municipal Manager, whose key responsibility is to ensure that EPWP objectives form part of the key performance areas of the executive management team.

By virtue of these key performance areas, the ED team needs to develop a strategic plan/business plan which embraces the central tenants of EPWP in the broader municipal strategic plans. Such plan forms the basis for monitoring and evaluation inclusive of budget setting and tracking.

7.2.3 Functional

The functional oversight role is rooted in the establishment of clear Terms of Reference to constitute the necessary institutional arrangements. Such terms of reference will serve to provide the framework for engagement of:

7.2.3.1 The Steering Committee/ Management Team

- i. Bound by clear Terms of Reference;
- ii. Chaired by duly mandated official ex administrative champion;
- iii. Comprises representatives at Senior Management level from all Directorates;
- iv. Authorised to act by the administrative champion;
- v. Fix the regularity of meetings, to a minimum of 6 per annum;

- vi. Ensure that EPWP is a standing agenda item at the Director's forum;
- vii. Enjoy Secretariat services from the EPWP office.

7.2.3.2 The Coordinating Directorate (Planning and Economic Development)

- i. Functional oversight role is rooted in the collation and coordination of various departmental plans for embodiment in to one strategic plan;
- ii. Will develop the necessary terms of reference for the various institutional structures;
- iii. Chair the Implementation Group.

7.2.4 Operational

The operational oversight role is rooted in the establishment of clear Terms of Reference to constitute the necessary institutional arrangements. Such terms of reference will serve to provide the framework for engagement of:

7.2.4.1 The Implementation Group

- i. Chaired by the Manager LED;
- ii. Bound by clear Terms of Reference;
- iii. Fix the regularity of meetings, to a minimum of 6 per annum;
- iv. Enjoy Secretariat services from the EPWP office;
- v. Will oversee the implementation of EPWP projects;
- vi. Will consider operational requirements for EPWP projects;
- vii. Will generate
 - a. Reporting template
 - b. Collate reports from different directorates into one for the annual report.
- viii. Will advise the steering committee on strategic matters and governance or matters affecting service delivery through EPWP involvement.

7.2.4.2 The EPWP Office

- i. Will collate all data pertinent to EPWP in to the Information Management System of the National Department of Public Works;
- ii. Will furnish all the compliance reports for EPWP;

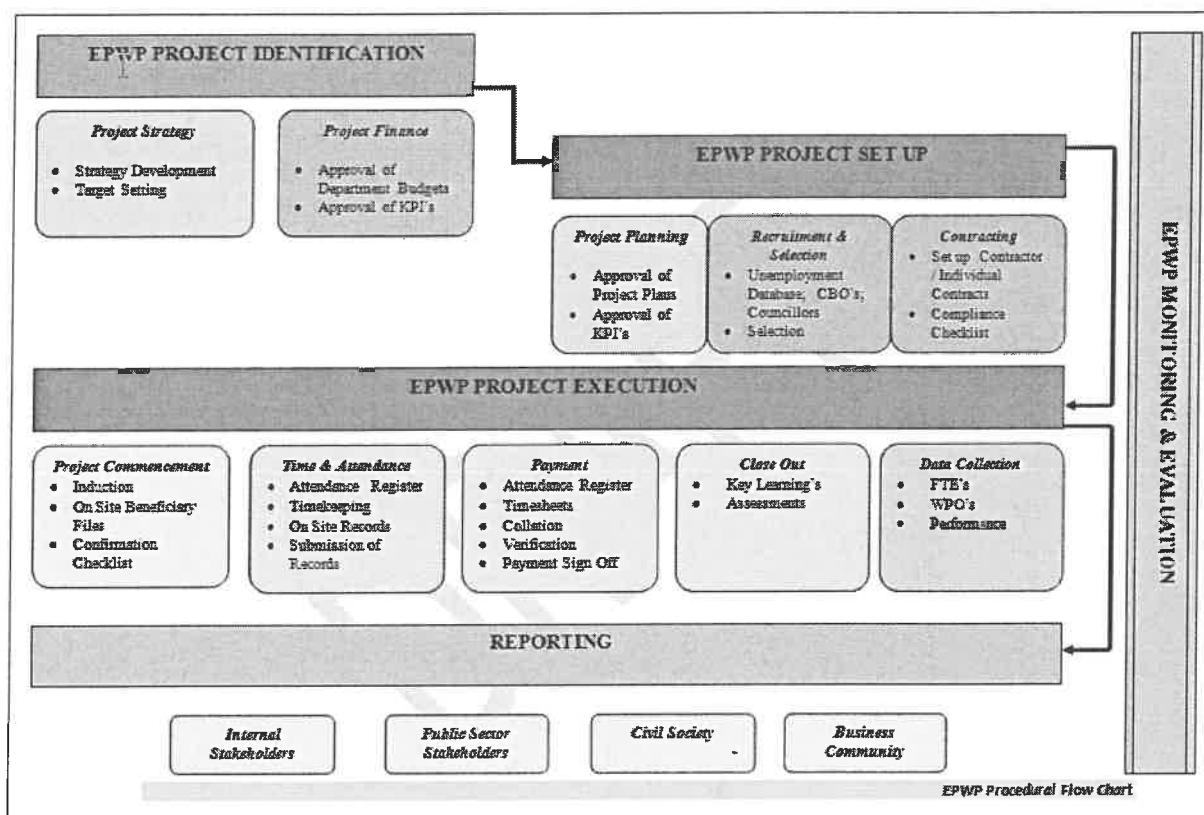
- iii. Will ensure compliance with specified Terms of Reference.

7.3 Implementation

Application of EPWP Principles

- 7.3.1 All municipal projects are to be viewed as an opportunity to infuse EPWP principles;
- 7.3.2 EPWP strategic objectives should influence line department planning, designing and implementation of projects;
- 7.3.3 Projects unsuitable for EPWP principles should be submitted for consideration by the steering committee with clear motivations as to why EPWP principles and methodologies cannot be employed;
- 7.3.4 The Steering Committee is to in exceptional circumstances endorse such deviations;
- 7.3.5 EPWP principles shall include:
 - i. The use of labour intensive methods
This has to be driven by line departments through all projects and programmes for implementation.
 - ii. Conditions of Employment
This shall be done in accordance with the Ministerial determination and Code of Good Practice.
- 7.3.6 Projects implemented by third party contractors are to be aligned to the Stellenbosch Municipality supply chain requirements and documentation, including specified or standard terms and conditions, service level agreements and reporting requirements so as to enforce compliance with EPWP principles.

The implementation process is graphically illustrated below



Each facet of the methodology seeks to provide a precursor for the successful execution of the ensuing facet. In this manner whilst fluidity of application is allowed for the merits of the project or programme, structure is maintained. This will out of necessity dissuade deviations, and should such occur place them on the agenda for remedial action.

The actual process flows are further deconstructed in the salient standard operating procedures which act as the guidelines for engagement.

8. EPWP PHASE III

8.1 Targets for Stellenbosch Municipality

- 8.1.1 As per the Municipal Protocol Agreement entered into between the National Minister of Public Works, Executive Mayor and the Municipal Manager, the following targets for Stellenbosch Municipality have been tabled in clause 2.8.
- 8.1.2 Stellenbosch Municipality will develop an annual EPWP Implementation Plan which will give a breakdown as per directorate to achieve such targets as contained in the Protocol Agreement;
- 8.1.3 The EPWP job creation targets shall be included in the Performance Agreements of the Municipal Manager, and the Executive Team;
- 8.1.4 Target emphasis will be given to women, youth and people with disabilities in accordance with the national EPWP guidelines;
- 8.1.5 Executive Directors will be responsible for job creation targets by virtue of their official discharge of:

- i. Project identification for labour intensive programmes;

- ii. Learnerships and Development programmes which can build contractors;
- iii. Contractors who undertake labour intensive programmes have completed the necessary skills training;
- iv. Ensuring that the implementation of EPWP projects are monitored and reported on in the prescribed formats;
- v. Ensuring compliance with EPWP audit standards

8.2 EPWP Funding

The Municipal Infrastructure Grant (MIG), EPWP Incentive Grant, own budget, as well as funding from Provincial and National Departments shall be used in the implementation of EPWP projects within the Municipality

8.3 Employment of Job Seekers

- 8.3.1 The recruitment and selection of job seekers from the community will be driven by the active involvement of the duly established unemployment database;
- 8.3.2 The Jobseekers Database Policy and Standard Operating Procedures has reference to the employment of job seekers;
- 8.3.3 Any other municipal programmes and policies designed to facilitate job creation and the management of indigents will be aligned to the principles of the EPWP programme and supplement the EPWP programme, so as to exclude the possibility of duplication.

8.4 Skills Development and Training

8.4.1 Skills Development of Officials

- i. Officials charged with planning, design and implementation of EPWP projects are to be trained in the implementation of labour intensive methodology across all sectors;
- ii. The LED Department in consultation with the Human Resources office will facilitate will identify training needs for each project and implement such training needs.

8.4.2 Skills Development of Beneficiaries

- i. The LED Department in consultation with the Human Resources office will facilitate will identify training needs of beneficiaries for each project and implement such training needs. Practical need is to be determined at project level based on the following factors:
 - Duration of the project / programme;
 - Nature of the work requiring training;
 - Availability of budget;

- Training and development objectives of the project or programme.
- ii. The training cost is to be absorbed in the project budget;

8.4.3 Training of Private Sector Contractors

- i. Private sector contractors are responsible for their own training;
- ii. The minimum training requirement for private sector contractors who are appointed for the design and administration of infrastructure projects is NQF level 7 unit standards – “Develop and Promote Labour Intensive Strategies” or its equivalent

8.4.4 Supporting Programme

- i. The municipality will launch appropriate Community Works Programmes and Chrysallis Programmes consistent with the strategic objectives of EPWP;
- ii. The Community Works Programme calls for the recognition of 3 days training coupled with 2 days practical work;
- iii. The municipality will ring fence appropriate projects for the Community Works Programme.

8.5 *EPWP Rate of Pay*

- 8.5.1 The Ministerial determination prescribes the minimum rate of pay for EPWP projects;
- 8.5.2 The minimum and maximum threshold rate of pay shall be used as a guide when project rates are determined;
- 8.5.3 The Municipal manager shall review and approve EPWP designations and rates of pay annually or when required;
- 8.5.4 The Municipal Manager will consider and approve the rates of pay for EPWP project, based on the recommendations by the and Steering Committee respectively;
- 8.5.5 The annual review of rates of pay will be in line with the consumer price index adjustments based on:
 - i. Rates of pay for similar work within the municipality for the specific function;
 - ii. Industry trends;
 - iii. Any other relevant factors.
- 8.5.6 Rate of pay and the review thereof is to be adhere to a top down and bottom up approach whereby:
 - 8.5.6.1 The implementing committee, comprising of the various departments, as executing arm will determine and recommend from the ground the market related rate of pay and annually

review amounts consistent with such departmental factors

8.5.6.2 The Steering Committee will evaluate the proposed rate of pay or annual review amount for consideration and if satisfied shall make the recommendation to the Municipal Manager;

8.5.6.3 The recommendation is to be ratified and authorized by the Accounting Officer.

8.6 Duration of work period

8.6.1 *A participant in the EPWP may employ for a maximum of 24 months within a 60 month cycle. In cases of exceptional circumstances/need, this provision may be reviewed on a case by case basis with the permission of the Municipal Manager.*

8.7 Application of EPWP Principles

8.7.1 All municipal projects are to be viewed as an opportunity to infuse EPWP principles;

8.7.2 EPWP strategic objectives should influence line department planning, designing and implementation of projects;

8.7.3 Projects unsuitable for EPWP principles should be submitted for consideration by the steering committee with clear motivations as to why EPWP principles and methodologies cannot be employed;

8.7.4 The Steering Committee is to in exceptional circumstances endorse such deviations;

8.7.5 EPWP principles shall include:

iii. The use of labour intensive methods

This has to be driven by line departments through all projects and programmes for implementation.

iv. Conditions of Employment

This shall be done in accordance with the Ministerial determination and Code of Good Practice.

8.7.6 Projects implemented by third party contractors are to be aligned to the Stellenbosch Municipality supply chain requirements and documentation, including specified or standard terms and conditions, service level agreements and reporting requirements so as to enforce compliance with EPWP principles.

9. EPWP COMMUNICATION AND BRANDING

The municipality will ensure that all the projects are branded, profiled and comply with EPWP Corporate Identity Manual as provided by the National Department of Public Works. The municipality will, from time to time, submit entries for the KAMOSI Awards hosted by both National and Provincial Departments of Public Works.

10. The role of the Directorate Planning & Economic Development

The EPWP Office will assume overall responsibility for the coordination, facilitation and integration of EPWP in the municipality.

10.1 Coordinating Function

The EPWP office will perform the following coordinating function:

- 10.1.1 Facilitate an integrated EPWP implementation plan;
- 10.1.2 Facilitate a review of the EPWP policies and procedures;
- 10.1.3 Facilitate the setting of EPWP targets per Directorate for both operational as well as capital budgets;
- 10.1.4 Identify all projects within the municipality which have received MIG or other grant funding and align the grant strategic objectives with the strategic objectives of EPWP;
- 10.1.5 Corporate monitoring, evaluation and reporting of the approved key performance areas of the Stellenbosch Municipality EPWP programme;
- 10.1.6 Liaison with both Internal and External EPWP Stakeholders.

10.2 Responsibility

The EPWP Office located in the Local Economic Development and Planning Directorate is accorded the following responsibilities:

- 10.2.1 A coordinating role to the implementing departments, oversight departments and the support departments,
- ;
- 10.2.3 Manage the administrative backbone in the form of the jobseekers database.
- 10.2.5 Human Resource Management
 - 10.2.5.1 The EPWP office will supplement the current human resource function as housed in the Corporate Services Directorate by providing the Human Resource custodian with the necessary source documentation for contracting;
 - 11.3.5.2 The EPWP office will fulfill the necessary functions to assist the Human Resource custodian with the daily maintenance of individual file for each EPWP worker;
 - 10.2.5.3 The EPWP office will provide the necessary source documentation to the Human Resource custodian to establish the monthly payroll;
 - 10.2.5.4 Departments shall provide a report, in a format determined by the EPWP office, on all disciplinary matters in EPWP projects conducted by Departments against its EPWP employees.

10.3 Role

Accordingly the EPWP Office is to be accorded the following potential roles:

- 10.3.1 Facilitate the implementation by departments of EPWP projects; through

- 10.3.2 Development of policies, procedures and systems relevant to EPWP and supporting programmes;
- 10.3.3 Lobbying and advocating for the EPWP implementation with all stakeholders
- 10.3.6 Monitor EPWP implementation by all departments of the municipality in terms of project milestones and deliverables;
- 10.3.7 Manage the day to day activities of the data capturers on the unemployment database;
- 10.3.8 Serve as an early risk detection mechanism for deviations from EPWP policy and procedures;
- 10.3.9 Report to all stakeholders, internal and external regarding the planning, implementation, performance of the EPW Programme;
- 10.3.10 Communicate the EPWP monitoring and evaluation process adopted by the municipality, and the reporting process to be assumed by the line departments.

11. REPORTING, MONITORING & EVALUATION

11.1 Reporting

Reporting will be done in accordance with the monitoring and evaluation framework as advanced by EPWP III which seeks to place increased emphasis on not just reaching work opportunity targets but also on the quality of service generated and the new assets created.

11.1.1 Reporting Standards

- 11.1.1.1 Work Opportunities Created – as reported through the line department programmes;
- 11.1.1.2 Assets Created – as indicated by the unit of measure for the programme e.g. kilometer of road cleared;
- 11.1.1.3 Services Rendered / Delivered – a measurement of the impact of the programme on service delivery;
- 11.1.1.4 Deep Impact – service delivery impact by virtue of EPWP programmes on participants and beneficiaries alike.

11.1.2 Reporting delegation

- 11.1.2.1 Data Capture – recording of the data at the project level with uniform templates as provided by the EPWP office;
- 11.1.2.2 Data Verification – at the EPWP office level of project reporting correlated to project plans;
- 11.1.2.3 Capturing of the Data – at the EPWP office level on the EPWP reporting system on a monthly basis;
- 11.1.2.4 Data Analysis – for presentation both to internal and external stakeholders by the EPWP office.

11.2 Monitoring

The EPWP office will:

- 11.2.1 Develop the reporting tools for the line departments to allow project and programme monitoring;
- 11.2.2 Develop the metrics of measurement for effective measurement in terms of reporting standards by embodying the reporting means;
- 11.2.3 Collate and coordinate the monitoring efforts so as to present a synthesized report to internal and external stakeholders alike.

12.3 Evaluation

The EPWP office will facilitate the evaluation process by:

- 12.3.1 Identifying ways of improving the EPWP programme;
- 12.3.2 Regularly review implementation so as to gauge:
 - i. Impact on beneficiary communities (Number of households benefitting from the programme;

12. IMPLEMENTATION PLAN

	Activity	Time Frame	Responsibility
	Reviewing of EPWP Policy	As needed	LED
	Compilation of Business Plan list		LED
	Identification of Training needs		LED & HR
	Identification of Projects and budgets	Ongoing	All Departments
	Including of projects in IDP	To be determined	IDP
	Identification of beneficiaries	Ongoing	LED & Social Development
	Capturing and approval of projects on Management Information	Ongoing	LED
	Project Implementation	Ongoing	Working Group
	Progress reports to Directors Forum	Monthly	LED
	Progress reports to MAYCO	Monthly	LED
	Progress report to Council	Monthly	LED
	Progress reports to DPW	Monthly	LED

15. CONCLUSION

- 15.1 This policy and related processes and procedures document supersedes all previously issued expanded public works programme policies;
- 15.2 This policy, processes and procedures document be recognized as provides the framework of operation and internal control mechanisms for all staff members of the municipality charged with the Expanded Public Works Programme;
- 15.3 This policy will be reviewed every two years or as deemed necessary.

Final Draft

ANNEXURE 1

Legislative and Policy Framework References:

- a) The Constitution of the Republic of South Africa Act, 108 of 1996.
- b) Intergovernmental Relations Framework Act, 13 of 2005.
- c) Local Government: Municipal Systems Act, 32 of 2000.
- d) Local Government Structures Act, 17 of 1998.
- e) Local Government: Municipal Finance Management Act, 2003.
- f) Preferential Procurement Policy Framework Act, 5 of 2000.
- g) Division of Revenue Act, 1 of 2001
- h) Basic Conditions of Employment Act, 75 of 1997
- i) Compensation for Occupational Injuries and Diseases Act , 130 of 1993
- j) Unemployment Insurance Act, 63 of 2001
- k) Stellenbosch Municipality by-laws pertaining to the Expanded Public Works Programme.
- l) The Provincial Growth and Development Strategy (2003).
- m) Cape Winelands Growth and Development Strategy (CW-GDS).
- n) Stellenbosch Municipality Integrated Development Plan (IDP).
- o) The Codes of Good Practice for Special Public Works Programmes.
- p) Ministerial Determination: Expanded Public Works Programme.
- q) The State of the Nation Address (SONA), 2011 by President Jacob Zuma.
- r) EPWP National Implementation Framework.

7.7.3	REVIEWED STELLENBOSCH LIQUOR TRADING HOURS BY-LAW FOR COUNCIL APPROVAL
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Collaborator No:

File no: 9/2/2

IDP KPA Ref No: 046

Meeting Date: 14 August 2019

1. SUBJECT: REVIEWED STELLENBOSCH LIQUOR TRADING HOURS BY-LAW FOR COUNCIL APPROVAL

2. PURPOSE

To submit the Reviewed Stellenbosch Liquor Trading By-law (**ANNEXURE 1**) to Council for consideration, where after it could be published for public participation as envisaged in section 12 to 15 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

3. DELEGATED AUTHORITY

COUNCIL

In terms of Section 156 (2) of Constitution of the Republic of South Africa, “a municipality may make and administer by-laws for the effective administration of matters which it has the right to administrate”. In this instance it refers to Reviewed Liquor Trading By-law which seeks to regulate liquor trading hours in the Stellenbosch Municipal area.

4. EXECUTIVE SUMMARY

The Reviewed Stellenbosch Liquor Trading By-law sets to rectify various short comings in the current Liquor Trading Hours By-law. The shortcomings (indicated in italic and an asterisk amongst other things, relate to the jurisdiction of power and delegated powers to enforce the aforementioned by-law.

5. RECOMMENDATIONS

- (a) that Council approves the Reviewed Stellenbosch Liquor Trading By-law for public consultation purposes; and
- (b) that the Administration be mandated to advertise said Reviewed Stellenbosch Liquor Trading By-law for public comments (60 days) after which it will be submitted to Council for final consideration.

6. DISCUSSION / CONTENTS

6.1 Background

The current Liquor Trading Hours By-law was promulgated on 15 January 2016 in the Provincial Government Gazette 7753. Due to certain shortcomings, the aforementioned policy is now been reviewed. Section 156 (2) of Constitution of the Republic of South Africa, 1966 reads as follows: “a municipality may make and administer by-laws for the effective administration of matters which it has the right to administrate. In this instance it refers to the days and hours during which liquor may be sold by licensees and for matters related thereto.

6.2 Discussion

Due to certain flaws in the current Liquor Trading Hours By-law the Administration was compelled to review the by-law.

The reviewed policy with the Schedule for Admission of Guilt Fines addresses deficiencies relating to:

- Powers to the municipal law enforcement officers to enforce the bylaw;
- Regulations on electronic selling of alcohol like the internet;
- The jurisdiction in which the by-law will be applicable;
- Consumer friendly language and easier enforceable by-law;
- Maximum fines for transgressors of the by-law irrespective of the size of the business.

6.3 Financial Implications

The proposed policy provides for penalties and this should be included in the tariff book as issued by Council.

6.4 Legal Implications

The recommendations in this report comply with Council's policies and all applicable legislation.

6.5 Staff Implications

Adequate human resources will be needed to enforce the by-law.

6.6 Previous / Relevant Council Resolutions:

No previous Council resolutions in regards to this Reviewed Stellenbosch Liquor Trading Hours By-law but the joint sitting of the Economic Development and Protection Services Committee: 2017-11-10 resolved as follows:

"that this matter be referred back to allow the Administration to prepare an accurate item (with correct appendices)."

6.7 Risk Implications

Risk relates to weak mechanisms to enforce the by-law if it is not well written.

6.8 Comments from Senior Management:**6.8.1 Director: Planning and Economic Development**

Supports recommendations

6.8.2 Municipal Manager:

Supports recommendations

ANNEXURES

Annexure 1 – Reviewed Stellenbosch Liquor Trading By-law.

FURTHER DETAILS CONTACT:

NAME	Widmark Moses
POSITION	<i>Manager: Economic Development & Tourism</i>
DIRECTORATE	<i>Planning and Economic Development</i>
CONTACT NUMBERS	021 808 8179
E-MAIL ADDRESS	<i>widmark.moses@ Stellenbosch.gov.za</i>
REPORT DATE	07-08-2019

ANNEXURE 1



STELLENBOSCH MUNICIPALITY

LIQUOR TRADING HOURS BY-LAW (Revised on 2019-05-17)

PREAMBLE

Stellenbosch Municipality, by virtue of the powers vested in it by **section 156 (2)** of the **Constitution of the Republic of South Africa** as amended, read with **section 13** of the **Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)**, herewith publish the By-law set out below.

In this by-law, words used in the masculine gender include the feminine. All

singular meanings shall include the plural interpretation and vice versa.

The English text shall prevail in the event of an inconsistency between the different texts, unless the context otherwise indicates.

INDEX

1. Definitions
2. Application of this by-law
3. Interpretation
4. Trading days and hours for sale and consumption of liquor on licensed premises
5. Trading days and hours for sale and consumption of liquor off licensed premises
6. Extension of trading times
7. Obligations of the licensee
8. Compliance and enforcement
9. Appeal
10. Offence and Penalties
11. Transitional Provisions
12. Short title

Schedule

1. DEFINITIONS

In this by-law unless the context otherwise indicates

“Act” means the **Western Cape Liquor Act, 2008 (Act No 4 of 2008)**

“agricultural area” means an area predominantly zoned for agriculture or any other equivalent such as a small holding, zoning with the purpose of promoting and protecting agricultural activity on a farm as an important economic, environmental and cultural resources, where limited provision is made for non-agricultural uses to provide owners with an opportunity to increase the economic potential of their properties, without causing a significant negative impact on the primary agricultural resources;

“authorized official” *means a law enforcement officer trained as a Peace Officer and appointed by the Municipality **

“business premises” (besigheidsperseel) means a place from which business is conducted and may include a restaurant, pub, bar or tavern, spa or wellness centre, special function venue or other building for similar uses, but excludes a place of entertainment, guest accommodation establishment, hotel, sports and community club;

“Council” means the Municipal Council of Stellenbosch Municipality.

“general business area” means an area predominantly zoned for general business or any other equivalent zoning, with the purpose of promoting activity in a business district and development corridor;

“guest accommodation establishment” means premises used as temporary residential accommodation, and includes but not limited to the provision of meals for transient guests for compensation, also including backpackers' lodges, a bed-and-breakfast establishment, guest farm or lodge(s), as well as facilities for business meetings, conferences, events or training sessions of resident guests, but excludes a hotel;

“guesthouse” (gastehuis) means a commercial residential establishment of 15 or less bedrooms, accommodating no more than 30 guests at a time, for compensation, which:-

- (a) Primary source of business and purpose is the supply of tourist accommodation, meals and beverages (which may include liquor) for transient guests;
- (b) May include facilities for business meetings or training sessions of guests on the property;
- (c) A wellness centre and conference facility for transient guests with necessary consent of Council limited to service of guests only; and
- (d) May consists of one or a group of buildings which are designed as a harmonious architectural entity.

“hotel” means is a commercial residential establishment of 16 or more bedrooms, accommodating more than 30 guests at a time, for compensation, and may include:-

- (a) A restaurant or restaurants forming part of the hotel;
- (b) Conference and entertainment facilities that are subservient and ancillary to the dominant use of the property as a hotel;
- (c) Premises which are licensed to sell liquor for consumption on or off the property together with or without meals to guests and/or the public;
- (d) May consist of one or a group of buildings which are designed as a harmonious architectural entity;

But excludes a backpacker's lodge, a bed-and-breakfast establishment, guesthouse, guest farm or lodge(s), as well as facilities for business meetings, conferences, events or training sessions of resident guests of on-consumption facilities.

“Industrial area” means an area predominantly zoned general industry or any other equivalent zoning, with the purpose to accommodate all forms of industry including manufacturing and related processing, but excludes noxious or hazardous risk activity;

“licensee” means the person who has a valid liquor licence¹ issued in terms of the Act;

“licensed premises” means the premises specified in the liquor licence or certificate issued in terms the Act;

“ internet sales distribution” means the distribution or delivery of liquor to a purchaser as envisaged in the Western Cape Liquor Act 4 of 2008, who does not attend the licensed premises from which the liquor is sold but instead orders the delivery of liquor electronically through e-mail, internet websites, interactive digital TV or like manner and such sales will be deemed to occur at the time of delivery of the ordered liquor to the purchaser*

“liquor” means any liquid or substance which contains or is intended to contain more than 1% of alcohol by volume or mass, but excluding—

“liquor authority” means the Western Cape Liquor Authority established by section 2(1) of the Act;

“manufacture” means to produce or bottle liquor with the intention of selling it”*

“mixed use development” means any urban, suburban or village development, or even housing a single building, that blends a combination of residential, commercial, cultural, institutional or industrial uses, where those functions are physically and functionally integrated, and that provides pedestrian connections.

¹ Section 33 of the Act provides for the following categories of licences –

- (a) a licence for the micro-manufacture and sale of liquor for consumption both on and off the premises where the liquor is sold;
- (b) a licence for the sale of liquor for consumption on the premises where the liquor is sold;
- (c) a licence for the sale of liquor for consumption off the premises where the liquor is sold;
- (d) in exceptional circumstances, a licence for the sale of liquor for consumption both on and off the premises where the liquor is sold

“municipality” means Stellenbosch Municipality established in terms of section 12 of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998), published in Provincial Notice 5643 dated 4 December 2000 and includes any political office-bearer, councillor, or any employee therefore acting in connection with this by-law by virtue of a power vested in the municipality and delegated or sub-delegated to such political office-bearer, councillor, or employees;

“place of entertainment” (vermaaklikheidsplek) is a place used predominantly for commercial entertainment where patrons participate in the activities or observe performances, which may on a regular basis attract large numbers of people, and may generate noise from music or revelry, and where alcohol may be consumed, such as a night club, pub, cinema, theatre, amusement arcade;

“place of sport and recreation” (buitemuurse ontspanningsplek) means land which may be public or privately owned and which is set aside for outdoor sport and recreation such as sports grounds and fields, sports stadiums, putt-putt, miniature golf, golf courses, and where the following buildings are permitted only with Council's additional consent, ablution facilities, clubhouse, stores, gatehouses and related administrative buildings;

“residential area” means an area, predominantly zoned informal, single or general residential or any equivalent zoning, with the purpose to predominantly house single family dwelling houses in low to medium density neighbourhoods, as well as higher density living accommodation and which includes controlled opportunities for home employment, additional dwellings and low intensity mixed use development;

“room service facility” means a mini bar or self-help facility for the consumption of liquor in guest rooms or a hotel room, and includes a call-up service for resident guests;

“sparkling wine” means an effervescent wine resulting from the fermentation of grapes, whether by natural or artificial process, and includes Champagne;

“specific business” (spesifieke besigheid) means a business use of a particular nature, but within the compass of section 10(7) that is prescribed for a specific site by the Council;

“sports and community club” means premises or a facility used for the gathering of community and civic organizations or associations, sports clubs or other social or recreational clubs run mostly not for profit and may include community service clubs and community centres or similar amenity facilities, but excludes a night club;

“the Act” means the Western Cape Liquor Act 4 of 2008, as amended ;

“trading days” means the days on which liquor may be sold during trading hours; **“trading hours”** means the hours during which liquor may be sold on trading days;

(H) a licence for the sale of liquor for consumption on or off the premises upon which liquor is sold at special events;
and

(I) a temporary liquor licence for the sale for consumption on or off the premises upon which liquor is sold .

² Definitions of Stellenbosch Zoning scheme regulations

"wine" means wine as defined in Section 1 of the Liquor Products Act 60 of 1989;

"winery" means premises or facilities which are used in the production of wine and such premises or facilities include facilities for crushing grapes and fermentation and aging of wine, tasting rooms, barrel and storage rooms, bottling rooms, tank rooms, laboratories or offices and other accessory or ancillary facilities incidental to the production of wine and accessible by the public, which may include:-

- (a) A restaurant and other food services; or
- (b) A subsidiary retail facility to tours or visitors selling wines of the specific winery excluding any other form of liquor.

"wine industry"(wynbedryf) means a site or building, or portion of a site or building utilized or intended to be utilized for the manufacture of liquor in the form of wine or spirits from grapes.

2. APPLICATION OF THIS BY-LAW

This By-Law applies to all licensees that sell and distribute liquor within the area of jurisdiction of the municipality (WC024)

3. INTERPRETATION

Any authorizing in terms of this by-law, should not be interpreted as the sanctioning of any trade, which had not been approved in terms of relevant legislation.

4. TRADING DAYS AND HOURS FOR SALE AND CONSUMPTION OF LIQUOR ON LICENSED PREMISES

- (1) A licensee may sell liquor for consumption on the licensed premises on the following days and hours:
 - (a) On all days,
 - (b) During the hours of trade as set out in the Schedule.
- (2) Despite **subsection (1)**, a hotel or guest accommodation establishment or guest house licensed to sell liquor may offer a room service facility at any time of the day.
- (3) Despite **subsection (1)**, a licensee may serve sparkling wine,
 - (a) from 8.00 to 23.00 for 7 days a week;
 - (b) as part of a meal; and
 - (c) to guests who are part of an organized function where admittance is controlled.

5. TRADING DAYS AND HOURS FOR SALE OF LIQUOR OFF LICENSED PREMISES INCLUDING INTERNET SALES DISTRIBUTION*

- (1) A licensee may sell liquor for consumption off the licensed premises on the following days and hours :-
- (a) Monday to Saturday from 09.00 – 20.00
 - (b) Sunday from 09.00 - 16.00
- (2) Despite the provisions of subsection (1) a Winery or any other licensee within the boundaries of Stellenbosch agriculture area (included, but not limited, to wineries) will be permitted to trade on the following days and hours:-
- (a) Monday to Saturday from 08.00 – 20.00
 - (b) Sunday from 09.00 - 18.00

6. EXTENSION OF TRADING TIMES

Application for extended trading days and hours pertaining to Tourism facility, Special Events, private functions or any other event or facility motivated by the applicant :-

- (1) Council has authority to approve or decline, or to approve with special terms and conditions as it may resolve any applications for extension of trading days and/or hours.
- (2) A licensee may, upon payment of the required fee, submit a written application referred to in (a) to the office of the Municipal Manager.
- (3) The Municipal Manager will prepare the application in the form of an item to Council for final decision, taking in consideration the following factors:-
 - (a) Outcome of community consultation;
 - (b) Public interest and impact on the environment;
 - (c) The risks to the surrounding community;
 - (d) Nuisance on the surrounding community;
 - (e) The possible benefits of extended liquor trading hours and days on the surrounding community;
 - (f) Any other relevant factor.

7. OBLIGATIONS ON THE LICENSEE

- (1) Display of signage and certificates
 - (a) A licensee must, to the satisfaction of the authorized official, ensure that following certificates are prominently displayed inside the licensed premises:
 - (i) The certificate issued by the Municipality stating the zoning or land use in respect of the premises for purposes of this by-law;
 - (ii) The population certificate in respect of the premises issued in terms of the Fire Safety by-law of the Municipality;
 - (iii) Business license and/or certificate issued by the Municipality.

- (b) A licensee must, to the satisfaction of the authorized official, ensure that the following information are prominently displayed on the front door or window of the premises in characters not less than five centimetres in height:
 - (i) The liquor license number under which liquor may be sold; and
 - (ii) The hours during which liquor may be sold.

(2) Safety and Security

- (a) A licensee must ensure compliance with all applicable legislation.
- (b) A licensee must ensure that reasonable and adequate safety and security measures are in place for the protection of patrons by ensuring, amongst others but not limited to, that:-
 - (i) the storage of goods and equipment and the condition of the premises and any structure thereon do not endanger the lives of patrons inside the premises; and
 - (ii) there is adequate lighting on the outside of the premises where patrons and staff access and exit the licensed premises.

8. COMPLIANCE AND ENFORCEMENT

- (1) An Authorized Official may, in the performance of his or her functions in terms of this by-law or the Act, at all reasonable times enter-
 - (a) any licensed premises;
 - (b) any premises in respect of which a liquor license application is pending;
 - (c) any premises on which he or she on reasonable grounds suspects that liquor is being sold contrary to the provisions of this by-law of the Act; and make such investigation, enquiries or inspections as he or she may deem necessary.
- (2) When entering premises in terms of this section, the authorized official must on request identify himself or herself to the person in charge of the premises.
- (3) An authorized official may issue and serve a notice of non-compliance, on the licensee or any person in control of licensed premises, calling upon such person to comply with the provisions of this by-law, a condition of the license or the Act within a specified but reasonable time.
- (4) A compliance notice must stipulate:-
 - (a) the provisions of the by-law, license condition or the Act that must be complied with;
 - (b) the act or omission constituting non-compliance;
 - (c) the measures which must be taken to comply;
 - (d) the date or time by which compliance must be achieved, where applicable;
 - (e) the possible consequences of non-compliance.
- (5) An authorized official may issue the licensee or any person in control of licensed premises with a fine as provided in the fines list of this by-law or the Act.

9. APPEAL

A person or judicial entity whose rights are affected by a decision of the Municipality in terms of delegated authority may appeal that decision by giving written notice of the appeal and the reasons therefore in terms of section 62 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) to the Municipal Manager within 21 days of the date of notification of the decision.

10 OFFENCE AND PENALTIES

A licensee who contravenes or fails to comply with any-

- (1) Provision of this by-law;
- (2) Condition or instruction in connection with this by law; or
- (3) Notice from an authorized official,

shall be guilty of an offence and is liable to pay a fine as determined by the Magistrate's Court or authorised accordingly in the fine list from time to time, by the Magistrate in the area, or the fine list in terms of the Act, whichever is applicable at the time concerned, or to imprisonment as determined by a Court, or both, or any other punishment which the Court may find appropriate in the circumstances.

11 TRANSITIONAL PROVISIONS

The trading hours in respect of any license for premises upon which liquor may be sold for consumption either on or off the licensed premises, or both on and off licensed premises, issued prior to the commencement of this by-law will be replaced by the provisions of this by-law from the date of publication of this by-law.

12 SHORT TITLE

This by-law is called the "Stellenbosch Liquor Trading Hours By-Law" and shall come into operation as soon as it is published in the Provincial Gazette.

SCHEDULE

Trading hours for selling liquor on licensed premises is according to the certificate provided for in 4(1) (a) (i) and (ii) are:

LOCATION CATEGORY & LICENSED PREMISES TYPE	MAXIMUM PERMITTED TRADING HOURS
1 RESIDENTIAL AREA	
(a) Guest accommodation establishment/Guest house.	11h00 to 24h00
(b)Business premises/Specific business.	
(c)Place of entertainment/Place of recreation/Gathering place.	
(d)Sports and Community club excluding special events requiring temporary licenses.	
(e)Hotel	
2. LOCAL OR NEIGHBOURHOOD BUSINESS	
(a)Guest house/Guest accommodation establishment/Guest house	11h00 to 24h00
(b)Business premises/Specific business, / Gathering place.	
(c)Place of entertainment/Place of recreation.	
(d)Sports and community club excluding special events requiring temporary licences.	
(e)Hotel	
3. GENERAL BUSINESS AREA	
(a)General business area including mixed use areas.	10h00 to 2h00 the following day
(b)Guest house/Guest accommodation establishment.	
(c)Business premises/Specific business	
(d)Place of entertainment/Place of recreation/Gathering places.	
(e)Sports and community club excluding special events requiring temporary licences.	
(f)Hotel	

4. INDUSTRIAL AREA	
(a) Industrial area including mixed use area	10h00 to 2h00 the following day
(b) Business premises/ Specific business	

Note : Determine of application of applicable location category

Where the location category as set out above is unclear or in dispute or difficult to determine or areas are not zoned homogenously (e.g. a business zoned premises in the middle of a residential area) then the actual zoning, consent use or departure rights of the subject licensed premises will take precedence in order to determine the category, and in terms of Section 6(1)(a)(i) above.

Stellenbosch Municipality

STELLENBOSCH MUNICIPALITY LIQUOR TRADING HOURS BY-LAW 2017**ADMISSION OF GUILT FINES**

The following Admission of Guilt fines for the enforcement of the Stellenbosch Municipality Liquor Trading Hours By-law 2017 are approved in terms of Section 57(5)(a) and 341(5) of the Criminal Procedure Act 51 of 1977 for the magisterial district of Stellenbosch.

SECTION	OFFENCE	FINE
Section 3 read with section 8(1).	Selling liquor outside of permitted hours.	R5 000.00
Section 6(1)(a) read with section 8(1).	Failing to display liquor license.	R500
Section 6(1)(b) read with section 8(1).	Failing to display the current renewal certificate alternatively proof of payment of renewal fee for current year.	R500
Section 6(1)(c) read with section 8(1).	Failing to display the certificate issued by the Municipality stating the zoning or land use in respect of the licensed premises.	R500
Section 6(1)(d) read with section 8(1).	Failing to display the business license and/or certificate issued by the Municipality to the licensee.	R500

Section 6(2)(a) read with section 8(1).	Failing to display the liquor license number under which liquor may be sold.	R500
Section 6(2)(b) read with section 8(1).	Failing to display the hours during which liquor may be sold.	R500
Section 7(2).	Hindering an authorised official in the execution of his or her duties.	R1500

I hereby certify that the admission of guilt fines listed above as submitted by the Municipality of Stellenbosch have been approved by me in terms of section 57(5)(a) and 341(5) of the Criminal Procedure Act, 51 of 1877, for the magisterial district of Stellenbosch. This determination replaces any previous determination for the said magisterial district.

Magistrate

7.7.4	DRAFT STELLENBOSCH INFORMAL TRADING POLICY FOR COUNCIL APPROVAL
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Collaborator No:

File no: 9/2/2

IDP KPA Ref No: 046

Meeting Date: 14 August 2019

1. SUBJECT: DRAFT STELLENBOSCH INFORMAL TRADING POLICY FOR COUNCIL APPROVAL

2. PURPOSE

To submit the Draft Stellenbosch Informal Trading Policy to Council for consideration, where after it could be published for public participation as envisaged in section 12 to 15 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000).

3. DELEGATED AUTHORITY

COUNCIL

In terms of Section 156 (2) of Constitution of the Republic of South Africa,

"a municipality may make and administer by-laws for the effective administration of matters which it has the right to administrate". In this instance it refers to Draft Stellenbosch Informal Trading Policy which seeks to set out the strategic objectives, planning and management guidelines for informal trading in the Stellenbosch Municipal Area.

4. EXECUTIVE SUMMARY

The Draft Stellenbosch Informal Trading Policy (**ANNEXURE 1**) is one of two related documents; the Policy sets the strategic direction for the municipality's developmental response to the informal trading sector. The reasons for having an Informal Trading policy can be summarized as follow:

- It clarifies Council's policy to all relevant stakeholders;
- It forms the basis for the by-laws that regulates Informal trading in the Stellenbosch Municipal area;
- It provides a basis for resource allocation decisions;
- It establishes the basis for a monitoring and evaluation process, which clearly defined key objectives.

5. RECOMMENDATIONS

- (a) that Council approves the Draft Stellenbosch Informal Trading Policy for public consultation purposes; and
- (b) that the Administration be mandated to advertise said Draft Stellenbosch Informal Trading Policy for public comments after which it will be submitted to Council for final consideration.

6. DISCUSSION / CONTENTS**6.1 Background**

This policy is submitted in preparation for the creation of a single for informal trading in the WC024.

The Constitution of the Republic of South Africa, 1996 provides that municipal authorities are responsible for "trading regulations" and "street trading" within its area of jurisdiction, and a municipal authority objective is to promote social and economic development.

6.2 Discussion

The Draft Stellenbosch Informal Trading Policy as one of two related pieces of legislation; sets the strategic direction for the municipality's developmental response to the informal trading sector and operationally, spells out the resources, sequencing, roles and responsibilities of the various services, relevant departments and stakeholders in the Stellenbosch Municipality as it relates to the informal sector.

The second piece of legislation is the Informal Trading By-Law, which an enforceable law on informal trading will serve for at Council for adoption once Draft Informal Trading Policy has been approved.

The aforementioned policy therefore informs the strategic objectives, the planning, management guidelines and stakeholder's roles for informal trade in the Stellenbosch Municipal.

With its alignment to other policies like the Local Economic Strategy, IDP and the Spatial Development Framework, it seeks to leverage Stellenbosch Municipality's fixed assets, such as land and properties to promote economic growth and the development of the informal economy and in particular the informal trading sector

6.3 Financial Implications

The proposed policy provides for the collection of fees and this need to be included in the tariff book as issued by Council.

6.4 Legal Implications

The recommendations in this report comply with Council's policies and all applicable legislation including the provisions of Schedule 5 Part B of the Constitution of South Africa

6.5 Staff Implications

Provision has been made in the new approved organogram for an additional staff member to assist with the implementation phase of the policy.

6.6 Previous / Relevant Council Resolutions:

No previous Council resolutions in regards to the Draft Stellenbosch Informal Trading Policy.

6.7 Risk Implications

Risk relates to the absence of an approved policy on informal trading which would impact negatively on how the informal trading as part of the informal economy is harnessed to contribute towards economic growth, job creation and the increase of household income.

6.8 Comments from Senior Management:**6.8.1 Director: Planning and Economic Development**

Supports recommendations

6.8.2 Municipal Manager:

Agree with the recommendations

ANNEXURES

Annexure 1 – Draft Stellenbosch Informal Trading Policy.

FURTHER DETAILS CONTACT:

NAME	Widmark Moses
POSITION	<i>Manager: Economic Development & Tourism</i>
DIRECTORATE	<i>Planning and Economic Development</i>
CONTACT NUMBERS	021 808 8179
E-MAIL ADDRESS	<i>widmark.moses@ Stellenbosch.gov.za</i>
REPORT DATE	03-05-2019

ANNEXURE 1



STELLENBOSCH
STELLENBOSCH • PNIEL • FRANSCHHOEK
MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

**INFORMAL TRADING POLICY
(POLICY NUMBER)**

MAY 2018
Version: Draft

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Registration/Application Form for Informal Trading in the Greater Stellenbosch.

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Definitions and Acronyms

The terms explained below are used in the policy environment of the Stellenbosch Municipality.

"Council"	means the Municipal Council of Stellenbosch Municipality established by Provincial Notice 479 of 2000 issued in terms of section 12 of the Local Government: Municipal Structures Act, 1998, (Act 117 of 1998); and includes any committee or official carrying out any duty or function, or exercising any power in terms of this policy.
Delegation"	means in relation to a duty includes an instruction to perform the duty, and "delegate" has a corresponding meaning.
"Employees"	means persons working in establishments that employ less than five employees, who do not deduct income tax from their salaries/wages as adapted from the Quarterly Labour Force Survey (Statistics South Africa),
"Employers"	refers to own-account workers who are not registered for either income tax or value-added tax; and persons helping unpaid in their family business who are not registered for income tax as adapted from the Quarterly Labour Force Survey (Statistics South Africa),
Director"	means a person appointed by the Council to head a Directorate in the municipality and shall include any person acting in that position.
"Executive Mayor"	means the person elected in terms of section 55 of the Municipal Structures Act to be the Executive Mayor of the municipality and shall include any person acting in that position.
"Historically	Means a South African citizen who – is a black person, is a woman and/or has a Disadvantaged disability Individual"
"Informal Trader"	means a person engaging in informal trade, whether employer or employee
"Informal Sector"	means an employer: own-account workers who are not registered for either income tax or value-added tax; and persons helping unpaid in their family business. In relation to employees, means persons working in establishments that employ less than five employees, who do not deduct income tax from their salaries/wages;
"Informal Trade"	means the trading in goods and services in the informal sector by an informal trader.
"Own-account	Means workers who, working on their own account or with one worker "or more partners, old the type of job defined as a self-

employed job, and have not engaged on a continuous basis any employees to work for them during the reference period.

“Formal”	means businesses which are registered with the national business registration authority as a business and with the tax authority in terms of tax.
“Formalisation”	means the process of becoming a formal business (as implied in the term formal), however, the term includes additional registration imposed by provincial or local government legislation or membership with sectoral bodies.
“Seasonal Traders”	Means traders who respond to seasonal or once-off/short term trading opportunities.
“Market”	means a demarcated area within a trading area which is designated as such in a trading plan and which is managed in a co-ordinated manner.
“Municipality”	means the “Stellenbosch Municipality”: a Municipality Constituted in terms of the Local Government: Municipal Structures Act, 1998, read with the Province of the Western Cape: Provincial Notice 479/2000 dated 22 September 2000
“Public Place”	Includes: <ul style="list-style-type: none"> (a) public road, parking area, square, park, recreation ground, sports ground, sanitary lane, open space, beach, shopping centre on municipal land, unused or vacant municipal land or cemetery which has been provided, reserved or set apart for use by the public; or been dedicated to the public; (b) public transportation operated by service providers for the municipality, but does not include public land that has been leased by the municipality;
“Trading Plan”	Means a plan adopted by the municipality to govern informal trading within a trading area.
“Trading area”	Means an area for informal trading governed by a trading plan.

1. BACKGROUND

1.1 Approach

- 1.1.1. This policy document is designed to apply across the organisation, the Stellenbosch Municipality, and its geographical boundaries. (WCO24)
- 1.1.2. It is intended to reflect the needs, and requirement of the key stakeholders. However, legally it enjoins the Stellenbosch Municipality. The readership and target audience is nevertheless the informal sector, the Stellenbosch Municipality, the business community and the public. This document applies to the informal sector, where trading takes place in public places.

1.2 Informal Trade Policy and Related Documents

- 1.2.1. The Informal Trading Policy is one of two related documents; the Policy sets the direction for the municipality's developmental response to the informal trading sector and it is operational and spells out the resources, sequencing, roles and responsibilities of the various services and departments in the Stellenbosch Municipality as it relates to the informal sector.
- 1.2.2. The Informal Trading By-Law, is the second document, it is an enforceable law within the Stellenbosch Municipality municipal area.

1.3 Purpose of the Policy

The policy thus seeks to set out:

- 1.3.1 a) the strategic objectives for the development of the informal trade sector,
- 1.3.2 b) the planning and management guidelines for informal trade in the Stellenbosch Municipal Area; and
- 1.3.3 c) the stakeholder roles regarding the informal trade sector.

2. PROBLEM STATEMENT

2.1 Problem Statement

- 2.1.1. Identifying and addressing the development priorities of the sector at any given time period.
- 2.1.2. The mainstreaming of policy directives and the coordination of services across the Stellenbosch Municipality has been a challenge. Matters pertaining to the sector have for the most part been seen as the responsibility of one or two departments in the municipality.
- 2.1.3. Discussion among different stakeholder groupings has been fragmented. As a result issues that could be resolved via regular and consistent engagement have remained unresolved.
- 2.1.4. Institutions, such as representative stakeholder bodies are weak or absent in both the formal and informal business sectors. This makes it difficult for the informal sector to agree and decide on crucial matters affecting the sector. Regular multi-stakeholder engagement simply does not take place.
- 2.1.5. The sector, as it may be viewed from the stakeholder's perspective, is arranged according to the four key groups, formal and informal business, the public and local government.

Table 1: Problem Statement: Stakeholder Perspectives

Informal Traders and Employees	<ul style="list-style-type: none"> • Legally approved goods • Soft consumer demand • Influx of competitively priced goods • Uncertain and insecure employment condition • Unclear or hostile policy or regulatory environment • Low level of technical and business skills • Fractured and numerous trader organisations • Limited infrastructure and space
Formal Business Sector	<ul style="list-style-type: none"> • Soft consumer demand • Fixed and rising overhead cost • Compliance with formal regulations/laws/policies • Competition from informal traders • Congestion on pedestrian walkaways
Stellenbosch Municipality	<ul style="list-style-type: none"> • Large organisation to coordinate service delivery • Multiple policies applicable to the sector • Lack of single access point to the informal sector • Contravention of by-laws

	<ul style="list-style-type: none"> • Cost of infrastructure delivery and ongoing maintenance cost • Policing/Ongoing Monitoring of illegal trading • Provision of contracts to informal traders • Poor understanding of the sector
Consumers	<ul style="list-style-type: none"> • Weak economic climate • Limited choice of goods/services • Lack of quality assurance • Congested pedestrian walkways

3. STRATEGIC INTENT AND REGULATORY CONTEXT

- 3.1. This policy aligns with the LED strategy, IDP and the Spatial Development Framework.
- 3.2. It seeks to leverage Stellenbosch Municipality's fixed assets, such as land and properties to promote economic growth and the development of the informal economy and in particular the informal trading sector.
- 3.3. Informal trade is influenced and governed by a number of laws and policies at National, Provincial and Local level.

Table 2: National Legislation

ACT	APPLICABILITY	WHAT IT DOES IN RESPECT OF INFORMAL TRADING
Constitution of the Republic of South Africa, 1996 (Act No 108 of 1996)	All organs of state	<p>Section 22 of the Constitution of the Republic of South Africa (the Constitution) provides for the freedom of trade, occupation and profession. It provides that "every citizen has the right to choose their trade, occupation or profession freely." It is accepted that this freedom extends to informal trading. Section 22 of the Constitution further provides that "[t]he practice of a trade, occupation or profession may be regulated by law."</p> <p>Section 36(1) of the Constitution also provides that rights contained in the Bill of Rights may be limited "...in terms of a law of general application to the extent that the limitation is reasonable and justifiable in an open and democratic society based on human dignity, equality and freedom, taking into account all relevant factors. The effect</p>

		of this Limitation Clause on the right to choose a trade is simply an acknowledgment that the right to trade is not a right that cannot be limited and must be considered and interpreted taking into account other competing rights and obligations.
The Businesses Act 71 of 1991 (as amended by Act No 186 of 1993)	The state and all persons (natural or juristic person)	Prohibits the conduct of any business without the possession of a requisite license. Makes specific provision for the licensing of businesses
The Public Health by-Laws	The state and all persons (natural or juristic person)	Which outlines the permit requirements for the rendering of specific services
The Promotion of Equality and the Prevention of Unfair Discrimination Act, 2000 (Act 4 of 2000)	The state and all persons (natural or juristic person)	Prohibits the state or any person from discriminating unfairly against any person on the grounds of race or gender through the denial of access to opportunities for rendering services or by failing to take steps to reasonably accommodate the needs of such persons.
Promotion of Administrative Justice Act	The state and all persons (natural or juristic person)	Establishes the standards which ensure just, fair administrative action.
Regulation 918 promulgated under The Health Act 63 of 1977	The state and all persons (natural or juristic person)	Establishes the manner for the application and issue of Certificates of Acceptability.
The Atmospheric Pollution Prevention Act 45 of 1965	The state and all persons (natural or juristic person)	Establishes the framework for the prevention of pollution in the atmosphere and provides for matters incidental thereto.
The National Building Regulations and Building Standards Act 103 of 1977,	The state and all persons (natural or juristic person)	Provides for standards for the regulation and enforcement of issues connected therewith.
Local Government: Municipal Finance	Municipalities and municipal entities	Establishes a regulatory framework for supply chain management which includes procurement within municipalities and municipal entities.

Management Act, 2003 (Act No 56 of 2003)		
Local Government Municipal Systems Act, 2000 (Act No 32 of 2000)	Local sphere of government	Establishes a framework for the establishment of service delivery agreements involving competitive bidding processes
Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003).	Procurement provisions apply to all organs of state.	Establishes a code of good practice to inform the: <ul style="list-style-type: none"> • Development of qualification criteria for the issuing of licenses or concessions, the sale of state owned enterprises and for entering into partnerships with the private sector; and • Development and implementation of a preferential procurement policy.
Prevention and Combating of Corrupt Activities Act, 2004. (Act No. 12 of 2004).	Public and private Sector	Makes corruption and related activities an offence. Establishment a Register in order to place certain restrictions on persons and enterprises convicted of corrupt activities relating to tenders and contracts; and Places a duty on certain persons holding a position of authority to report certain corrupt transactions.
The Conventional Penalties Act (Act 15 of 1962)	The state and all persons (natural or juristic person)	Provides for the enforceability of penalty stipulations, including stipulations based on pre-estimates of damage.
Arbitration Act (Act 42 of 1965)	The state and all persons (natural or juristic person)	Provides for the settlement of disputes by arbitration tribunals in terms of written arbitration agreements and for the reinforcement of the awards of such tribunals
Promotion of Access to Information Act (Act 2 of 2000)	The state and all persons (natural or juristic person)	Gives effect to the rights provided for in the Bill of Rights in Section 32 of the Constitution (Act 108 of 1996), namely that everyone has the right of access to information held by the state and any information that is held by another person that is required for the exercise or protection of any rights. Sets out the procedures pertaining to the obtaining of records in the public and private sector, the grounds for refusal of access to information, mandatory disclosures in the public interest, and appeals against decisions of information officers of certain public bodies.

4. VISION, MISSION, SCOPE

4.1 Vision and Mission

4.1.1. The vision for informal trade in the Stellenbosch Municipality is as follows:

“A thriving informal trading sector that is valued and legally integrated into the economic life, urban landscape and social activities within the Stellenbosch Municipality.”

4.1.2. While the Mission is:

“Through a developmental approach, the Stellenbosch Municipality seeks to facilitate the access to job and entrepreneurial opportunities within the informal trading sector. Nurturing a positive relationship with the formal business sector and consumers by providing a stable regulatory and flexible management environment that is predictable, empowering and sustainable.”

4.2 Scope: Policy Parameters

4.2.1. This policy applies to all informal trading as defined in section 2 which takes place on public space, or private land where it is included in a trading plan. Implementation agents may vary according to land/assets they are responsible for.

The types of trading governed by this policy are as follows:

- A. Seasonal Traders (traders who respond to seasonal or once-off/short term trading opportunities)
- B. Street/kerbside and trading on official informal trading sites
- C. Trading in pedestrian malls
- D. Containers and fixed units or permanent structures
- E. Public Markets (i.e. markets operating on public land, such as flea & craft markets, etc.)
- F. Trading at road intersections (as permitted in terms of Regulation 322 of the National Road Traffic Regulations, 2000)
- G. Trading in Public Open Spaces (including parks, cemeteries, etc.)
- H. Trading at Events and basking

I. Mobile Traders:

- i. Vehicle based: such as fish, ice-cream, prepared food, soft drink, fruit and veg, or other agricultural produce traders who trade from their vehicles and respond to opportunities by relocating their trading station periodically.)
- ii. Pedestrian based: roving traders- who sell their wares in streets, and public spaces and respond to trading opportunities by engaging their target market directly
- iii. Trading from a bicycle, a caravan, light delivery vehicle, any other vehicle or mobile and/ or removable kiosk; specially designed and constructed for trading purposes.

5. DEVELOPMENTAL APPROACH

The policy aims to improve conditions for informal trading, assisting it to thrive by focusing on:

- 5.1 planning and development,
- 5.2 policy issues, and;
- 5.3 institutional arrangements. To realise the policy aims all Directorates within the Stellenbosch Municipality must, within their functional areas, adopt a developmental approach to matters relating to informal trading.

5.1 Development and Planning

- 5.1.1. This section sets out the approach to the problems related primarily to the informal trader. The issues of space, infrastructure, planning and skills are addressed below.
- 5.1.2. **Role of the Informal Economy:** Stellenbosch Municipality acknowledges the legitimacy and role of the informal economy, in terms of its employment and economic growth prospects. Urbanising cities and towns globally are experiencing growth in the number of entrants to the informal sector. The informal economy also has low barriers to entry and serves as a social safety net; it also often sustains the livelihoods of foreign nationals who seek refuge from war torn countries. The informal economy is thus important socially and economically. The response to the sector will determine how well it thrives.
- 5.1.3. **Development:** development interventions will need to be localised, industry-based and tailored to the individual trader. The focus will be on improving sustainability of enterprises, growth and profitability, or the return to the trader.
- 5.1.4. **Partnerships:** The development of the sector cannot happen without key actors. Developing partnerships, with for example private sector developers and land owners, or other development organisations and other government departments will be key to providing solutions that benefit the informal sector and private sector, consumers and the Stellenbosch Municipality alike.

- 5.1.5. **Variation and Flexibility:** no single approach will be sufficient for the development requirements of such a diverse sector. A varied and flexible approach is required, depending on the trader, the industry, and the local level social and economic environment.
- 5.1.6. **Formalisation:** Entrepreneurs must formalise their business by entering into a contract with the Municipality, allowing them to trade on the site(s) formally agreed upon. Aspects to formalisation also include proper zoning and land use approvals, business registration, health certificates, sector body registration, tax registration, and other.
- 5.1.7. **Spatial Planning:** The forward planning function will play an important role of identifying suitable trading areas that support the viability and sustainability of informal trade. These areas may be of municipal and district significance, identified new growth areas, spatial structural elements that would reinforce informal trading, such as public transport systems, transport interchange hubs, commercial centres and pedestrian routes.
- 5.1.8. **Infrastructure:** flexible and the appropriate level of infrastructure, shall be provided over time to foster sustainability of the traders while improving the environment for all stakeholders. It must be stressed that all infrastructure delivery must be accompanied by a maintenance plan in the medium to long term. A stakeholder approach will determine the type and location of infrastructure required, as well as which stakeholder will deliver and maintain the infrastructure.

5.2 Policy Issues

- 5.2.1 **Policy Environment:** The policy environment, especially a strategic coherent strategy for the sector to respond to these issues is lacking and is a challenge to the development of this sector. It is anticipated that this element together with the institutional arrangements below will address
- 5.2.2. **Policy Development:** The appropriate level of regulation will be adopted to promote the sector; appropriateness will be determined by area and industry factors and agreed upon in engagement forums. Policy needs to encourage and support informal trade; it also, however; will take into account the interests of relevant stakeholders such as the public, Stellenbosch Municipality and formal business. It will be the responsibility of local implementation agents to broaden and deepen the response required to local needs, under the strategic objectives.
- 5.2.3. **Policy Review:** Policy implementation will be monitored annually, objectives be evaluated every two years and the overall policy reviewed every five years.
- 5.2.4. **Policy Alignment:** All related policies will need to be aligned to achieve the desired outcomes of this align with the Informal Trade Policy. It is expected that policy alignment will take place progressively over time.

5.3 Development Organisations and Forums

- 5.3.1. The challenges faced by all stakeholders will be addressed by establishing sector engagement forums. In addition, institutions dedicated to the representation and

development of the informal trade sector will be necessary to realise the outcomes in the development and planning section above. This section introduces the operational mechanism required for development.

- 5.3.2. **Engagement Forums:** A multi-stakeholder engagement forum shall be established by the Stellenbosch Municipality and serve to identify problems, solutions and set the direction for the development of the sector in the respective areas. These forums will also serve to spread information to sector via the representative organisations.
- 5.3.3. **Representative Organisations:** Support to and assistance with the establishment of trader associations as well as other stakeholder bodies shall be offered. These organisations will represent their constituents at the engagement forums.
- 5.3.4. **Industry Development Organisations:** Industry-specific intermediaries (private sector firms or purpose-built development organisations) can play a development and business support role. They perform functions on behalf of informal traders such as, product design, mentorship, contract negotiation, and a business interface role with respect to informal enterprises. Establishment, support and expansion of either existing, industry or purpose specific intermediaries will be explored.

6. PRINCIPLES

The principles below shall be used to operationalize the approach especially the development planning process.

6.1 Economic Principles

- 6.1.1. Economic growth in the informal trading sector will be facilitated through the following:

Reinforcing business zones: Link new and existing trading areas to business areas to create viable hubs of business activity.

Business support: Link traders to a range of business support services that caters for the different types and levels of traders.

Use of Municipal or State property: Ensuring that the buildings and property owned by the Stellenbosch Municipality or the State are leveraged for maximum economic return.

High Demand Areas: Targeting highly accessible and visible locations for value-added trading in order to derive benefit for informal traders, consumers and formal business alike.

6.2 Spatial Principles

- 6.2.1. Informal trading contributes to the value of public places and has the potential to be a catalyst for generating positive public spaces through:

- a. **Prioritised Areas:** Developing those areas that will have most significant impact on the largest number of people, i.e. areas with large flows of pedestrian traffic.
- b. **Spatial Allocation:** Allocating space for informal trading areas in accordance with the Spatial Planning Framework of Stellenbosch Municipality or any other spatial related policy.
- c. **Infrastructure Provision:** Providing the appropriate level of infrastructure for informal trading, this would vary depending on the type of activity.

6.3 Engagement Principles

6.3.1. The following principles will govern the manner in which stakeholder engagement will take place and information will be managed:

- a. **Communication:** Communicate widely, accessibly, in different forms (print, electronic media) to improve the targeting and reach of information to the sector stakeholders
- b. **Equity and Inclusion:** include all relevant stakeholders in the appropriate forums at the appropriate level

6.4 Social Principles

6.4.1 The promotion of equity within Stellenbosch Municipality to create a dignified society through:

- a. Spreading public spending in an equitable manner throughout Stellenbosch with an emphasis on the poorer parts of Stellenbosch that have not historically benefited from public sector investment.
- b. Viewing the location of public sector investment as an opportunity to integrate communities that have historically been spatially separated.
- c. Using the development of the informal trading infrastructure as an opportunity to improve the general environmental condition of the Historically Disadvantaged Areas of Stellenbosch.
- d. Providing basic services such as water and refuse facilities to all areas where public health and/or public safety is at risk.

7. STRATEGIC OBJECTIVES

- 7.1. The strategic objectives will have a maximum lifespan of 5 years. A review process should follow this period (as set out in the Monitoring and Evaluation section) after which the strategic objectives should once more be deliberated and informed by the stakeholders in the multi-stakeholder platforms.
- 7.2. Considering the current challenges in the sector regarding informal trading, the following strategic policy objectives, informed by the principles and approach, will guide action over the medium term. It must be stressed that these are overall objectives, and that each trading area (representing a site or more than one site), together with Stellenbosch Municipality should develop area and sector specific objectives.
- 7.3. Moreover, the implementation of these objectives can be split into broadly two functions
- (a) **Trader development and engagement processes** and b) **infrastructure provision and maintenance.**
- a. Stellenbosch Municipality will play a facilitation role, sourcing resources from partners and external role players and making the services or resources available in Stellenbosch Municipality; while in part
- b. Infrastructure, provision will be dependent on budget provision.
- 7.4. Lastly, where applicable, a gendered approach to the training and development of the sector shall be encouraged.

Table 3: Strategic Objectives and actions

Objectives	Actions
Strategic Objective 1	<ul style="list-style-type: none"> Plan for and Initiate Development Activities in Support of the Sector Make available, via partners, commercial and business skills opportunities (including marketing, communication, finance, other) as required Engage in a strategic spatial planning exercise to determine the best trading locations and layouts for existing and new sites

Strategic Objective 2	<ul style="list-style-type: none"> Promote innovation through new product development, process innovation, packaging, design, and organisational improvements, etc.
Strategic Objective 3	<ul style="list-style-type: none"> Support Representative Institutions and Establish Stakeholder Engagement Forums Establish one municipal-wide multi-stakeholder engagement platform for the sector Establish multi-stakeholder engagement forums at local level such as the trading area (or at the appropriate scale) Support and mentor trader associations and other stakeholder organisations where feasible, assist with the establishment of new associations where required
Strategic Objective 4	<ul style="list-style-type: none"> Engage in Policy Development, Review and Mainstreaming Processes Ensure annual monitoring, bi-annual evaluation of the strategic objectives and 5-year review of the policy in the multi-stakeholder dialogue forum Through stakeholder engagement and the policy alignment process, ensure the adequate mainstreaming of the policy and policy practice across the municipality and stakeholders

8. STAKEHOLDERS: ROLES AND RESPONSIBILITIES

8.1. It is expected of the stakeholders to perform the following roles and responsibilities, either directly or through representative bodies.

Table 4: Role Players, Roles and Responsibilities

Role Player	Role	Responsibilities
1. Informal Trader and Employee	Trade in quality goods/services desired by the public Trade goods/services at strategic locations and competitive prices	Abide by laws for the comfort health and safety of the public Engage other stakeholders directly via dialogue institutions or via representatives such as trader associations
2. Stellenbosch Municipality	Policy formulation and revision Regulation and enforcement Provide and facilitate developmental services Management / operations	Various line departments will take up the relevant roles below
	1. Economic Development Department	Policy Implementation and management Coordinate development services (provided by partners) Regulate and Administer Trading Convene multi-stakeholder forums Identify and facilitate the use of land for trading in appropriate manner
	2. Spatial Planning and	Location, layout and forward planning Site specific planning (linked to development applications) Infrastructure specification

		and project packaging
	3. Land Use Planning Department	Screening of possible developments for integration of trading facilitate appropriate zoning for trading
	4. Events Management	Incorporate and promote trading in and adjacent to event footprints
	5. Safety and Security Department	Developmental Law Enforcement
	6. Traffic Services	Enforce law on roads and intersections
	7. Engineering department	Incorporate informal trading planning at public transport hubs/terminals and interchanges
	8. Finance Department	Investigate and implement funding mechanisms for reinvesting permit fees into urban management
	9. Health Department (District)	Issue and enforce health certificates for food traders Improve hygiene practices through training
	10. Engineering Services	Plan, spec and provide water, sanitation, and electricity. Municipality infrastructure where appropriate.
	11. Property Management	Provide a facility management services
3. Formal Business	Provide goods/services desired by the public; provide quality goods and services to the public	Trade Abide by laws for the comfort, health and safety of the public. Engage other stakeholders directly via at dialogue institutions or via representatives such as trader associations.

4. Public Consumer	Exercise preference through purchasing goods/services Consumer watchdog	Engage in dialogue forums Abide by laws Inform regulator of infractions of the law
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9. PLANNING AND MANAGING INFORMAL TRADE

From an operational perspective this policy aims to achieve sustainable urban management. To this end, planning and design is required to accommodate informal trading in designated streets, public open spaces and markets. The full integration of informal trading into the planning, design and management of the Municipality is therefore necessary in order to enhance Stellenbosch Municipality, promote economic development and expand employment opportunities.

9.1 Policy Tools

- 9.1.1. The four implementation levers are planning, registration, bay allocations and the lease agreement structure.
- 9.1.2. **Planning:** New markets and trading opportunities must be properly planned, bearing in mind the economic needs of all stakeholders, such as the need for more vibrant land use and the need for orderly town, spatial and transport planning, as well as health and safety. Existing markets should be managed properly and new trading sites or market developments must be informed by a spatial and economic rationale.
- 9.1.3. **Registration:** For management purposes (space, equity and trader/employee development, rental collection) registration of all informal traders is required. Registration gives permission to operate, and provides access to services and support. Data on registration will be kept in the centralised information system, which will link where traders are, the sectors they work in, with registration, permit-fee payment status, environmental health and the enforcement function.
- 9.1.4. **Allocations:** The aim of the allocations policy is to support sustainable growth and provide opportunities for new entrants, in an economically sustainable and socially useful way. The criteria for allocations will be negotiated locally with stakeholders; the allocation of sites will then be done by Municipal officials. The allocations policy shall be used to balance access to opportunities between established traders and new entrants.
- 9.1.5. **Permit:** Fee structures: Value is placed on sites through a system of differentiated tariffs. Fees will be linked to site size, desirability of location and the level of services provided. Levels will be determined by considering the cost to local government of providing the facility, bearing in mind the need to subsidise opportunities in appropriate areas.

Certain areas may be discounted depending both on:

9.1.5.1 the nature of the good/service traded; and

9.1.5.2 the socio-economic conditions of the surrounding area.

9.2 Planning For Informal Trade: Optimal Locations

9.2.1. Strategic Planning Exercise

9.2.1.1 Stellenbosch Municipality, as well as other stakeholders, will play an important role of identifying future or potential suitable trading areas that are either regionally or locally strategic for informal trading. A strategic spatial planning exercise (forward planning and pre-emptive) will identify components of the urban landscape that would reinforce informal trading and vice versa, both current and future opportunities; such as, the public transport system, transport interchange hubs as well as identifying the interaction between formal and informal economic activities.

Planning should aim to ensure the sustainability and growth of the enterprise while taking into account the needs of other users/stakeholders. The output of the strategic planning process will feed into the trading plan processes and the identification of high demand zones.

9.2.2. High Demand Zones

9.2.2.1. In the course of the strategic spatial planning exercise for the identification of high demand zones within any one of the economic centres; areas may be identified as current, or future potential high demand zones. These areas will be managed, periodically, with a regime that reflects their demand; in other words, price, time and permit holder will be flexible to match demand. Allocations will be made on a shorter term basis, and space will be priced according to its value (see pricing below) and allow for maximum rotation of traders (for both equity and trading mix) while maintaining the quality and integrity of the High Demand Zone.

9.2.3. The Trading Plan

9.2.3.1. Stellenbosch Municipality must adopt trading plans where required. This is particularly important in areas where there is an overlap among various stakeholders, business, public or municipal uses.

9.2.3.2. The trading plan must set the geographical boundary for the trading area and allocate bays where trading can take place.

9.2.3.3. The plan can include among others:

Specific trading conditions or criteria

- Set out development priorities, whether for the local economy or industry specific development plans and including trader and employee development
- Allowance for environmental and heritage protection

- Cater for markets and high demand zones
- Set out third party arrangements and responsibilities for managing trade in the area
- Guidelines for the regularity in which the stakeholders will meet to discuss matters pertaining to the trading area (or the need for engagement forums)

9.2.4. Spatial Planning Framework

9.2.4.1. Taking into account the differing economic, spatial and infrastructural elements of the Stellenbosch Municipality, the following guidelines will inform the development of current and future trading areas in the municipal area:

9.2.4.2. Public Spaces in Central Business District

In the central business district centres informal trading would be permitted to provide a range of trading possibilities linked to opportunities for growth and diversity:

- In pedestrian malls
- In designated trading areas
- At appropriate markets, and public squares/space

9.2.4.3. **Public Spaces in Secondary Economic Centres:**

In Secondary Economic Centres the Municipality will have:

- Designated trading bays located along major pedestrian traffic routes.
- Open trading areas that allow flexibility for traders as well as formal market spaces.

9.2.4.4 Public Spaces in Primary Economic Centres:

Each type of economic centre must allow an increase in the municipality's developmental and facilitative role. There for in primary economic centre like estates and townships the following is practical:

- Demarcated trading bays will only be allowed in high pedestrian traffic flow areas where congestion is not problematic
- Flexible market structures must be built at key transport nodes that will allow for the integration of a number of services ensuring regular pedestrian traffic flows. In these areas cognisance must be taken of the lack of quality urban environments and appropriate physical infrastructure and therefore the approach needs to be in terms of a more physically structured response.

Table 5: Summary of trading areas appropriate for the three types of economic centres.

	Pedestrian Malls	Designated open Trading Areas	Designated Trading Bays	Mobile Trading	Trading in public place	Stationary & Fixed containers	Roving Trading	Basking	Special events	Markets
Stellenbosch Trading	X	X	X	X	X	X	X	X	X	X
Groendal		X	X		X	X			X	X
Franschhoek		X	X	X	X	X	X	X	X	X
Klapmuts		X		X	X	X	X	X		X
Jamestown		X		X	X	X	X	X	X	X
Pniel		X			X	X	X	X	X	X
Kayamandi		X	X	X	X	X	X	X	X	X
Idas Valley		X	X	X	X	X	X	X	X	X
Cloetesville		X	X	X	X	X	X	X	X	X
Mooiwater		X	X			X	X	X	X	X
Kylemore		X	X		X	X		X	X	X

9.2.4.5. Informal and Marginalised Residential Areas

In informal settlement and township areas the provision of trading spaces should be clearly linked to "place-making" strategies, as trading may have the potential to generate new forms of public space. Appropriate facilities need to be provided in these environments that will allow a range of trading levels, structures that are flexible to change and upgrading and access to utility services.

9.3. Organisations and Forums Supporting Development

9.3.1. Multi-stakeholder engagement platform

9.3.1.1. Planning and development of the sector requires engagement of all stakeholders, each stakeholder may require its own forum to discuss issues internally before it is brought to a multi-stakeholder platform. Stellenbosch Municipality will establish, with its stakeholders, one multi-stakeholder platform for engagement around matters relating to the informal trade sector.

9.3.2. Trade Associations and Development Organisations

9.3.2.1. Specific organisations and engagement platforms may be required to address the needs of specific groups (employees and employers). Support to establish and sustain trader associations should be offered. The support of and, where feasible, the establishment of new industry specific organisations (intermediaries), shall be undertaken.

9.4 Development Support

9.4.1. Direct Support

9.4.1.1. Direct support offered to traders and their employees may include business or technical training and mentorship, depending on the need. These will be piloted and provided by stakeholders and partners. The development support required will be determined at an area level, linked to the trading plan and developed by the stakeholders in the area.

9.4.1.2. New traders will be encouraged to join a trader association in the trading area

9.4.1.3. Traders will be assessed at the permit application stage and encouraged to register at one of the industry-development organisations related to the trader's goods/service (should those be available)

9.4.2. Indirect Support

9.4.2.1. A range of indirect support will continue to be provided to the sector through Stellenbosch Municipality and other stakeholder with input and involvement of the sector. This could include:

- Planning (spatial, land use, other)
- Site identification, preparation and development
- Contract development and legal services
- Management and regulatory services

9.5 Criteria for the Allocation of Trading Bays

9.5.1. Central to equitable allocation of trading bays, is the compilation by Stellenbosch Municipality of a database of all street traders in a particular area, which will include for each trader: ID number or any recognised form of identification, address, goods being sold, trading location and any other relevant information.

9.5.2. It is acknowledged that the following basket of criteria will form the broad basis of decision to allocate bays. As the process is ultimately to be managed on an area basis (a combination of geographic criteria and category of economic centre criteria), it is required that the criteria following are a guideline. In the implementation stage it will be the right of all traders to be fully aware of exactly which criteria are being used in respect of allocation of trading bays.

9.5.3. In the event of traders wishing to appeal a municipal official's decisions which are deemed to impact on the rights of traders, the appeals will follow the Appeal Procedures as outlined in section 62 in the Municipal Systems Act, No.32, of 2000.

9.5.4. Subject to and in compliance with Section 6A (1), (2) and (3) of the Businesses Act No. 71 of 1991, allocation of trading bays will be based on the following criteria and considerations:

Applicants must be:

- Existing informal traders, or
- desire to become informal traders (provided they comply with the requirements below, and may be for example, informal employees, seeking to establish their own business)
 - The nature of the goods and services should not conflict with or unduly compete with:
 - the type of goods/services sold by formal businesses in the trading area/ or close to the bay
 - the type of goods/services, sold informally, in the same trading area;
 - Unemployed people will get preference;
 - Where bays are available, traders operating more frequently will get preference over occasional/casual traders within the trading area;
 - The applicants ability to meet the trading hours set for the trading area;
 - Preference will be given to Historically Disadvantaged Individuals;
 - Consideration shall be given to new traders to the municipality's database;
 - Only one bay will be allocated per trader;
 - Preference will be given to traders who do not trade in any other trading area;
 - Preference will be given to those who do not share the same household with an existing permit holder, provided that:
 - There are more trading bays than applicants;
 - The applicant is not economically dependent on the existing permit holder.
- **Preference will be given to applicants who reside in, or close to, the trading area for which the permit is applied;**

- The trader must be in possession of a valid South African identity document or relevant documents allowing the individual to working permit;
- In the case of foodstuffs being processed and traded, the trader must be in possession of the required Business License (and Certificate of Acceptability);

9.5.5. Other Conditions

New applicants will be required to undergo an information session regarding the informal trading policy and by-law.

Applicants will be assessed to determine training and development needs, which may include registration with an industry development organisation.

Council will reserve the right to withdraw summarily the allocation of a bay in the event of evidence proving that (i) a trader has wilfully supplied incorrect information related to permit conditions; (ii) a trader has failed to update the information annually; (iii) a trader, who is allocated a bay, has sublet or sold such a bay to a third party without the approval of Council; (iv) a trader is behind payment on the permit fee (for two consecutive months); (v) a trader does not comply with the Informal Trading by-law.

When events permitted by Stellenbosch Municipality occur, the right to the event supersedes the trading right. Stellenbosch Municipality will have the right to summarily cease (without any compensation for loss of earnings) all trading in bays which the Municipality deems are affected by the special event. (traders affected by the event can approach the event organiser to trade within the event footprint) The Municipality will encourage trading in areas surrounding the event, where possible.

In high demand zones, alternative allocation models will be piloted to enhance the trading mix and provide for new entrants.

9.5.6. Special Circumstances for Allocation of Bays

9.5.6.1. It is recognised that the following special circumstances may warrant the transfer of the permit to an assistant or family member such as in the case of:

- Death of Principal Trader – where the inability to trade would place undue hardship on the family of the Principal Trader, permission may be granted to another family member/assistant trader to continue trading until the end of the trading period as stipulated on the permit for the bay.
- Personal reasons; such as, illness, pregnancy, family responsibility, religious or cultural matters, or any other personal matter, provided it is for a period no longer than 6 months, and provided that:

- Proof from a medical practitioner is provided to the municipality which certifies that the permit- holder is unable to trade; and
- A written affidavit is provided to the municipality stating the nature and period for which the permit holder requires the permit transfer

9.5.7. If the Principal Trader or his/her family chooses not to make application for special consideration as outlined above, the permit for the bay must be returned to the municipality to be allocated to the next person meeting the criteria on the waiting list.

9.6 Law Enforcement

9.6.1. All laws will be enforced related to conduct, health and safety and the trading in prohibited areas. The policy, including by-laws will be work-shopped with all new permit holders, when they receive the permit, and with existing permit holders. The following, among others, pertain:

- No trader will be permitted to carry on such business in a manner, which creates a nuisance, is a danger or threat to public health and safety, or damages or defaces any Council property.
- A criminal act will be dealt with through the appropriate criminal procedures.
- Where a trader violates the permit conditions, he/she will be informed in writing of the violation and course of action. A 'three-strike system' will be employed whereby two (2) written warnings will be issued before punitive action is taken. Permit fees will not be refundable if the permit is revoked or suspended.
- Punitive measures could include suspension for a specified period, or the total withdrawal of such trading permit.
- The trader will have the opportunity to put his/her case forward at an inquiry and he/she will be permitted to call any witnesses to testify on his/her behalf. Minutes will be kept of all inquiries and will be available to all interested parties.
- In the case of a trader being refused a permit or having his permit revoked, the complaints procedure will be conducted.
- In the event of traders wishing to appeal a municipal official's decisions which are deemed to impact on the rights of traders, the appeals will follow the Appeal Procedures as outlined in section 62 in the Municipal Systems Act, No.32, of 2000.

9.7 Management of Trading Areas

9.7.1. Different trading environments will require alternate management models and depending on the characteristics of the market or informal trading areas and the desired outcomes for trade in the area.

9.7.2. Formal Market Sites

9.7.2.1. The management of these sites will be granted on a competitive tendering basis for those Formal Markets (including Craft Markets) identified by the Stellenbosch Municipality for outsourced management. The successful tenderer will be granted the management contract for a reasonable period after which it will once again be open for competitive tendering. Management agents will be required to sign Service Level Agreements with the municipality clearly spelling out each party's responsibilities and penalties for non-compliance. Included in the Agreements will be provision of ablution and storage facilities.

9.7.2.2. The legal arrangements that will govern the management of the markets can take the following forms:

- Head lease with a commercial operator who is responsible for all aspects of the market, including security, cleansing and maintenance. The operator would pay the municipality a market related rental.
- Head lease with an association of traders/crafters (usually a common law voluntary association not for gain) who is responsible for all aspects of the market, including security, cleansing and maintenance. The rental payable to the municipality would range from nominal to market related, depending on the location of the market.
- A management contract with the service provider to manage aspects of the market, such as ablution facilities, storage facilities, cleansing and security. The municipality will issue permits to the individual traders.
- Lease with local, civic or community associations to manage trading areas, with individual permits issued by the municipality.
- In the case of municipal run markets, traders would be issued permits for areas or leases for structures such as containers or kiosk.

9.7.3. Individual Fixed Trading Sites

9.7.3.1. These permits will be granted against the criteria established in the section entitled "Criteria for Allocating Permits". Permits will be granted for between 1 day (for high demand zones) and (1) to (3) years, depending on the area, after which application must again be made, subject to compliance to conditions. Permit fees will be divided into twelve equal payments which will be payable on a monthly basis.

9.7.4. Events

9.7.4.1. Examples of events include, sporting fixtures, concerts and national state events. These events are by their nature temporary and arrangements will depend upon

the type of event and the geographical area in which it is taking place. When permitting a special event, the municipality grants full right to the event organiser to manage the entire event footprint, in turn; the event organiser accepts full liability for all risks.

9.7.4.2. For this reason, the trade to trade is revoked for the period of the event. The municipality will encourage event organisers to accommodate informal traders and where feasible allow trading to take place around the event footprint.

9.7.5. Transport Interchanges

9.7.5.1. Any trading in the vicinity of Transport Interchanges must not obstruct vehicular or other traffic. The establishment of any trading zones at Transport Interchanges would require the approval of the Interchange Management Authority.

9.8 Pricing and Funding Mechanisms

9.8.1. Basic Price Determination

9.8.1.1. The economic value of location and space will be incorporated into the pricing linked to tariffs and leases. At a metropolitan scale, a costing exercise will be undertaken at a sample each type of trading areas to determine the full cost of trading with varying urban management, locational and infrastructure attributes (e.g. utilities-water, sanitation, electricity, management services, infrastructure-shelter, storage, etc.). Differentiated tariffs for different levels of service provision will be introduced. A sample of different trading sites will be selected for the costing exercise, on completion of the investigation, price bands per trading class will be determined and each trading area will be assigned a trading class and the associated price band.

9.8.1.2. A tariff structure will be linked to:

- Desirability of location (demand)
- Site size
- Level of services
- Infrastructure
- Management services
- Discounting (the true cost)

9.8.2. Pricing Variations

9.8.2.1. Pricing will vary according to a number of factors, as mentioned above, in practice this may mean prices vary along the following lines:

a. Economic Centres

Tertiary, secondary and primary economic centres may influence the price.

b. Markets

In the case of markets, tariffs will vary according to type of market and the services available at the market. Where the market is operated by a lease holder, price setting is determined by the lease holder.

c. Socio-Economic Infrastructure

Transport hubs and interchanges, commercial/shopping centres, public facilities such as libraries, civic centres, among others.

d. Third Party Management

In areas that are managed by parties other than the municipality (e.g. adjacent to shopping centres) and where services are supplied that are supplementary to those provided by the municipality, an alternative tariff structure may apply in order to reflect the value of the additional services provided in the area.

e. High Demand Zones

In the course of the strategic spatial planning exercise for the identification of high demand zones within any one of the economic centres, areas may be identified as current, or future potential high demand areas

9.9 Funding Management

9.9.1. The municipality, with the relevant stakeholders, will seek out alternatives mechanisms to provide for the management; management may include safety and security services (e.g. officers of the peace), infrastructure maintenance and services (cleansing, sanitation, water, other). Funding mechanisms may include, inter alia:

1. Dedicated Budget Allocations

Streaming revenue collected from informal trading and assigning it directly to the management of informal trading

2. Leasing or Management Agreements

3. Advertising Sponsorships

4. Partnerships with Stakeholders

9.9.2. Developing a fair, equitable and transparent pricing and effective funding mechanisms will be an important step forward towards the development of the informal trade sector.

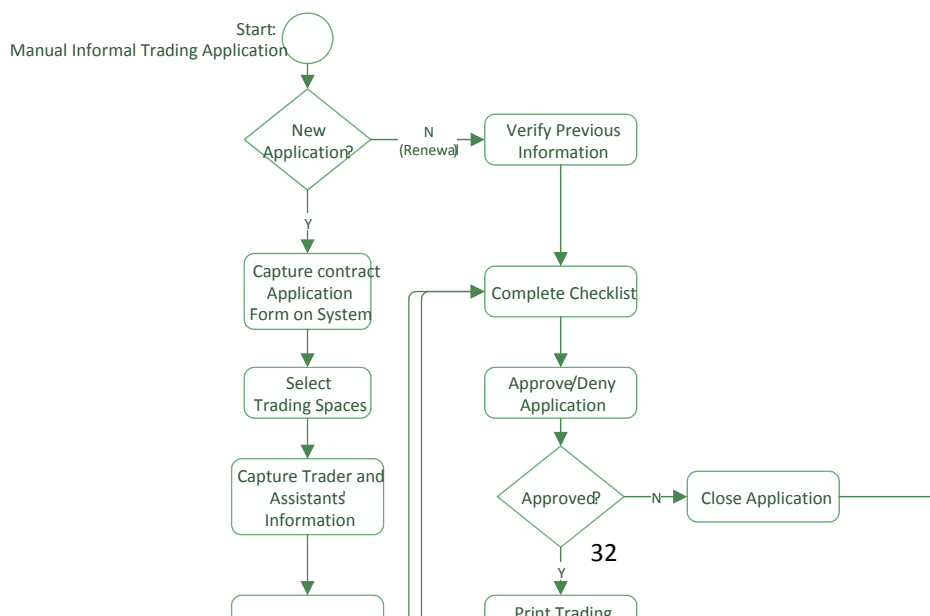
10 INFORMAL TRADING APPLICATION PROCESS

10.1 Enclosed Structures

- Only applications received on or before the closing date of advertised bricked structures will be considered/ evaluated based on a set criteria;
- Applicants whose application forms and business plan meet the criteria will be shortlisted;
- Shortlisted applicants will be invited for an interview to determine the suitability and sustainability of their proposed informal business;
- The interview panel will draft a recommendation memorandum to the Director Planning & Economic Development
- The Director Planning & Economic Development will review the recommendations and forward the final applicants names to the Municipal Manager for approval;
- The Municipal Manager review and provide a final approval;
- Successful applicants will be informed about the outcomes of their applications and invited to review and sign lease agreements; and
- Relevant information is captured on the central database.

10.2 Open Trading Bays and any other type of informal trading

The process below will be followed in terms of open trading bays:

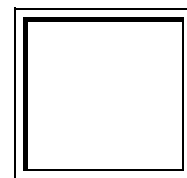


11.MONITORING AND EVALUATION

11.1. Coordinated by the Economic Development Department:

- 11.1.1. Annual monitoring of the policy implementation shall take place and,
- 11.1.2. Bi-annual evaluation shall be undertaken via the multi-stakeholder engagement platform
- 11.1.3. At the end of five years, the policy shall be reviewed against the problem statement, and the policy directives set out in this policy. A new problem statement and set of objectives should be determined by all the stakeholders.
- 11.1.4. Alternative forms of monitoring shall also be used such as surveys, focus group discussion or workshops. The municipality shall also investigate, as part of a monitoring system, a telephone hotline be established to provide information, register queries or log issues relating to the sector.
- 11.1.5. In addition, the monitoring system shall be established in order to:
 - Provide a centralised hub of data to allow the stakeholders to utilise the informal trading data and incorporate the informal economy into their planning processes and strategies
 - Conduct trend analyses and anticipate the growth of the sector over time
 - Identify the needs of the sector
 - Map of informal trading areas and trading bays and any shifts over time

REGISTRATION / APPLICATION FORM FOR INFORMAL TRADING IN THE GREATER STELLENBOSCH



CONTACT DETAILS

Title	
First names	
Surname	
Identity number	
Physical address	
Postal address	
Email	
Cell number	
Telephone number	
Fax number	

AREA OF INTEREST

Food (eg boerewors rolls, hot chips, burgers, etc.)	
Beverages (eg. cool drinks, juice, water, etc.)	
Sweets (eg candy floss, chips, biltong, etc.)	
Toys/gifts	
Crafts/curios	
Clothing	
Other Please specify	

TRADING OPTIONS (DAYS)

Monday to Saturday (Permanent traders)	
Saturday traders	
Daily based on availability of permits	

PREMISES

Stellenbosch (Please mark appropriate with x)	Pick & Pay		Strand Road	
	Braak		Checkers	
	Bergzicht Market		Flower Alley (steeg)	
Franschhoek	Opposite Groendal community hall		Town Hall	
	Opposite BP Garage		FNB	
	Museum			
Klapmuts	4 way stop opposite church			

OFFICE USE: _____**APPROVED BY:** _____**COMMENTS:** _____**CONTACT DETAILS OF ASSISTANTS**

Title	
First names	
Surname	
Identity number	
Physical address	
Postal address	
Email	
Cell number	
Telephone number	
Fax number	

CONTACT DETAILS OF ASSISTANTS

Title	
First names	
Surname	
Identity number	
Physical address	
Postal address	
Email	
Cell number	
Telephone number	
Fax number	

CONTACT DETAILS OF ASSISTANTS

Title	
First names	
Surname	
Identity number	
Physical address	
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Cell number	
Telephone number	
Fax number	

CONTACT DETAILS OF ASSISTANTS

Title	
First names	
Surname	
Identity number	
Physical address	
Postal address	
Email	
Cell number	
Telephone number	
Fax number	

7.8	RURAL MANAGEMENT AND TOURISM: (PC: CLLR S PETERS)
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NONE

7.9	YOUTH, SPORTS AND CULTURE: (PC: CLLR M PIETERSEN)
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NONE

7.10	MUNICIPAL MANAGER
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7.10.1	SDF/IDP/BUDGET PROCESS PLAN (TIME SCHEDULE) TO GUIDE THE THIRD REVIEW OF THE FOURTH GENERATION INTEGRATED DEVELOPMENT PLAN 2017 – 2022
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Collaborator No: 656152
IDP KPA Ref No: *Good Governance and Compliance*
Meeting Date: 14 August 2019

1. SUBJECT: SDF/IDP/BUDGET PROCESS PLAN (TIME SCHEDULE) TO GUIDE THE THIRD REVIEW OF THE FOURTH GENERATION INTEGRATED DEVELOPMENT PLAN 2017 – 2022

2. PURPOSE

To table to Council for consideration:

- (a) The Time Schedule of key deadlines for the Third Review of the Fourth Generation Integrated Development Plan (IDP), Budget and Spatial Development Framework (SDF).

3. DELEGATED AUTHORITY

In accordance with Section 21(b) of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) “the mayor of a municipality must-

at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-

- (i) the preparation, tabling and approval of the annual budget;
- (ii) the annual review of-
 - (aa) the integrated development plan in terms of section 34 of the Municipal Systems Act; and
 - (bb) the budget-related policies;
- (iii) the tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and
- (iv) any consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).

4. EXECUTIVE SUMMARY

The SDF/IDP/Budget Process Plan (Time Schedule) is compiled in terms of Sections 28 and 29 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA).

Section 28 specifies that:

- “(1) Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP.

- (2) The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.
- (3) A municipality must give notice to the local community of particulars of the process it intends to follow."

5. RECOMMENDATIONS

- (a) that Council adopts the annexed SDF/IDP/Budget Process Plan (Time Schedule) to guide the Third Review of the Fourth Generation IDP 2017 – 2022, SDF and Budget; and
- (b) that the SDF/IDP/Budget Process Plan (Time Schedule) be placed on the official website of the Municipality, municipal notice boards and libraries, notifying the public of the planned process.

6. DISCUSSION

6.1 Background

The Annual Budget and the IDP are inextricably linked with one another, and this link has been formalised through the promulgation of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA).

The requirements for a Time Schedule are outlined in Section 21(1) of the MFMA and indicates that:

"The Mayor of a municipality must –

- (a) coordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible;
- (b) at least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for–
 - (i) the preparation, tabling and approval of the annual budget;
 - (ii) the annual review of –
 - aa) the integrated development plan in terms of section 34 of the Municipal Systems Act; and
 - bb) the budget related policies.
 - (iii) the tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and
 - (iv) any consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).

The SDF/IDP/Budget Process Plan (Time Schedule) also takes cognisance of the regulatory framework for the review and approval of the SDF, IDP Budget and the annual Service Delivery and Budget Implementation Plan (SDBIP).

The SDBIP is the implementation tool to give effect to those objectives and targets as indicated in the IDP and Budget. The importance of synchronising the timelines for the revision of the IDP and Annual Budget with those of the SDBIP, is captured in the sections from the MSA cited underneath:

Section 41:

“(1) A municipality must in terms of its performance management system and in accordance with any regulations and guidelines that may be prescribed –

- (a) set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the municipality’s development priorities and objectives set out in its integrated development plan”.

Section 26(e) of the MSA refers to the Municipal SDF as a ‘core component’ of the municipal IDP and requires that the IDP reflects a *mSDF* which must include the provision of basic guidelines for a land use management system for the municipality.

The new planning dispensation which includes the Spatial Planning and Land Use Management Act, 2013, (Act No.16 of 2013) (SPLUMA), the Western Cape Land Use Planning Act, 2014 (Act No. 3 of 2014) and the Stellenbosch Municipal Planning By-law, 2015 imposes new requirements to compile or amend a *mSDF*.

A municipal SDF (new and / or amended) has to follow a timeline set out in a process plan similar to the IDP Process Plan. Moreover, the SDF and IDP processes need to be aligned.

The IDP process follows the following major phases:

- **Analysis** (September - November 2019) which includes community input, performance analysis, financial analysis and organisational analysis.
- **Strategy** (November / December 2019) during which period the political and executive leadership confirms the strategic direction which will guide the compilation of the revised IDP, SDBIP and MTREF (vision, mission, focus areas, strategic objectives, measures and targets).
- **Preparing annual budget and IDP** (November 2019 to March 2020) during which period the municipal performance scorecard is revised and budget priorities and outputs for the next three years are determined.
- **Tabling of the draft IDP and Annual Budget** (March 2020).
- **Consultation and refinement** (April 2020) where the above-mentioned documents are published and circulated for comments and inputs by the community, National and Provincial Treasury, the Cape Winelands District Municipality and other prescribed organs of state or municipalities affected by the IDP or Budget.
- **Final approval** (May 2020) after consideration of the inputs and comments received from various stakeholders.

6.2 Financial Implications

There are no financial implications beyond that which was approved in the 2019/20 MTRF Budget.

6.3 Legal Implications

Section 28 specifies that:

- “(1) Each municipal council must adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP.

- (2) The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.
- (3) A municipality must give notice to the local community of particulars of the process it intends to follow."

6.4 Staff Implications

This report has no staff implications to the Municipality.

6.5 Risk Implications

None

6.6 Comments from Senior Management

6.6.1 Director: Community and Protection Services

Support.

6.6.2 Chief Financial Officer

Support.

6.6.3 Director: Infrastructure Services

Support.

6.6.4 Director: Corporate Services

Support.

6.6.5 Director: Planning and Economic Development

Support.

6.6.6 Comments from the Municipal Manager

Support.

ANNEXURES

Annexure A: SDF/IDP/Budget Process Plan (Time Schedule)

FOR FURTHER DETAILS CONTACT:

NAME	Shireen De Visser
POSITION	Senior Manager: Governance
DIRECTORATE	Municipal Manager
CONTACT NUMBERS	021 808 8035
E-MAIL ADDRESS	shireen.devisser@ Stellenbosch.gov.za
REPORT DATE	06 August 2019

ANNEXURE 1


STELLENBOSCH

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MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Annexure A

SDF/IDP/BUDGET TIME SCHEDULE FOR 2020/21

(In accordance with Section 21(1)(b) of the Local Government: Municipal Finance Management Act, No. 56 of 2003 and Section 34 of the Local Government: Municipal Systems Act, No. 32 of 2000 and supporting Regulations of both ACTS)

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE OFFICIAL
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
JULY 2019								
1	Make public the projections, targets and indicators as set out in the SDBIP (no later than 14 days after the approval of the SDBIP) and submit to National and Provincial Treasuries (no later than 10 days after the approval of the SDBIP)	MFMA - Sec 53(3)(a) MBRR - Reg 20(2)(b)			05 July 2019			Manager: IDP and Performance Management
2	Submit Monthly report on the budget for period ending 30 June 2019 within 10 working days to Executive Mayor	MFMA - Sec 71(1)					12 July 2019	Manager: Financial Statements, Compliance and Reporting
3	Commence with the preparation of Capital Roll-Over Budget for the 2019/20 Financial year	MFMA - Sec 28(2)(e) MBRR - Reg 23(5)		31 July 2019				Manager: Budget and Costing
4	Submit Quarterly report for period ending 30/06/2019 on implementation of the budget and financial state of affairs of the municipality to Council	MFMA - Sec 52(d) MFMA - Sec 71(1) MBRR - Reg 29					31 July 2019	Manager: Financial Statements, Compliance and Reporting
AUGUST 2019								
5	Place 2018/19 Fourth Quarter Performance Report on website	MFMA - Section 75 (2) MSA 21(b)			01 August 2019			Manager: Financial Statements, Compliance and Reporting
6	Submit 4th Quarter (2018/19) Performance Reports - SDBIP Performance Reports to National and Provincial Treasuries	MPPMR - Reg 13			01 August 2019			Manager: Financial Statements, Compliance and Reporting
7	Budget Committee considers 2019/20 Capital Roll-Over Budget (to be tabled before 25 August 2019) and determines Budget Assumptions (Parameters) for Medium Term Revenue and Expenditure Framework (MTREF)	MFMA - Sec 28 MBRR - Part 4		07 August 2019				Manager: Budget and Costing
8	Submit Draft SDF/IDP/Budget public participation schedule at All Wards Meeting for approval		14 August 2019					Manager: IDP and Performance Management

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE OFFICIAL
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
9	Submit Monthly report on the budget for period ending 31 July 2019 within 10 working days to Mayor	MFMA Section 71(1)					15 August 2019	Manager: Financial Statements, Compliance and Reporting
10	Strategic sessions for Political and Executive leadership to determine and execute municipal strategy	MSA Section 56(2)	20-21 August 2019					Municipal Manager
11	Finance Portfolio Committee recommends 2019/20 Capital Roll-Over Budget to Executive Mayor and Mayoral Committee	MFMA - Sec 28(2)(e) MBRR - Reg 23(5)		21 August 2019				Chief Financial Officer
12	Executive Mayor and Mayoral Committee recommend that SDF/IDP/Budget Time Schedule (at least 10 months before the start of the budget year) and IDP Public Participation Meetings be approved by Council	MFMA - Sec 21(1)(b)	22 August 2019					Manager: IDP and Performance Management
13	Executive Mayor and Mayoral Committee approve 2019/20 Capital Roll-Over Budget	MFMA - Sec 28(2)(e) MBRR - Reg 23(5)		23 August 2019				Chief Financial Officer
14	Council approve 2019/20 Capital Roll-Over Budget (to be tabled before 25 August 2019)	MFMA - Sec 28(2)(e) MBRR - Reg 23(5)		23 August 2019				Chief Financial Officer
15	Council approve SDF/IDP/Budget Time Schedule (at least 10 months before the start of the budget year) and IDP Public Participation Meetings	MFMA - Sec 21(1)(b)	30 August 2019					Manager: IDP and Performance Management
17	Place advertisement to notify the public of the approved SDF/IDP/Budget Time Schedule and IDP Public Participation Meetings on website, local newspapers and notice boards	MSA - Sec 21, 21A, 28(3)	30 August 2019					Manager: IDP and Performance Management
18	Submit the adopted SDF/IDP/Budget Time Schedule to the MEC for Local Government and Provincial Treasury	MSA - Sec 21, 21A, 28(3)	30 August 2019					Manager: IDP and Performance Management

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE OFFICIAL
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
19	Submit unaudited Annual Performance Report (APR) and Annual Financial Statements (AFS) for 2018/19 to the Auditor General of South Africa (AGSA)	MFMA - Section 126					31 August 2019	Manager: IDP and Performance Management & Manager: Budget and Costing
SEPTEMBER 2019								
20	SDF/IDP/ Budget community meetings in all municipal wards	Chapter 4 MSA	04 - 30 September 2019					Manager: IDP and Performance Management
21	Provincial IDP Managers' Forum	MSA Section 24	12 - 13 September 2019					Manager: IDP and Performance Management
22	Submit Monthly report on the budget for period ending 31 August 2019 within 10 working days to Executive Mayor	MFMA Section 71(1)					13 September 2019	Manager: Financial Statements, Compliance and Reporting
23	Collate information from adopted Sector Plans for integration into the IDP Review document	MSA Section 34	30 September 2019					Manager: IDP and Performance Management together with All Departments
OCTOBER 2019								
25	Updating of Ward Plans and re-prioritisation of ward plans	Not Applicable	01 - 15 October 2019					Manager: IDP and Performance Management
26	Departmental SDF/IDP/Budget Work sessions to review projects, key initiatives and programmes from Community IDP Needs List and identified actions emanating from the community engagement and sector plan analysis	Not Applicable	01 - 15 October 2019					Manager: IDP and Performance Management together with All Departments
27	Submit Monthly report on the budget for period ending 30 September 2019 within 10 working days to Executive Mayor	MFMA Section 71(1)					14 October 2019	Manager: Financial Statements, Compliance and Reporting
28	Sector Engagement(s)	MSA Section 29(1)(b)	15 October 2019					Manager: IDP and Performance Management

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE OFFICIAL
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
29	Submission of priority requests to sector departments	Not Applicable	15 October 2019					Manager: IDP and Performance Management
30	Directorates complete template for the 2020 - 2023 Capital and Operational Budget for Budget Prioritisation	MSA Section 26(h)		25 October 2019				Manager: Budget and Costing
31	Commencement of the tariff setting exercise for the 2020/21 financial year	MFMA Section 71		25 October 2019				Manager: Budget and Costing
32	Submit Quarterly report for period ending 30/09/2018 on implementation of the budget and financial state of affairs of the municipality to the Council	MFMA - Sec 52(d) MFMA - Sec 71(1) MBRR - Reg 28			31 October 2019			Manager: Financial Statements, Compliance and Reporting
33	Strategic Integrated Municipal Engagements (SIME)		31 October 2019					Manager: IDP and Performance Management
NOVEMBER 2019								
34	Commencement of the current budget related policies and compile newly needed budget related policies	MFMA - Sec 21 MBRR - Part 3		01 November 2019				Manager: Financial Statements, Compliance and Reporting
35	Submit 1st Quarter 2019/20 Performance Reports - SDBIP and Finance Performance Reports to National and Provincial Treasury			01 November 2019				Manager: Financial Statements, Compliance and Reporting
36	Place 2019/20 First Quarter Performance Report on website	MFMA - Sec 75(2) MSA - Sec 21(b)		01 November 2019				Manager: Financial Statements, Compliance and Reporting
37	Submit Monthly report on the budget for period ending 31 October 2019 within 10 working days to Executive Mayor	MFMA Section 71(1)					14 November 2019	Manager: Financial Statements, Compliance and Reporting
38	Submit inputs for 2019/20 Operating Adjustments Budget to Manager: Budget and Costing	MFMA - Section 21 & 28		15 November 2019				All Directorates
39	Draft initial changes to IDP: Reconcile community, administrative and political priorities	Not Applicable	29 November 2019					Manager: IDP and Performance Management
40	Finalise all IDP inputs (Chapters) and distribute to all Departments for input and revisions	MSA Section 34	29 November 2019					Manager: IDP and Performance Management

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE OFFICIAL
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
DECEMBER 2019								
41	Provincial IDP Managers' Forum	MSA Section 24	05-06 December 2019					Manager: IDP and Performance Management
42	Submit Monthly report on the budget for period ending 30 November 2019 within 10 working days to Executive Mayor	MFMA Section 71(1)					13 December 2019	Manager: Financial Statements, Compliance and Reporting
JANUARY 2020								
43	Submit Monthly report on the budget for period ending 31 December 2019 within 10 working days to Executive Mayor	MFMA Section 71(1)					15 January 2020	Manager: Financial Statements, Compliance and Reporting
44	Finance Portfolio Committee considers and recommends the 2019/20 Adjustments Budget to the MAYCO	MFMA - Sec 28 MBRR - Part 4		15 January 2020				Manager: Budget and Costing
45	MAYCO considers and adopts 2019/20 Adjustments Budget and potentially Revised 2019/20 SDBIP	MFMA - Sec 28 MBRR - Part 4		15 January 2020	15 January 2020			Manager: Budget and Costing & Manager: IDP and Performance Management
47	Submit Mid-year Performance Assessment Report to the Executive Mayor	MFMA - Sec 72			25 January 2020			Manager: IDP and Performance Management
48	Submit Mid-year Budget Assessment Report to Executive Mayor	MFMA - Section 72(1)(b) MBRR - Reg 35		25 January 2020				Chief Financial Officer
49	Submit Mid-year Budget and Performance Report to Provincial Treasury, National Treasury and Department of Local Government by 25 January 2020	MFMA - Section 72(1)(b) MBRR - Reg 35		25 January 2020				Manager: IDP and Performance Management & Chief Financial Officer
50	Make public the Mid-Year Budget and Performance Report in the local newspaper and on municipal website	MFMA - Section 75 (2) MSA - Sec 21(b)		31 January 2020				Chief Financial Officer and Manager: IDP and Performance Management
51	Council consider 2018/19 Draft Annual Report before advertising it for public comment	MFMA - Sec 127					31 January 2020	Manager: IDP and Performance Management & Chief Financial Officer

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE OFFICIAL
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
52	Submit Quarterly report for period ending 31/12/2018 on implementation of the budget and financial state of affairs of the municipality to Council	MFMA - Sec 52(d) MFMA - Sec 71(1) MBRR - Reg 29					31 January 2020	Chief Financial Officer and Manager: IDP and Performance Management
53	Submit Mid-year Budget and Performance Assessment Reports to Council	MFMA - Section 72(1)(b) MBRR - Reg 35		31 January 2020			31 January 2020	Manager: Financial Statements, Compliance and Reporting
54	Place 2019/20 SECOND Quarter Performance Report on website	MFMA - Section 75 (2) MSA - Sec 21(b)		31 January 2020				Manager: Financial Statements, Compliance and Reporting
55	Invite public / local community to submit written comment on the proposed SDF amendment within 60 days of the publication thereof in the Provincial Gazette and the Media	SPLUMA – Section 20(3)	01/01/2020 - 28/02/2020					Manager: Spatial Planning
56	Council considers the 2019/20 Adjustments Budget and potential Revised TL SDBIP 2019/20	MFMA - Sec 28 MBRR - Part 4		31 January 2020				Manager: IDP and Performance Management and Manager: Budget and Costing
FEBRUARY 2020								
57	Advertise the approved 2019/20 Adjustments Budget and Revised SDBIP for 2019/20 and submit budget and B Schedules to National Treasury and Provincial Treasury as required per legislation (within 10 working days)	MFMA - Sec 28(7) MSA - Sec 21A MBRR - Part 4		01 February 2020	01 February 2020			Manager: Budget and Costing & Manager: IDP and Performance Management
58	Send the 2018/19 Draft AR, within five (5) days via e-mail and hard copy to the National Treasury, the Western Cape Department of Local Government, the Western Cape Provincial Treasury and the Auditor General	MFMA - Section 127(5)(b)					01 - 05 February 2020	Manager: IDP and Performance Management
59	Submit Monthly report on the budget for period ending 31 January 2020 within 10 working days to Executive Mayor	MFMA Section 71(1)					14 February 2020	Manager: Financial Statements, Compliance and Reporting
60	Annual and Mid-year Performance Assessments for Municipal Manager and Managers directly accountable to the Municipal Manager (Period 2018/19 and 2019/20 Financial Years respectively)	MPPMR - Reg 13 GN 21- 17/01/2014			15 February 2020			Manager: IDP and Performance Management

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE OFFICIAL
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
61	Due date for the public and other stakeholders to render written comments on the 2018/19 Draft AR	MFMA - Sec 127(5)(a) MSA - Sec 21A			25 February 2020			Chief Financial Officer
62	Technical Integrated Municipal Engagements (TIME)	MSA - Chapter 5	28 February 2020					Manager: IDP and Performance Management
64	LG MTEC 2 - Provincial Sector Departments inform municipalities of provincial budgetary allocations	MSA - Chapter 5	28 February 2020					Manager: IDP and Performance Management and Manager: Budget and Costing
MARCH 2020								
65	Submit monthly report on the budget for period ending 28 February 2020 within 10 working days to Executive Mayor	MFMA Section 71(1)					13 March 2020	Manager: Financial Statements, Compliance and Reporting
66	Financial Services Portfolio Committee recommends draft MTRF Budget to the Executive Mayor and Mayoral Committee	MFMA - Sec 16(2) MSA - Sec 25 MBRR - Part 3		15 March 2020				Manager: Budget and Costing
67	Financial Services Portfolio Committee recommends draft MTRF Budget to the Executive Mayor and Mayoral Committee	MFMA - Sec 16(2) MSA - Sec 25 MBRR - Part 3		20 March 2020				Manager: Budget and Costing
68	Review the municipality's performance management system (PMS) - submit Revised Performance Management Policy to Council	MPPR - Reg 3(4)(b) & Reg 11(2)			31 March 2020			Manager: IDP and Performance Management
69	Council meeting on draft SDF, IDP, Budget, tariffs, budget related policies and SDBIP (at least 90 days before the start of the budget year)	MFMA - Sec 16(2) MSA - Sec 25 MBRR - Part 3	31 March 2020	31 March 2020	31 March 2020			Manager: IDP and Performance Management and Manager: Budget and Costing
70	Council consider 2018/19 Oversight Report and Annual Report for approval	MFMA - Sec 129			31 March 2020			Manager: IDP and Performance Management

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE OFFICIAL
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
APRIL 2020								
72	Advertise the Draft SDF IDP, SDBIP, budget and other required documents and provide at least 21 days for public comments and submissions	MFMA - Sec 22(a) MSA - Sec 21A MPPMR - Reg 15(3)	05 April 2020	05 April 2020	05 April 2020	05 April 2020		Manager: IDP and Performance Management and Manager: Budget and Costing
73	Place advertisement for the 2018/19 OR and AR to be released for information which must be placed on the municipal website within five (5) days after it is approved	MFMA - Sec 129(3)					05 April 2020	Manager: IDP and Performance Management
74	Ensure that the 2018/19 OR and AR be made available at all municipal offices and libraries for information	MFMA - Sec 129(3)					05 April 2020	Manager: IDP and Performance Management
75	Submit the Annual Report and Oversight Report 2018/19 to the provincial legislature as per circular	MFMA - Sec 132(1) & (2)					05 April 2020	Manager: IDP and Performance Management
76	Submit the draft SDF, IDP, SDBIP and budget to Department of Local Government, National and Provincial Treasury, prescribed national or provincial organs of state and to other municipalities affected by the IDP and budget	MFMA - Sec 22(b) MSA - Sec 32(1) MBRR - Reg 20	05 April 2020	05 April 2020		05 April 2020		Manager: IDP and Performance Management and Manager: Budget and Costing
77	Community meetings to consult the Draft SDF, IDP, SDBIP and Budget - Ward-based Public Meetings	MFMA - Sec 22(a) MSA - Sec 21A MPPMR - Reg 15(3)	05 - 30 April 2020	05 - 30 April 2020	05 - 30 April 2020	05 - 30 April 2020		Manager: IDP and Performance Management Manager: Budget and Costing
78	Submit Monthly report on the budget for period ending 31 March 2020 within 10 working days to Executive Mayor	MFMA Section 71(1)					14 April 2020	Manager: Financial Statements, Compliance and Reporting
79	Submit Quarterly report for period ending 31 March 2020 on implementation of the budget and financial state of affairs of the municipality to Council	MFMA - Sec 52(d) MFMA - Sec 71(1) MBRR - Reg 29					30 April 2020	Manager: Financial Statements, Compliance and Reporting
80	Submit 3rd Quarter 2019/20 Performance Reports - SDBIP and Performance Reports to National and Provincial Treasury	MPPMR - Reg 13					30 April 2020	Manager: Financial Statements, Compliance and Reporting

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE OFFICIAL
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
MAY 2020								
81	Place 2019/20 Third Quarter Performance Report on website	MFMA - Sec 75(2) MSA - Sec 21 (b)					01 May 2020	Manager: Financial Statements, Compliance and Reporting
82	Submit Monthly report on the budget for period ending 30/04/2020 within 10 working days to Executive Mayor	MFMA Section 71 (1)					14 May 2020	Manager: Financial Statements, Compliance and Reporting
83	Finance Portfolio Committee considers submissions made by the local community, National or Provincial Treasury, national or provincial organs of state or municipalities (B-Municipalities) and recommends final budget to MAYCO	MFMA - Sec 24		10 May 2020				Manager: IDP and Performance Management Manager: Budget and Costing
84	MAYCO meeting to approve the Budget, SDF and Revised IDP (at least 30 days before the start of the budget year)	MFMA - Sec 24	15 May 2020	15 May 2020	15 May 2020			Manager: IDP and Performance Management Manager: Budget and Costing
85	LG MTEC 3 IDP and Budget Assessments by Provincial Treasury and Department of Local Government	MSA Chapter 5 MFMA	31 May 2020	31 May 2020	31 May 2020	31 May 2020		Manager: IDP and Performance Management Manager: Budget and Costing
86	Council meeting to adopt Revised IDP, SDF and Budget (at least 30 days before the start of the budget year)	MFMA - Sec 24	31 May 2020	31 May 2020	31 May 2020	31 May 2020		Manager: IDP and Performance Management and Manager: Budget and Costing
JUNE 2020								
88	Place the IDP, SDF, multi-year budget, all budget-related documents and all budget-related policies on the website	MFMA - Sec 22 and 75 MSA - Sec 21A and 21B	06 June 2020	06 June 2020		06 June 2020		Manager: IDP and Performance Management Manager: Budgets and Accounting
89	Submit a copy of the revised IDP, SDF to the MEC for LG (within 10 days of the adoption of the plan)	MSA - Section 32	10 June 2020			10 June 2020		Manager: IDP and Performance Management
90	Submit approved budget to National and Provincial Treasuries (both printed and electronic formats)	MFMA - Sec 24(3) MBRR - Reg 20		15 June 2020				Manager: Budget and Costing

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE OFFICIAL
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
91	Give notice to the public of the adoption of the IDP and Budget (within 14 days of the adoption of the plan) and budget (within 10 working days)	MBRR - Reg 18 MSA - Sec 25(4)(a)(b)	15 June 2020	15 June 2020				Manager: IDP and Performance Management Manager: Budget and Costing
92	Submit to the Executive Mayor the SDBIP for the budget year (no later than 14 days after the approval of an annual budget)	MFMA - Sec 69(3)(a)			12 June 2020			Manager: IDP and Performance Management
93	Submit Monthly report on the budget for period ending 31/05/2020 within 10 working days to Mayor	MFMA Section 71(1)					12 June 2020	Manager: Financial Statements, Compliance and Reporting
94	Executive Mayor takes all reasonable steps to ensure that the SDBIP is approved (within 28 days after approval of the budget)	MFMA - Sec 53(1)(c) (ii)			28 June 2020			Manager: IDP and Performance Management
96	Make public the Council notice of the adopted SDF in the local media and the provincial Gazette, within 14 days of the date of adoption	SPLUMA – Section 20(3)	30 June 2020					Manager: SDF
JULY 2020								
97	Make public the projections, targets and indicators as set out in the SDBIP (no later than 14 days after the approval of the SDBIP) and submit to National and Provincial Treasuries (no later than 10 working days after the approval of the SDBIP)	MFMA Section 53(3)(a) MBRR Reg 19			10 July 2020			Manager: IDP and Performance Management
98	Make public the performance agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager (no later than 14 days after the approval of the SDBIP)	MFMA Section 53(3)(b):			10 July 2020			Manager: IDP and Performance Management

7.10.2	SIGNED PERFORMANCE AGREEMENTS 2019/20 OF THE MUNICIPAL MANAGER AND MANAGERS DIRECTLY ACCOUNTABLE TO THE MUNICIPAL MANAGER
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Collaborator No: 656150
IDP KPA Ref No: *Good Governance and Compliance*
Meeting Date: 14 August 2019

1. SUBJECT: SIGNED PERFORMANCE AGREEMENTS 2019/20 OF THE MUNICIPAL MANAGER AND MANAGERS DIRECTLY ACCOUNTABLE TO THE MUNICIPAL MANAGER

2. PURPOSE

To submit to Council, for notification, the following:

- (a) Signed Performance Agreements 2019/20 of the Municipal Manager and Managers Directly Accountable to the Municipal Manager.

3. DELEGATED AUTHORITY

In terms of Section 53(3)(b) of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) the Executive Mayor must ensure that the performance agreements “...be submitted to the council and the MEC for local government in the province.”

4. EXECUTIVE SUMMARY

According to Section 57(2) of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) the performance agreement must be concluded annually:

“(a) ...within one month after the beginning of each financial year of the municipality.”

5. RECOMMENDATION

that the signed Performance Agreements 2019/20 of the Municipal Manager and Managers Directly Accountable to the Municipal Manager, be noted.

6. DISCUSSION

6.1 Background

Regulation 4(4)(a) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006, requires that a separate performance agreement be signed within ninety (90) calendar days after the assumption of duty and annually within one month after the commencement of the new financial year.

The performance agreements 2019/20 of the Municipal Manager and Directors was concluded on 30 July 2019. Hence the Municipality complied with Regulation (4)(4)(a) of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006.

6.2 Financial Implications

There are no financial implications beyond that which has been provided for in the 2019/20 MTREF Budget.

6.3 Legal Implications

According to Section 23 of the Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 805 of 2006, the purpose of the agreement is to:

- “(1) comply with the provisions of Section 57(1)(b),(4A), (4B), (46) and (5) of the Act as well as the employment contract entered into between the parties;
- (2) specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer’s expectations of the employee’s performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- (3) specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- (4) monitor and measure performance against set targeted outputs;
- (5) use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- (6) in the event of outstanding performance, to appropriately reward the employee; and
- (7) give effect to the employer’s commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery”.

6.4 Staff Implications

This report has no staff implications for the Municipality.

6.5 Risk Implications

None

7. Comments from Senior Management

Item supported by the Municipal Manager and Directors.

ANNEXURES**Performance Agreements for:**

- **Geraldine Mettler- Municipal Manager (Annexure 1);**
- **Kevin Carolus – Chief Financial Officer (Annexure 2);**
- **Annalene De Beer- Director: Corporate Services (Annexure 3);**
- **Tabiso Mfeya- Director: Planning and Economic Development (Annexure 4);**
- **Deon Louw- Director: Infrastructure Services (Annexure 5); and**
- **Gary Boshoff – Director: Community and Protection Services (Annexure 6).**

FOR FURTHER DETAILS CONTACT:

NAME	Shireen De Visser
POSITION	Senior Manager: Governance
DIRECTORATE	Municipal Manager
CONTACT NUMBERS	021 808 8035
E-MAIL ADDRESS	shireen.devisser@ Stellenbosch.gov.za
REPORT DATE	06 August 2019

8.	REPORTS SUBMITTED BY THE EXECUTIVE MAYOR
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NONE

9.	MATTERS TO BE CONSIDERED IN-COMMITTEE
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NONE

ANNEXURE 1



STELLENBOSCH

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Performance Agreement

2019 - 2020

Municipal Manager

Handwritten initials/signature

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN
STELLENBOSCH MUNICIPALITY HEREBY REPRESENTED BY:

THE EXECUTIVE MAYOR
Cllr Adv Gesie Van Deventer
(herein and after referred as Employer)

AND

Municipal Manager
Ms Geraldine Mettler
(herein and after referred as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2019 - 30 JUNE 2020



.....
Municipal Manager
Ms Geraldine Mettler



.....
Executive Mayor
Cllr Adv Gesie Van Deventer

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.....
Municipal Manager
Ms Geraldine Mettler



.....
Executive Mayor
Cllr Adv Gesie Van Deventer

1. INTRODUCTION

- 1.1 The Employer, duly represented by **Cllr Adv Gesie Van Deventer**, in her capacity as the Executive Mayor has entered into a contract of employment with the Employee, **Ms Geraldine Mettler**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:
- 1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;
- 1.5.2 "the Executive Mayor" – means the **EXECUTIVE MAYOR** elected in terms of Section 55 of the Local Government: Municipal Structures Act 117 of 1998 ("the Structures Act") as represented by its chairperson, the Executive Mayor;
- 1.5.3 "the Employee" means the **MUNICIPAL MANAGER** appointed in terms of Section 54 (A) and 56 of the Systems Act;
- 1.5.4 "the Employer" means **STELLENBOSCH MUNICIPALITY**; and
- 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;



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- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and
- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2019** and will remain in force until **30 June 2020** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
 - 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and
 - 4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
 - 4.2.1 Key objectives that describe the main tasks that need to be done;
 - 4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;



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- 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
- 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;
- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Strategic Focus Areas (SFAs) (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, SFAs and Competency Framework requirements as per the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs / outcomes (KPIs) identified as per attached Performance Plan (Annexure A), which are linked to the SFAs applicable to the Employee, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

Strategic Focus Areas
SFA 1 – Valley of Possibility
SFA 2 - Green and Sustainable Valley



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Strategic Focus Areas
SFA 3 - Safe Valley
SFA 4 - Dignified Living
SFA 5 - Good Governance and Compliance

- 5.7 The competency requirements for senior managers as per Regulation 9 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers will make up the other 20% of the Employee's assessment score. The competencies will be assessed every six (6) months (January and July).

Leading and Core Competencies		
1.	Strategic direction and leadership	<ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness
2.	People management	<ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management
3.	Programme and project management	<ul style="list-style-type: none"> • Programme and project planning and implementation • Service delivery management • Program and project monitoring and evaluation
4.	Financial management	<ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery
5.	Change leadership	<ul style="list-style-type: none"> • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation
6.	Governance leadership	<ul style="list-style-type: none"> • Policy formulation • Risk and compliance management • Cooperative governance
7.	Moral competence	<ul style="list-style-type: none"> • Core Competency
8.	Planning and organising	<ul style="list-style-type: none"> • Core Competency
9.	Analysis and innovation	<ul style="list-style-type: none"> • Core Competency
10.	Knowledge and information management	<ul style="list-style-type: none"> • Core Competency
11.	Communication	<ul style="list-style-type: none"> • Core Competency
12.	Results and quality focus	<ul style="list-style-type: none"> • Core Competency

6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –

- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
- 6.1.2 The intervals for the evaluation of the Employee's performance.

- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

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- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
- 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
- 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
- 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
- 6.6.5 An overall score will be calculated based on the total of the scores calculated above.
- 6.7 Assessment of the Competencies:
- 6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);
- 6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
- 6.7.3 An overall score will be calculated based on the total of the scores calculated above.



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6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scales for SFAs and Competencies respectively:

6.9.1 Rating scale for SFAs - as mentioned in paragraph 5.6:

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 PA 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 PA 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 the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all the performance criteria and indicators as specified in the PA 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 to encourage improvement.

6.9.2 Rating scale for Competencies -as mentioned in paragraph 5.7:

Level	Achievement Levels	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	Advanced	Develops and applies complex concepts, methods and understanding.

Level	Achievement Levels	Description
		Effectively directs and leads a group and executes in-depth analyses
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	Sub Standard	Applies little to no basic concepts, methods, and understanding of local government operations.

- 6.10 For purposes of evaluating the performance of the Employee for the year-end reviews, an evaluation panel constituted of the following persons will be established–

- 6.10.1 Executive Mayor;
- 6.10.2 Mayor from another municipality;
- 6.10.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and
- 6.10.4 The Member of the Mayoral Committee (Portfolio Chairperson).
- 6.10.5 A Member of a ward committee as nominated by the Executive Mayor.

- 6.11 The Executive Mayor will evaluate the performance of the Employee as at the end of the 1st, and 3rd quarters; and

- 6.12 The Executive Mayor will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meeting.

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates.

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2019 (Informal)
2	October – December	January / February 2020 (Formal)
3	January – March	April / May 2020 (Informal)
4	April - June	After the receipt of the AG's Management Report

- 7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;

- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;


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7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented, and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

8.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and



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10.1.3 A substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;

11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;

11.3 A performance bonus of between 5% to 14% of the all- inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Performance Rating		Bonus Calculation
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80% - 100%	Excellent Performance	14% of total package

11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and

11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

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12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;

13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.



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Executive Mayor
Cllr Adv Gesie Van Deventer

Thus, done and signed at Stellenbosch on the 30th day of 2019.


MUNICIPAL MANAGER

AS WITNESSES:

1. 
2. 

Thus, done and signed at Stellenbosch on the 30th day of 2019.


EXECUTIVE MAYOR

AS WITNESSES:

1. 
2. 



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Executive Mayor
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Annexure A Performance Plan

MUNICIPAL MANAGER

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The Performance Plan sets out:

- Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for 80% (**eighty percent**) of the total employee assessment score.

Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

MUNICIPAL MANAGER														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Director: Corporate Services	Percentage of indicators of the Director: Corporate Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report	SM	90%	90%	90%	90%	6
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Chief Financial Officer	Percentage of indicators of the Chief Financial Officer achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report	SM	90%	90%	90%	90%	6


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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Director: Planning and Economic Development	Percentage of indicators of the Director: Planning and Economic Development achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report	SM	90%	90%	90%	90%	6
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Director: Infrastructure Services	Percentage of indicators of the Director: Infrastructure Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report	SM	90%	90%	90%	90%	6
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Director: Community and Protection Services	Percentage of indicators of the Director: Community and Protection Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report	SM	90%	90%	90%	90%	6
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Chief Audit Executive	Percentage of indicators of the Chief Audit Executive achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report	SM	90%	90%	90%	90%	3
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Senior Manager: Governance	Percentage of indicators of the Senior Manager: Governance achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report	SM	90%	90%	90%	90%	3

MUNICIPAL MANAGER

IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				weight
										Q1	Q2	Q3	Q4	
KPI058	Good governance and Compliance	Employment equity appointments made within the financial year in the three highest levels of management	Percentage of employment equity appointments made within the financial year in the three highest levels of management, measured by 30 June	Outcome	50%	75% per annum	75%	Employment Equity Report	SM	N/A	N/A	N/A	75%	2
KPI062	Good governance and Compliance	Revised Risk-Based Audit Plan (RBAP) submitted to the Audit Committee	Number of Revised RBAPs submitted to the Audit Committee by 30 June	Output	1	1 per annum	1	Proof of submission of the RBAP to the Audit Committee	SM	N/A	N/A	N/A	1	4
KPI063	Good governance and Compliance	Audit Action Plan (AAP) submitted to the Audit Committee	Number of Audit Action Plans submitted to the Audit Committee by 28 February	Output	1	1 per annum	1	Proof of submission of the AAP to the Audit Committee	SM	N/A	N/A	1	N/A	4
KPI064	Good governance and Compliance	Revised Risk Register (RR) submitted to the Risk Management Committee	Number of Revised Risk Registers submitted to the Risk Management Committee by 30 June	Output	1	1 per annum	1	Proof of submission of the RR to the Risk Management Committee	SM	N/A	N/A	N/A	1	4
KPI067	Good governance and Compliance	Draft Integrated Development Plan (IDP) submitted to Council	Number of Draft IDPs submitted to Council by 31 March	Output	1	1 per annum	1	Proof of submission of the Draft IDP to Council	SM	N/A	N/A	1	N/A	4



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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				weight
										Q1	Q2	Q3	Q4	
KPI070	Good governance and Compliance	IDP / Budget / SDF time schedule (process plan) submitted to Council	Number of IDP / Budget / SDF time schedules (process plan) submitted to Council by 31 August	Output	1	1 per annum	1	Proof of submission of the IDP / Budget / SDF time schedule (process plan) to Council	SM	1	N/A	N/A	N/A	4
TBC	Good governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	100%	7 per annum	7	Signed performance agreements submitted to the PMS Unit	SM	7	N/A	N/A	N/A	4
TBC	Good governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 30 June	Output	100%	14 per annum	14	Ignite performance evaluations reports	SM	N/A	7 (7)	N/A	7 (14)	3
TBC	Good governance and Compliance	Facilitation of strategic management meetings	Number of Strategic Management Meetings facilitated per month	Output	New Indicator	20 per annum	20	Minutes of Strategic Meetings	SM	5	5	5	5	2
TBC	Good governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Risk Registers developed by 31 July	Output	New indicator	1 per annum	1	Annual Departmental Risk Register submitted to the Risk Management Unit	SM	1	N/A	N/A	N/A	4
TBC	Good governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	New indicator	2 per annum	2	Proof of risk evaluations submitted to the Risk Management Unit	SM	N/A	1 (1)	N/A	1 (2)	4


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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Implementation of Council resolutions	Percentage of resolutions implemented measured quarterly	Output	70%	70% per annum	100%	Council Resolution Register	SM	70%	70%	70%	70%	3
TBC	Good governance and Compliance	Attendance of quarterly Occupation Health and Safety (OHS) meetings	Number of quarterly OHS meetings attended by the Director or secondee	Output	New indicator	4 per annum	4	OHS attendance registers	SM	1 (1)	1 (2)	1 (3)	1 (4)	2



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Part 2: Competency Requirements (20%)

Ref	Leading and Core Competencies	(January) 1 st Assessment	(July) Final Assessment	Weights	Comments
2.1	Strategic direction and leadership			1.66%	
2.2	People management			1.66%	
2.3	Programme and project management			1.66%	
2.4	Financial management			1.66%	
2.5	Change leadership			1.67%	
2.6	Governance leadership			1.67%	
2.7	Moral competence			1.67%	
2.8	Planning and organising			1.67%	
2.9	Analysis and innovation			1.67%	
2.10	Knowledge and information management			1.67%	
2.11	Communication			1.67%	
2.12	Results and quality focus			1.67%	
Total				20%	



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Annexure B

Competency Framework

MUNICIPAL MANAGER

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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate.	<ul style="list-style-type: none">Give direction to a team in realising the institution's strategic mandate and set objectives.	<ul style="list-style-type: none">Evaluate all activities to determine value and alignment to strategic intent.	<ul style="list-style-type: none">Structure and position the institution to local government priorities.
<ul style="list-style-type: none">Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.	<ul style="list-style-type: none">Has a positive impact and influence on the morale, engagement and participation of team members.	<ul style="list-style-type: none">Display in-depth knowledge and understanding of strategic planning.	<ul style="list-style-type: none">Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.
<ul style="list-style-type: none">Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.	<ul style="list-style-type: none">Develop action plans to execute and guide strategy.	<ul style="list-style-type: none">Align strategy and goals across all functional areas.	<ul style="list-style-type: none">Hold self-accountable for strategy execution and results.
<ul style="list-style-type: none">Demonstrate basic understanding of key decision makers.	<ul style="list-style-type: none">Assist in defining performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Actively define performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Provide impact and influence through building and maintaining strategic relationships.
	<ul style="list-style-type: none">Displays an awareness of institutional structures and political factors.	<ul style="list-style-type: none">Consistently challenge strategic plans to ensure relevance.	<ul style="list-style-type: none">Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.
	<ul style="list-style-type: none">Effectively communicate barriers to execution to relevant parties.	<ul style="list-style-type: none">Understand institutional structures and political factors, and the consequences of actions.	<ul style="list-style-type: none">Integrate various systems into a collective whole to optimise institutional performance management.
	<ul style="list-style-type: none">Provide guidance to all stakeholders in the achievement of the strategic mandate.	<ul style="list-style-type: none">Empower others to follow the strategic direction and deal with complex situations.	<ul style="list-style-type: none">Uses understanding of competing interests to maneuver successfully to a win/win outcome.
	<ul style="list-style-type: none">Understand the aim and objectives of the institution and relate it to own work.	<ul style="list-style-type: none">Guide the institution through complex and ambiguous concern.Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances.	



Municipal Manager
Ms Geraldine Mettler



Executive Mayor
Cllr Adv Gesie Van Deventer

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	People Management		
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Participate in team goalsetting and problem solving.	<ul style="list-style-type: none">Seek opportunities to increase team contribution and responsibility.	<ul style="list-style-type: none">Identify ineffective team and work processes and recommend remedial interventions.	<ul style="list-style-type: none">Develop and incorporate best practice people management processes, approaches and tools across the institution.
<ul style="list-style-type: none">Interact and collaborate with people of diverse backgrounds.	<ul style="list-style-type: none">Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.	<ul style="list-style-type: none">Recognise and reward effective and desired behavior.	<ul style="list-style-type: none">Foster a culture of discipline, responsibility and accountability.
<ul style="list-style-type: none">Aware of guidelines for employee development, but requires support in implementing development initiatives.	<ul style="list-style-type: none">Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	<ul style="list-style-type: none">Provide mentoring and guidance to others in order to increase personal effectiveness.	<ul style="list-style-type: none">Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.
	<ul style="list-style-type: none">Apply relevant employee legislation fairly and consistently.	<ul style="list-style-type: none">Identify development and learning needs within the team.	<ul style="list-style-type: none">Develop comprehensive integrated strategies and approaches to human capital development and management.
	<ul style="list-style-type: none">Effectively identify capacity requirements to fulfill the strategic mandate.	<ul style="list-style-type: none">Inspire a culture of performance excellence by giving positive and constructive feedback to the team.Achieve agreement or consensus in adversarial environments.Lead and unite diverse teams across divisions to achieve institutional objectives.	<ul style="list-style-type: none">Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Program and Project Management			
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Initiate projects after approval from higher authorities.	<ul style="list-style-type: none">Establish broad stakeholder involvement and communicate the project status and key milestones.	<ul style="list-style-type: none">Manage multiple programs and balance priorities and conflicts according to institutional goals.	<ul style="list-style-type: none">Understand and conceptualize the long-term implications of desired project outcomes.	
<ul style="list-style-type: none">Understand procedures of program and project management methodology, implications and stakeholder involvement.	<ul style="list-style-type: none">Define the roles and responsibilities of the project team and create clarity around expectations.	<ul style="list-style-type: none">Apply effective risk management strategies through impact assessment and resource requirements.	<ul style="list-style-type: none">Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realize institutional objectives.	
<ul style="list-style-type: none">Understand the rational of projects in relation to the institution's strategic objectives.	<ul style="list-style-type: none">Find a balance between project deadline and the quality of deliverables.	<ul style="list-style-type: none">Modify project scope and budget when required without compromising the quality and objectives of the project.	<ul style="list-style-type: none">Influence people in positions of authority to implement outcomes of projects	
<ul style="list-style-type: none">Document and communicate factors and risk associated with own work.	<ul style="list-style-type: none">Identify appropriate project resources to facilitate the effective completion of the deliverables.	<ul style="list-style-type: none">Involve top-level authorities and relevant stakeholders in seeking project buy-in.	<ul style="list-style-type: none">Lead and direct translation of policy into workable action plans	
<ul style="list-style-type: none">Use results and approaches of successful project implementation as guide.	<ul style="list-style-type: none">Comply with statutory requirements and apply policies in a consistent manner.Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	<ul style="list-style-type: none">Identify and apply contemporary project management methodologyInfluence and motivate project team to deliver exceptional results.Monitor policy implementation and apply procedures to manage risks.	<ul style="list-style-type: none">Ensures that programs are monitored to track progress and optimal resource utilization, and that adjustments are made as needed.	

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Financial Management			
COMPETENCY DEFINITION :	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognized financial practices. Further to ensure that all financial transactions are managed in an ethical manner			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT		ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand basic financial concepts and methods as they relate to institutional processes and activities	<ul style="list-style-type: none">Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate		<ul style="list-style-type: none">Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	<ul style="list-style-type: none">Develop planning tools to assist in evaluating and monitoring future expenditure trends.
<ul style="list-style-type: none">Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	<ul style="list-style-type: none">Assess, identify and manage financial risks.		<ul style="list-style-type: none">Prepare budgets that are aligned to the strategic objectives of the institution.	<ul style="list-style-type: none">Set budget frameworks for the institution.
<ul style="list-style-type: none">Understand the importance of financial accountability	<ul style="list-style-type: none">Assume a cost-saving approach to financial management.		<ul style="list-style-type: none">Address complex budgeting and financial management concerns.	<ul style="list-style-type: none">Set strategic direction for the institution on expenditure and other financial processes.
<ul style="list-style-type: none">Understand the importance of asset control.	<ul style="list-style-type: none">Prepare financial reports based on specified formats.		<ul style="list-style-type: none">Put systems and processes in place to enhance the quality and integrity of financial management practices.	<ul style="list-style-type: none">Build and nurture partnerships to improve financial management and achieve financial savings.
	<ul style="list-style-type: none">Consider and understand the financial implications of decisions and suggestions.		<ul style="list-style-type: none">Advise on policies and procedures regarding asset control.	<ul style="list-style-type: none">Actively identify and implement new methods to improve asset control.
	<ul style="list-style-type: none">Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.		<ul style="list-style-type: none">Promote National Treasury's regulatory framework for Financial Management.	<ul style="list-style-type: none">Display professionalism in dealing with financial data and processes.

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Change Leadership			
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT		ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Display an awareness of change interventions and the benefits of transformation initiatives.	<ul style="list-style-type: none">• Perform an analysis of the change impact on the social, political and economic environment.		<ul style="list-style-type: none">• Actively monitor change impact and results and convey progress to relevant stakeholders.	<ul style="list-style-type: none">• Sponsor change agents and create a network of change leaders who support the interventions.
<ul style="list-style-type: none">• Able to identify basic needs for change.	<ul style="list-style-type: none">• Maintain calm and focus during change.		<ul style="list-style-type: none">• Secure buy-in and sponsorship for change initiatives.	<ul style="list-style-type: none">• Actively adapt current structures and processes to incorporate the change interventions.
<ul style="list-style-type: none">• Identify gaps between the current and desired state.	<ul style="list-style-type: none">• Able to assist team members during change and keep them focused on the deliverables.		<ul style="list-style-type: none">• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	<ul style="list-style-type: none">• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
<ul style="list-style-type: none">• Identify potential risk and challenges to transformation, including resistance to change factors.	<ul style="list-style-type: none">• Volunteer to lead change efforts outside of own work team.		<ul style="list-style-type: none">• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	<ul style="list-style-type: none">• Motivate and inspire others around change initiatives.
<ul style="list-style-type: none">• Participate in change programs and piloting change interventions.	<ul style="list-style-type: none">• Able to gain buy-in and approval for change from relevant stakeholders.		<ul style="list-style-type: none">• Take the lead in impactful change programs.	
<ul style="list-style-type: none">• Understand the impact of change interventions on the institution within the broader scope of local government.	<ul style="list-style-type: none">• Identify change readiness levels and assist in resolving resistance to change factors.		<ul style="list-style-type: none">• Benchmark change interventions against best change practices.	
	<ul style="list-style-type: none">• Design change interventions that are aligned with the institution's strategic objectives and goals.		<ul style="list-style-type: none">• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.• Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.	

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Governance Leadership			
COMPETENCY DEFINITION:	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualization of relevant policies and enhance cooperative governance relationships.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	<ul style="list-style-type: none">• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	<ul style="list-style-type: none">• Able to link risk initiatives into key institutional objectives and drivers.	<ul style="list-style-type: none">• Demonstrate a high level of commitment in complying with governance requirements.	
<ul style="list-style-type: none">• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	<ul style="list-style-type: none">• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	<ul style="list-style-type: none">• Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.	<ul style="list-style-type: none">• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.	
<ul style="list-style-type: none">• Provide input into policy formulation.	<ul style="list-style-type: none">• Actively drive policy formulation within the institution to ensure the achievement of objectives.	<ul style="list-style-type: none">• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	<ul style="list-style-type: none">• Able to advise local government on risk management, best practice intervention and compliance management.	
		<ul style="list-style-type: none">• Demonstrate a thorough understanding of risk retention plans.	<ul style="list-style-type: none">• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t	
		<ul style="list-style-type: none">• Identify and implement comprehensive risk management systems and processes.• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.	<ul style="list-style-type: none">• Able to shape, direct and drive the formulation of policies on a macro level.	

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Municipal Manager
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Executive Mayor
Cllr Adv Gesie Van Deventer

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Moral Competence			
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	<ul style="list-style-type: none">Conduct self in alignment with the values of local government and the institution.	<ul style="list-style-type: none">Identify, develop and apply measures of self-correction.		<ul style="list-style-type: none">Create an environment conducive of moral practices.
<ul style="list-style-type: none">Follow basic rules and regulations of the institution.	<ul style="list-style-type: none">Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.	<ul style="list-style-type: none">Able to gain trust and respect through aligning actions with commitments.		<ul style="list-style-type: none">Actively develop and implement measures to combat fraud and corruption.
<ul style="list-style-type: none">Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	<ul style="list-style-type: none">Actively report fraudulent activity and corruption with local government.	<ul style="list-style-type: none">Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.		<ul style="list-style-type: none">Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
	<ul style="list-style-type: none">Understand and honor the confidential nature of matters without seeking personal gain.	<ul style="list-style-type: none">Present values, beliefs and ideas that are congruent with the institution's rules and regulations.		<ul style="list-style-type: none">Take responsibility for own actions and decisions, even if the consequences are unfavorable.
	<ul style="list-style-type: none">Able to deal with situations of conflict of interest promptly and in the best interest of local government.	<ul style="list-style-type: none">Takes an active stance against corruption and dishonesty when noted.Actively promote the value of the institution to internal and external stakeholders.Able to work in unity with a team and not seek personal gain.Apply universal moral principles consistently to achieve moral decisions.		

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Planning and Organising			
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT		ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Able to follow basic plans and organise tasks around set objectives.	<ul style="list-style-type: none">• Actively and appropriately organise information and resources required for a task.		<ul style="list-style-type: none">• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.	<ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions.
<ul style="list-style-type: none">• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.	<ul style="list-style-type: none">• Recognise the urgency and importance of tasks.		<ul style="list-style-type: none">• Identify in advance required stages and actions to complete tasks.	<ul style="list-style-type: none">• Able to protect and forecast short, medium and long term requirements of the institution and local government.
<ul style="list-style-type: none">• Able to follow existing plans and ensure that objectives are met.	<ul style="list-style-type: none">• Balance short and long-term plans and goals and incorporate into the team's performance objectives.		<ul style="list-style-type: none">• Schedule realistic timelines, objectives and milestones for tasks and projects.	<ul style="list-style-type: none">• Translate policy into relevant projects to facilitate the achievement of institutional objectives.
<ul style="list-style-type: none">• Focus on short-term objectives in developing plans and actions.	<ul style="list-style-type: none">• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.		<ul style="list-style-type: none">• Produce clear, detailed and comprehensive plans to achieve institutional objectives.	
<ul style="list-style-type: none">• Arrange information and resources required for a task, but require further structure and organization.	<ul style="list-style-type: none">• Measures progress and monitor performance results.		<ul style="list-style-type: none">• Identify possible risk factors and design and implement appropriate contingency plans.• Adapt plans in light of changing circumstances.• Prioritise tasks and projects according to their relevant urgency and importance.	



Municipal Manager
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Executive Mayor
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CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Analysis and Innovation			
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT		ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand the basic operation of analysis, but lack detail and thoroughness.	<ul style="list-style-type: none">Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.		<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniques.	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniques.
<ul style="list-style-type: none">Able to balance independent analysis with requesting assistance from others.	<ul style="list-style-type: none">Demonstrate objectivity, insight and thoroughness when analysing problems.		<ul style="list-style-type: none">Engage with appropriate individuals in analysing and resolving complex problems.	<ul style="list-style-type: none">Create an environment conducive to analytical and fact-based problem solving.
<ul style="list-style-type: none">Recommend new ways to perform tasks within own function.	<ul style="list-style-type: none">Able to break down complex problems into manageable parts and identify solutions.		<ul style="list-style-type: none">Identify solutions on various areas in the institution.	<ul style="list-style-type: none">Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.
<ul style="list-style-type: none">Propose simple remedial interventions that marginally challenges the status quo.	<ul style="list-style-type: none">Consult internal and external stakeholders on opportunities to improve processes and service delivery.		<ul style="list-style-type: none">Formulate and implement new ideas throughout the institution.	<ul style="list-style-type: none">Create an environment that fosters innovative thinking and follows a learning organisation approach.
<ul style="list-style-type: none">Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	<ul style="list-style-type: none">Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.		<ul style="list-style-type: none">Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	<ul style="list-style-type: none">Be a thought leader on innovative customer service delivery and process optimization.
	<ul style="list-style-type: none">Continuously identify opportunities to enhance internal processes.		<ul style="list-style-type: none">Identify trends and best practices in process and service delivery and propose institutional application.	<ul style="list-style-type: none">Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
	<ul style="list-style-type: none">Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.		<ul style="list-style-type: none">Continuously engage in research to identify client needs.	

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Knowledge and Information Management			
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Collect, categorise and track relevant information required for specific tasks and projects.	<ul style="list-style-type: none">Use appropriate information systems and technology to manage institutional knowledge and information sharing.	<ul style="list-style-type: none">Effectively predict future information and knowledge management requirements and systems.	<ul style="list-style-type: none">Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.	
<ul style="list-style-type: none">Analyse and interpret information to draw conclusions.	<ul style="list-style-type: none">Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	<ul style="list-style-type: none">Develop standards and processes to meet future knowledge management needs.	<ul style="list-style-type: none">Establish partnerships across local government to facilitate knowledge management.	
<ul style="list-style-type: none">Seek new sources of information to increase the knowledge base.	<ul style="list-style-type: none">Actively create mechanisms and structures for sharing information.	<ul style="list-style-type: none">Share and promote best-practice knowledge management across various institutions.	<ul style="list-style-type: none">Demonstrate a mature approach.	
<ul style="list-style-type: none">Regularly share information and knowledge with internal stakeholders and team members.	<ul style="list-style-type: none">Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	<ul style="list-style-type: none">Establish accurate measures and monitoring systems for knowledge and information management.Create a culture conducive of learning and knowledge sharing.Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	<ul style="list-style-type: none">Recognise and exploit knowledge points in interactions with internal and external stakeholders.	

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Communication			
COMPETENCY DEFINITION :	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	<ul style="list-style-type: none">• Effectively communicate high-risk and sensitive matters to relevant stakeholders.	<ul style="list-style-type: none">• Regarded as a specialist in negotiations and representing the institution.	
<ul style="list-style-type: none">• Express ideas in a clear and focused manner, but does not always take the audience into consideration.	<ul style="list-style-type: none">• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	<ul style="list-style-type: none">• Develop a well-defined communication strategy.	<ul style="list-style-type: none">• Able to inspire and motivate others through positive communication that is impactful and relevant.	
<ul style="list-style-type: none">• Disseminate and convey information and knowledge adequately.	<ul style="list-style-type: none">• Adapt communication content and style to suit the audience and facilitate optimal information transfer.	<ul style="list-style-type: none">• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	<ul style="list-style-type: none">• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.	
	<ul style="list-style-type: none">• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	<ul style="list-style-type: none">• Able to effectively direct negotiations around complex.	<ul style="list-style-type: none">• Able to coordinate negotiations at different levels within local government and externally.	
	<ul style="list-style-type: none">• Compile clear, focused, concise and well-structured written documents.	<ul style="list-style-type: none">• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.• Able to communicate with the media with high levels of moral competence and discipline.		

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Results and Quality Focus			
COMPETENCY DEFINITION :	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT		ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand quality of work but requires guidance in attending to important matters.	<ul style="list-style-type: none">Focus on high-priority actions and does not become distracted by lower-priority activities.		<ul style="list-style-type: none">Consistently verify own standards and outcomes to ensure quality output.	<ul style="list-style-type: none">Coach and guide others to exceed quality standards and results.
<ul style="list-style-type: none">Show a basic commitment to achieving the correct results.	<ul style="list-style-type: none">Display firm commitment and pride in achieving the correct results.		<ul style="list-style-type: none">Focus on the end result and avoids being distracted	<ul style="list-style-type: none">Develop challenging, client-focused goals and sets high standards for personal performance.
<ul style="list-style-type: none">Produce the minimum level of results required in the role.	<ul style="list-style-type: none">Set quality standards and design processes and tasks around achieving set standards.		<ul style="list-style-type: none">Demonstrate a determined and committed approach to achieving results and quality standards.	<ul style="list-style-type: none">Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.
<ul style="list-style-type: none">Produce outcomes that is of a good standard.	<ul style="list-style-type: none">Produce output of high quality.		<ul style="list-style-type: none">Follow task and projects through to completion.	<ul style="list-style-type: none">Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.
<ul style="list-style-type: none">Focus on the quantity of output but requires development in incorporating the quality of work.	<ul style="list-style-type: none">Able to balance the quantity and quality and quality of results in order to achieve objectives.		<ul style="list-style-type: none">Set challenging goals and objectives to self and team and display commitment to achieving expectations.	<ul style="list-style-type: none">Take appropriate risks to accomplish goals.
<ul style="list-style-type: none">Produce quality work in general circumstances, but fails to meet expectation when under pressure.	<ul style="list-style-type: none">Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.		<ul style="list-style-type: none">Maintain a focus on quality outputs when placed under pressure.	<ul style="list-style-type: none">Overcome setbacks and adjust action plans to realise goals.
			<ul style="list-style-type: none">Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	<ul style="list-style-type: none">Focus people on critical activities that yield a high impact.



Municipal Manager
Ms Geraldine Mettler



Executive Mayor
Cllr Adv Gesie Van Deventer



STELLENBOSCH

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Annexure C

Personal Development Plan


MUNICIPAL MANAGER

.....
Municipal Manager
Ms Geraldine Mettler

.....
Executive Mayor
Cllr Adv Gesie Van Deventer

Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee



Date: 30/07/2017

Signed by the Executive Mayor on behalf of the Municipality



Date: 30/07/2017.

Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee



Date: _____

Signed by the Municipal Manager on behalf of the Municipality

Date: _____

ANNEXURE 2



STELLENBOSCH

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Performance Agreement 2019 - 2020

Chief Financial Officer

gm

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN
STELLENBOSCH MUNICIPALITY HEREBY REPRESENTED BY:

THE MUNICIPAL MANAGER

Ms Geraldine Mettler

(herein and after referred as Employer)

AND

CHIEF FINANCIAL OFFICER

Mr Kevin Carolus

(herein and after referred as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2019 - 30 JUNE 2020


.....
Chief Financial Officer
Mr Kevin Carolus


.....
Municipal Manager:
Ms Geraldine Mettler

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Chief Financial Officer
Mr Kevin Carolus



Municipal Manager:
Ms Geraldine Mettler

1. INTRODUCTION

- 1.1 The Employer, duly represented by **Ms Geraldine Mettler**, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, **Mr Kevin Carolus**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:
- 1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;
- 1.5.2 "the **Municipal Manager**" – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act;
- 1.5.3 "the Employee" means the **Chief Financial Officer** appointed in terms of Section 56 of the Systems Act;
- 1.5.4 "the Employer" means **Stellenbosch Municipality**; and
- 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;


.....
Chief Financial Officer
Mr Kevin Carolus


.....
Municipal Manager:
Ms Geraldine Mettler

- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and
- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2019** and will remain in force until **30 June 2020** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
 - 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and
 - 4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
 - 4.2.1 Key objectives that describe the main tasks that need to be done;
 - 4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;



Chief Financial Officer
Mr Kevin Carolus



Municipal Manager:
Ms Geraldine Mettler



- 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
- 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;
- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Strategic Focus Areas (SFAs) (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, SFAs and Competency Framework requirements as per the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs / outcomes (KPIs) identified as per attached Performance Plan (Annexure A), which are linked to the SFAs applicable to the Employee, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

Strategic Focus Areas
SFA 1 – Valley of Possibility
SFA 2 - Green and Sustainable Valley


.....
Chief Financial Officer
Mr Kevin Carolus


.....
Municipal Manager:
Ms Geraldine Mettler

Strategic Focus Areas
SFA 3 - Safe Valley
SFA 4 - Dignified Living
SFA 5 - Good Governance and Compliance

- 5.7 The competency requirements for senior managers as per Regulation 9 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers will make up the other 20% of the Employee's assessment score. The competencies will be assessed every six (6) months (January and July).

Leading and Core Competencies		
1.	Strategic direction and leadership	<ul style="list-style-type: none"> Impact and influence Institutional performance management Strategic planning and management Organisational awareness
2.	People management	<ul style="list-style-type: none"> Human capital planning and development Diversity management Employee relations management Negotiation and dispute management
3.	Programme and project management	<ul style="list-style-type: none"> Programme and project planning and implementation Service delivery management Program and project monitoring and evaluation
4.	Financial management	<ul style="list-style-type: none"> Budget planning and execution Financial strategy and delivery Financial reporting and delivery
5.	Change leadership	<ul style="list-style-type: none"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation
6.	Governance leadership	<ul style="list-style-type: none"> Policy formulation Risk and compliance management Cooperative governance
7.	Moral competence	<ul style="list-style-type: none"> Core Competency
8.	Planning and organising	<ul style="list-style-type: none"> Core Competency
9.	Analysis and innovation	<ul style="list-style-type: none"> Core Competency
10.	Knowledge and information management	<ul style="list-style-type: none"> Core Competency
11.	Communication	<ul style="list-style-type: none"> Core Competency
12.	Results and quality focus	<ul style="list-style-type: none"> Core Competency

6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –
- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
- 6.1.2 The intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;


Chief Financial Officer
Mr Kevin Carolus


Municipal Manager:
Ms Geraldine Mettler

- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
- 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
- 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
- 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
- 6.6.5 An overall score will be calculated based on the total of the scores calculated above.
- 6.7 Assessment of the Competencies:
- 6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);
- 6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
- 6.7.3 An overall score will be calculated based on the total of the scores calculated above.


.....
Chief Financial Officer
Mr Kevin Carolus


.....
Municipal Manager:
Ms Geraldine Mettler



6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scales for SFAs and Competencies respectively:

6.9.1 Rating scale for SFAs - as mentioned in paragraph 5.6:

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 PA 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 PA 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 the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all the performance criteria and indicators as specified in the PA 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 to encourage improvement.

6.9.2 Rating scale for Competencies -as mentioned in paragraph 5.7:

Level	Achievement Levels	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses

Level	Achievement Levels	Description
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	Sub Standard	Applies little to no basic concepts, methods, and understanding of local government operations.

6.10 For purposes of evaluating the performance of the Employee for the year-end reviews, an evaluation panel constituted of the following persons will be established–

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

6.10.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.10.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.11 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st, and 3rd quarters; and

6.12 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meeting.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates.

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2019 (Informal)
2	October – December	January / February 2020 (Formal)
3	January – March	April / May 2020 (Informal)
4	April - June	After the receipt of the AG's Management Report

7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and


Chief Financial Officer
Mr Kevin Carolus


Municipal Manager:
Ms Geraldine Mettler

- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented, and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

- 8.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-

- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 Provide access to skills development and capacity building opportunities;
- 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
- 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-
- 10.1.1 A direct effect on the performance of any of the Employee's functions;
 - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 A substantial financial effect on the Employer.



Chief Financial Officer
Mr Kevin Carolus



Municipal Manager:
Ms Geraldine Mettler



- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

11. REWARD

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;
- 11.3 A performance bonus of between 5% to 14% of the all- inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Performance Rating		Bonus Calculation
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80% - 100%	Excellent Performance	14% of total package

- 11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and
- 11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and



 Chief Financial Officer
 Mr Kevin Carolus



 Municipal Manager:
 Ms Geraldine Mettler

- 12.4 In the case of unacceptable performance, the Employer shall –
- 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and
- 12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

- 13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and
- 13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and
- 14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.


.....
Chief Financial Officer
Mr Kevin Carolus



.....
Municipal Manager:
Ms Geraldine Mettler

Thus, done and signed at Stellenbosch on the 30th day of July 2019.


CHIEF FINANCIAL OFFICER

AS WITNESSES:

1.



2.

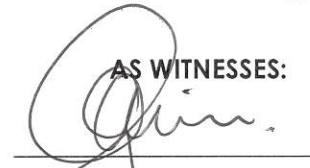


Thus, done and signed at Stellenbosch on the 30th day of July 2019.

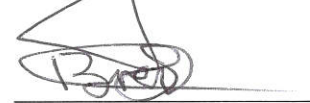

MUNICIPAL MANAGER


AS WITNESSES:

1.



2.





MEMBER OF MAYORAL COMMITTEE

(Portfolio: Financial Services)

Cllr P Crawley



Chief Financial Officer
Mr Kevin Carolus



Municipal Manager:
Ms Geraldine Mettler

**STELLENBOSCH**

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Annexure A Performance Plan

CHIEF FINANCIAL OFFICER.....
Chief Financial Officer
Mr Kevin Carolus

- 1 -

.....
Municipal Manager:
Ms Geraldine Mettler

The Performance Plan sets out:

- Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for 80% (**eighty percent**) of the total employee assessment score.

Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

CHIEF FINANCIAL OFFICER														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Financial Management Services	Percentage of indicators of the Department: Financial Management Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	4
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Revenue and Expenditure	Percentage of indicators of the Department: Revenue and Expenditure achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	4


KC
.....
Chief Financial Officer
Mr Kevin Carolus

Gm
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Municipal Manager:
Ms Geraldine Mettler

CHIEF FINANCIAL OFFICER

IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Supply Chain Management (SCM)	Percentage of indicators of the Department: Supply Chain Management (SCM) achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	4
KPI039	Dignified Living	Provision of free basic water to registered indigent households (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent households receiving free basic water, measured quarterly	Outcome	New indicator	100% per annum	100%	Indigent Register	SM	100%	100%	100%	100%	1
KPI043	Dignified Living	Provision of free basic electricity to registered indigent households (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent households receiving free basic electricity, measured quarterly	Output	New indicator	100% per annum	100%	Indigent Register	SM	100%	100%	100%	100%	1
KPI044	Dignified Living	Provision of free basic refuse removal to registered indigent households (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent households receiving free basic refuse removal, measured quarterly	Output	New indicator	100% per annum	100%	Indigent Register	SM	100%	100%	100%	100%	1
KPI045	Dignified Living	Provision of free basic sanitation to registered indigent households (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent households receiving free basic sanitation, measured quarterly	Output	New indicator	100% per annum	100%	Indigent Register	SM	100%	100%	100%	100%	1
KPI074	Dignified Living	Formal households provided with access to water	Number of formal households provided with access to water, measured quarterly	Output	New indicator	26 000 per annum	26 000	ValuProp report	SM	26 000	26 000	26 000	26 000	2


Chief Financial Officer
Mr Kevin Carolus


Municipal Manager:
Ms Geraldine Mettler

CHIEF FINANCIAL OFFICER

IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
KPI075	Dignified Living	Formal households provided with access to electricity	Number of formal households provided with access to electricity, measured quarterly	Output	New indicator	24 000 per annum	24 000	Iron management report	SM	24 000	24 000	24 000	24 000	2
KPI076	Dignified Living	Formal households provided with access to refuse removal	Number of formal households provided with access to refuse removal, measured quarterly	Output	New indicator	26 000 per annum	26 000	ValuProp report	SM	26 000	26 000	26 000	26 000	2
KPI077	Dignified Living	Formal households provided with access to sanitation	Number of formal households provided with access to sanitation, measured quarterly	Output	New indicator	26 000 per annum	26 000	ValuProp report	SM	26 000	26 000	26 000	26 000	2
KPI055	Good governance and Compliance	Financial viability measured in terms of the available cash to cover fixed operating expenditure (NKPI Proxy - MSA, Reg. S10(g)(iii))	Cost coverage as at 30 June annually [(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation)	Outcome	New indicator	4 per annum	4 (months)	Financial Statements	SM	N/A	N/A	N/A	4 (months)	2
KPI056	Good governance and Compliance	Achieve an average payment percentage of 96% by 30 June (Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100	Outcome	New indicator	96% per annum	96%	Debtors transaction summary: BS-Q909E extract generated from the Samras Financial System	SM	N/A	N/A	N/A	96%	2


 Chief Financial Officer
 Mr Kevin Carolus


 Municipal Manager:
 Ms Geraldine Mettler

CHIEF FINANCIAL OFFICER

IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				weight
										Q1	Q2	Q3	Q4	
KPI057	Good governance and Compliance	Actual expenditure on the approved Capital Budget for the Municipality by 30 June (NKPI - MSA, Reg. S10(c))	Percentage of approved Capital Budget for the Municipality actually spent by 30 June	Input	86.50%	90% per annum	90%	Report from the financial system	SM	10%	30%	60%	90%	4
KPI060	Good governance and Compliance	Financial viability measured in terms of the Municipality's ability to meet its service debt obligations (NKPI Proxy - MSA, Reg. S10(g)(i))	Debt coverage ratio ((Total operating revenue - operating grants received) / (Debt service payments due within the year)) measured by 30 June	Outcome	14%	15% per annum	15%	Annual Financial Statements, supported by figures as per the SAMRAS financial system	SM	N/A	N/A	N/A	15%	2
KPI061	Good governance and Compliance	Financial viability measured in terms of the outstanding service debtors (NKPI Proxy - MSA, Reg. S10(g)(ii))	Service debtors to revenue ratio - (Total outstanding service debtors / revenue received for services) measured by 30 June	Outcome	10.90%	27% per annum	27%	Annual Financial Statements, supported by figures as per the SAMRAS financial system	SM	N/A	N/A	N/A	27%	1
KPI068	Good governance and Compliance	Submission of the Revised Asset Management Policy Council	Number of Revised Asset Management Policies submitted to Council by 30 June	Output	New Indicator	1 per annum	1	Proof of submission of the Revised Asset Management Policy to Council	SM	N/A	N/A	N/A	1	1
TBC	Good governance and Compliance	Spend the Directorate: Financial Services approved Capital Budget	Percentage of approved Capital Budget of the Directorate: Financial Services actually spent by 30 June	Input	New indicator	90% per annum	90%	Report from the financial system	SM	10%	30%	60%	90%	20

CHIEF FINANCIAL OFFICER

IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Capital spending committed on the financial management system	Percentage the approved Capital Budget committed by on the financial system by 31 March (30% by September, 60% by December and 90% by March)	Input	New indicator	90% per annum	90%	Report from the financial system	SM	30%	60%	90%	N/A	2
TBC	Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2019/20)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 September (50% by 31 July and 100% by 30 September)	Output	New indicator	100% per annum	100%	Reconciliation report from SCM	SM	100%	N/A	N/A	N/A	5
TBC	Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2020/21)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2020 and 100% by 30 June 2020. For the 2020/21 financial year)	Output	New indicator	100% per annum	100%	Reconciliation report from SCM	SM	N/A	N/A	50%	100%	5
TBC	Good governance and Compliance	Submission of detailed procurement needs for all operational projects to the Supply Chain Management (SCM) Department	Number of quarterly detailed procurement needs submitted to SCM 10 days before start of the quarter	Output	New indicator	4 per annum	4	Proof of submission to SCM	SM	1 (1)	1 (2)	1 (3)	1 (4)	4


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CHIEF FINANCIAL OFFICER														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	100%	3 per annum	3	Signed performance agreements submitted to the PMS Unit	SM	3	N/A	N/A	N/A	1
TBC	Good governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 30 June	Output	100%	6 per annum	6	Ignite performance evaluations reports	SM	N/A	3 (3)	N/A	3 (6)	1
TBC	Good governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Risk Registers developed by 31 July	Output	New indicator	1 per annum	1	Annual Departmental Risk Register submitted to the Risk Management Unit	SM	N/A	N/A	N/A	1	2
TBC	Good governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	New indicator	2 per annum	2	Proof of risk evaluations submitted to the Risk Management Unit	SM	N/A	1 (1)	N/A	1 (2)	1
TBC	Good governance and Compliance	Implementation of Council resolutions	Percentage of resolutions implemented measured quarterly	Output	100%	70% per annum	100%	Council Resolution Register	SM	70%	70%	70%	70%	2
TBC	Good governance and Compliance	Attendance of quarterly Occupation Health and Safety (OHS) meetings	Number of quarterly OHS meetings attended by the Director or seconded	Output	New indicator	4 per annum	4	OHS attendance registers	SM	1 (1)	1 (2)	1 (3)	1 (4)	1


 Chief Financial Officer
 Mr Kevin Carolus

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 Municipal Manager:
 Ms Geraldine Mettler

Part 2: Competency Requirements (20%)

Ref	Leading and Core Competencies	(January) 1 st Assessment	(July) Final Assessment	Weights	Comments
2.1	Strategic direction and leadership			1.66%	
2.2	People management			1.66%	
2.3	Programme and project management			1.66%	
2.4	Financial management			1.66%	
2.5	Change leadership			1.67%	
2.6	Governance leadership			1.67%	
2.7	Moral competence			1.67%	
2.8	Planning and organising			1.67%	
2.9	Analysis and innovation			1.67%	
2.10	Knowledge and information management			1.67%	
2.11	Communication			1.67%	
2.12	Results and quality focus			1.67%	
Total				20%	


 Chief Financial Officer
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 Municipal Manager:
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Annexure B

Competency Framework

CHIEF FINANCIAL OFFICER

Chief Financial Officer
Mr Kevin Carolus

1

Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate.	<ul style="list-style-type: none">Give direction to a team in realising the institution's strategic mandate and set objectives.	<ul style="list-style-type: none">Evaluate all activities to determine value and alignment to strategic intent.	<ul style="list-style-type: none">Structure and position the institution to local government priorities.
<ul style="list-style-type: none">Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.	<ul style="list-style-type: none">Has a positive impact and influence on the morale, engagement and participation of team members.	<ul style="list-style-type: none">Display in-depth knowledge and understanding of strategic planning.	<ul style="list-style-type: none">Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.
<ul style="list-style-type: none">Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.	<ul style="list-style-type: none">Develop action plans to execute and guide strategy.	<ul style="list-style-type: none">Align strategy and goals across all functional areas.	<ul style="list-style-type: none">Hold self-accountable for strategy execution and results.
<ul style="list-style-type: none">Demonstrate basic understanding of key decision makers.	<ul style="list-style-type: none">Assist in defining performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Actively define performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Provide impact and influence through building and maintaining strategic relationships.
	<ul style="list-style-type: none">Displays an awareness of institutional structures and political factors.	<ul style="list-style-type: none">Consistently challenge strategic plans to ensure relevance.	<ul style="list-style-type: none">Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.
	<ul style="list-style-type: none">Effectively communicate barriers to execution to relevant parties.	<ul style="list-style-type: none">Understand institutional structures and political factors, and the consequences of actions.	<ul style="list-style-type: none">Integrate various systems into a collective whole to optimise institutional performance management.
	<ul style="list-style-type: none">Provide guidance to all stakeholders in the achievement of the strategic mandate.	<ul style="list-style-type: none">Empower others to follow the strategic direction and deal with complex situations.	<ul style="list-style-type: none">Uses understanding of competing interests to maneuver successfully to a win/win outcome.
	<ul style="list-style-type: none">Understand the aim and objectives of the institution and relate it to own work.	<ul style="list-style-type: none">Guide the institution through complex and ambiguous concern.Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances.	

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	People Management			
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">Participate in team goalsetting and problem solving.	<ul style="list-style-type: none">Seek opportunities to increase team contribution and responsibility.	<ul style="list-style-type: none">Identify ineffective team and work processes and recommend remedial interventions.		<ul style="list-style-type: none">Develop and incorporate best practice people management processes, approaches and tools across the institution.
<ul style="list-style-type: none">Interact and collaborate with people of diverse backgrounds.	<ul style="list-style-type: none">Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.	<ul style="list-style-type: none">Recognise and reward effective and desired behavior.		<ul style="list-style-type: none">Foster a culture of discipline, responsibility and accountability.
<ul style="list-style-type: none">Aware of guidelines for employee development, but requires support in implementing development initiatives.	<ul style="list-style-type: none">Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	<ul style="list-style-type: none">Provide mentoring and guidance to others in order to increase personal effectiveness.		<ul style="list-style-type: none">Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.
	<ul style="list-style-type: none">Apply relevant employee legislation fairly and consistently.	<ul style="list-style-type: none">Identify development and learning needs within the team.		<ul style="list-style-type: none">Develop comprehensive integrated strategies and approaches to human capital development and management.
	<ul style="list-style-type: none">Effectively identify capacity requirements to fulfill the strategic mandate.	<ul style="list-style-type: none">Inspire a culture of performance excellence by giving positive and constructive feedback to the team.Achieve agreement or consensus in adversarial environments.Lead and unite diverse teams across divisions to achieve institutional objectives.		<ul style="list-style-type: none">Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Program and Project Management			
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT		ADVANCED	SUPERIOR
<ul style="list-style-type: none">Initiate projects after approval from higher authorities.	<ul style="list-style-type: none">Establish broad stakeholder involvement and communicate the project status and key milestones.		<ul style="list-style-type: none">Manage multiple programs and balance priorities and conflicts according to institutional goals.	<ul style="list-style-type: none">Understand and conceptualize the long-term implications of desired project outcomes.
<ul style="list-style-type: none">Understand procedures of program and project management methodology, implications and stakeholder involvement.	<ul style="list-style-type: none">Define the roles and responsibilities of the project team and create clarity around expectations.		<ul style="list-style-type: none">Apply effective risk management strategies through impact assessment and resource requirements.	<ul style="list-style-type: none">Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realize institutional objectives.
<ul style="list-style-type: none">Understand the rational of projects in relation to the institution's strategic objectives.	<ul style="list-style-type: none">Find a balance between project deadline and the quality of deliverables.		<ul style="list-style-type: none">Modify project scope and budget when required without compromising the quality and objectives of the project.	<ul style="list-style-type: none">Influence people in positions of authority to implement outcomes of projects
<ul style="list-style-type: none">Document and communicate factors and risk associated with own work.	<ul style="list-style-type: none">Identify appropriate project resources to facilitate the effective completion of the deliverables.		<ul style="list-style-type: none">Involve top-level authorities and relevant stakeholders in seeking project buy-in.	<ul style="list-style-type: none">Lead and direct translation of policy into workable action plans
<ul style="list-style-type: none">Use results and approaches of successful project implementation as guide.	<ul style="list-style-type: none">Comply with statutory requirements and apply policies in a consistent manner.Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.		<ul style="list-style-type: none">Identify and apply contemporary project management methodologyInfluence and motivate project team to deliver exceptional results.Monitor policy implementation and apply procedures to manage risks.	<ul style="list-style-type: none">Ensures that programs are monitored to track progress and optimal resource utilization, and that adjustments are made as needed.


 Chief Financial Officer
 Mr Kevin Carolus


 Municipal Manager:
 Ms Geraldine Mettler

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Financial Management			
COMPETENCY DEFINITION :	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognized financial practices. Further to ensure that all financial transactions are managed in an ethical manner			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">Understand basic financial concepts and methods as they relate to institutional processes and activities	<ul style="list-style-type: none">Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	<ul style="list-style-type: none">Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.		<ul style="list-style-type: none">Develop planning tools to assist in evaluating and monitoring future expenditure trends.
<ul style="list-style-type: none">Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	<ul style="list-style-type: none">Assess, identify and manage financial risks.	<ul style="list-style-type: none">Prepare budgets that are aligned to the strategic objectives of the institution.		<ul style="list-style-type: none">Set budget frameworks for the institution.
<ul style="list-style-type: none">Understand the importance of financial accountability	<ul style="list-style-type: none">Assume a cost-saving approach to financial management.	<ul style="list-style-type: none">Address complex budgeting and financial management concerns.		<ul style="list-style-type: none">Set strategic direction for the institution on expenditure and other financial processes.
<ul style="list-style-type: none">Understand the importance of asset control.	<ul style="list-style-type: none">Prepare financial reports based on specified formats.	<ul style="list-style-type: none">Put systems and processes in place to enhance the quality and integrity of financial management practices.		<ul style="list-style-type: none">Build and nurture partnerships to improve financial management and achieve financial savings.
	<ul style="list-style-type: none">Consider and understand the financial implications of decisions and suggestions.	<ul style="list-style-type: none">Advise on policies and procedures regarding asset control.		<ul style="list-style-type: none">Actively identify and implement new methods to improve asset control.
	<ul style="list-style-type: none">Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	<ul style="list-style-type: none">Promote National Treasury's regulatory framework for Financial Management.		<ul style="list-style-type: none">Display professionalism in dealing with financial data and processes.



Chief Financial Officer
Mr Kevin Carolus



Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Change Leadership			
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">• Display an awareness of change interventions and the benefits of transformation initiatives.	<ul style="list-style-type: none">• Perform an analysis of the change impact on the social, political and economic environment.	<ul style="list-style-type: none">• Actively monitor change impact and results and convey progress to relevant stakeholders.		<ul style="list-style-type: none">• Sponsor change agents and create a network of change leaders who support the interventions.
<ul style="list-style-type: none">• Able to identify basic needs for change.	<ul style="list-style-type: none">• Maintain calm and focus during change.	<ul style="list-style-type: none">• Secure buy-in and sponsorship for change initiatives.		<ul style="list-style-type: none">• Actively adapt current structures and processes to incorporate the change interventions.
<ul style="list-style-type: none">• Identify gaps between the current and desired state.	<ul style="list-style-type: none">• Able to assist team members during change and keep them focused on the deliverables.	<ul style="list-style-type: none">• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.		<ul style="list-style-type: none">• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
<ul style="list-style-type: none">• Identify potential risk and challenges to transformation, including resistance to change factors.	<ul style="list-style-type: none">• Volunteer to lead change efforts outside of own work team.	<ul style="list-style-type: none">• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.		<ul style="list-style-type: none">• Motivate and inspire others around change initiatives.
<ul style="list-style-type: none">• Participate in change programs and piloting change interventions.	<ul style="list-style-type: none">• Able to gain buy-in and approval for change from relevant stakeholders.	<ul style="list-style-type: none">• Take the lead in impactful change programs.		
<ul style="list-style-type: none">• Understand the impact of change interventions on the institution within the broader scope of local government.	<ul style="list-style-type: none">• Identify change readiness levels and assist in resolving resistance to change factors.	<ul style="list-style-type: none">• Benchmark change interventions against best change practices.		
	<ul style="list-style-type: none">• Design change interventions that are aligned with the institution's strategic objectives and goals.	<ul style="list-style-type: none">• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.• Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.		

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Governance Leadership			
COMPETENCY DEFINITION:	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualization of relevant policies and enhance cooperative governance relationships.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	<ul style="list-style-type: none">• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	<ul style="list-style-type: none">• Able to link risk initiatives into key institutional objectives and drivers.		<ul style="list-style-type: none">• Demonstrate a high level of commitment in complying with governance requirements.
<ul style="list-style-type: none">• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	<ul style="list-style-type: none">• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	<ul style="list-style-type: none">• Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.		<ul style="list-style-type: none">• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.
<ul style="list-style-type: none">• Provide input into policy formulation.	<ul style="list-style-type: none">• Actively drive policy formulation within the institution to ensure the achievement of objectives.	<ul style="list-style-type: none">• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.		<ul style="list-style-type: none">• Able to advise local government on risk management, best practice intervention and compliance management.
		<ul style="list-style-type: none">• Demonstrate a thorough understanding of risk retention plans.		<ul style="list-style-type: none">• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t
		<ul style="list-style-type: none">• Identify and implement comprehensive risk management systems and processes.• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.		<ul style="list-style-type: none">• Able to shape, direct and drive the formulation of policies on a macro level.

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Moral Competence			
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT		ADVANCED	SUPERIOR
<ul style="list-style-type: none">Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	<ul style="list-style-type: none">Conduct self in alignment with the values of local government and the institution.		<ul style="list-style-type: none">Identify, develop and apply measures of self-correction.	<ul style="list-style-type: none">Create an environment conducive of moral practices.
<ul style="list-style-type: none">Follow basic rules and regulations of the institution.	<ul style="list-style-type: none">Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.		<ul style="list-style-type: none">Able to gain trust and respect through aligning actions with commitments.	<ul style="list-style-type: none">Actively develop and implement measures to combat fraud and corruption.
<ul style="list-style-type: none">Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	<ul style="list-style-type: none">Actively report fraudulent activity and corruption with local government.		<ul style="list-style-type: none">Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	<ul style="list-style-type: none">Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
	<ul style="list-style-type: none">Understand and honor the confidential nature of matters without seeking personal gain.		<ul style="list-style-type: none">Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	<ul style="list-style-type: none">Take responsibility for own actions and decisions, even if the consequences are unfavorable.
	<ul style="list-style-type: none">Able to deal with situations of conflict of interest promptly and in the best interest of local government.		<ul style="list-style-type: none">Takes an active stance against corruption and dishonesty when noted.Actively promote the value of the institution to internal and external stakeholders.Able to work in unity with a team and not seek personal gain.Apply universal moral principles consistently to achieve moral decisions.	

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Planning and Organising			
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT		ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Able to follow basic plans and organise tasks around set objectives.	<ul style="list-style-type: none">• Actively and appropriately organise information and resources required for a task.		<ul style="list-style-type: none">• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.	<ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions.
<ul style="list-style-type: none">• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.	<ul style="list-style-type: none">• Recognise the urgency and importance of tasks.		<ul style="list-style-type: none">• Identify in advance required stages and actions to complete tasks.	<ul style="list-style-type: none">• Able to protect and forecast short, medium and long term requirements of the institution and local government.
<ul style="list-style-type: none">• Able to follow existing plans and ensure that objectives are met.	<ul style="list-style-type: none">• Balance short and long-term plans and goals and incorporate into the team's performance objectives.		<ul style="list-style-type: none">• Schedule realistic timelines, objectives and milestones for tasks and projects.	<ul style="list-style-type: none">• Translate policy into relevant projects to facilitate the achievement of institutional objectives.
<ul style="list-style-type: none">• Focus on short-term objectives in developing plans and actions.	<ul style="list-style-type: none">• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.		<ul style="list-style-type: none">• Produce clear, detailed and comprehensive plans to achieve institutional objectives.	
<ul style="list-style-type: none">• Arrange information and resources required for a task, but require further structure and organization.	<ul style="list-style-type: none">• Measures progress and monitor performance results.		<ul style="list-style-type: none">• Identify possible risk factors and design and implement appropriate contingency plans.• Adapt plans in light of changing circumstances.• Prioritise tasks and projects according to their relevant urgency and importance.	

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Analysis and Innovation			
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">Understand the basic operation of analysis, but lack detail and thoroughness.	<ul style="list-style-type: none">Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.	<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniques.	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniques.	
<ul style="list-style-type: none">Able to balance independent analysis with requesting assistance from others.	<ul style="list-style-type: none">Demonstrate objectivity, insight and thoroughness when analysing problems.	<ul style="list-style-type: none">Engage with appropriate individuals in analysing and resolving complex problems.	<ul style="list-style-type: none">Create an environment conducive to analytical and fact-based problem solving.	
<ul style="list-style-type: none">Recommend new ways to perform tasks within own function.	<ul style="list-style-type: none">Able to break down complex problems into manageable parts and identify solutions.	<ul style="list-style-type: none">Identify solutions on various areas in the institution.	<ul style="list-style-type: none">Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.	
<ul style="list-style-type: none">Propose simple remedial interventions that marginally challenges the status quo.	<ul style="list-style-type: none">Consult internal and external stakeholders on opportunities to improve processes and service delivery.	<ul style="list-style-type: none">Formulate and implement new ideas throughout the institution.	<ul style="list-style-type: none">Create an environment that fosters innovative thinking and follows a learning organisation approach.	
<ul style="list-style-type: none">Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	<ul style="list-style-type: none">Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	<ul style="list-style-type: none">Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	<ul style="list-style-type: none">Be a thought leader on innovative customer service delivery and process optimization.	
	<ul style="list-style-type: none">Continuously identify opportunities to enhance internal processes.	<ul style="list-style-type: none">Identify trends and best practices in process and service delivery and propose institutional application.	<ul style="list-style-type: none">Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.	
	<ul style="list-style-type: none">Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	<ul style="list-style-type: none">Continuously engage in research to identify client needs.		



Chief Financial Officer
Mr Kevin Carolus



Municipal Manager:
Ms Geraldine Mettler



CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Knowledge and Information Management			
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">Collect, categorise and track relevant information required for specific tasks and projects.	<ul style="list-style-type: none">Use appropriate information systems and technology to manage institutional knowledge and information sharing.	<ul style="list-style-type: none">Effectively predict future information and knowledge management requirements and systems.		<ul style="list-style-type: none">Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.
<ul style="list-style-type: none">Analyse and interpret information to draw conclusions.	<ul style="list-style-type: none">Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	<ul style="list-style-type: none">Develop standards and processes to meet future knowledge management needs.		<ul style="list-style-type: none">Establish partnerships across local government to facilitate knowledge management.
<ul style="list-style-type: none">Seek new sources of information to increase the knowledge base.	<ul style="list-style-type: none">Actively create mechanisms and structures for sharing information.	<ul style="list-style-type: none">Share and promote best-practice knowledge management across various institutions.		<ul style="list-style-type: none">Demonstrate a mature approach.
<ul style="list-style-type: none">Regularly share information and knowledge with internal stakeholders and team members.	<ul style="list-style-type: none">Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	<ul style="list-style-type: none">Establish accurate measures and monitoring systems for knowledge and information management.Create a culture conducive of learning and knowledge sharing.Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.		<ul style="list-style-type: none">Recognise and exploit knowledge points in interactions with internal and external stakeholders.


 Chief Financial Officer
Mr Kevin Carolus


 Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Communication			
COMPETENCY DEFINITION :	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	<ul style="list-style-type: none">Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	<ul style="list-style-type: none">Effectively communicate high-risk and sensitive matters to relevant stakeholders.	<ul style="list-style-type: none">Regarded as a specialist in negotiations and representing the institution.	
<ul style="list-style-type: none">Express ideas in a clear and focused manner, but does not always take the audience into consideration.	<ul style="list-style-type: none">Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	<ul style="list-style-type: none">Develop a well-defined communication strategy.	<ul style="list-style-type: none">Able to inspire and motivate others through positive communication that is impactful and relevant.	
<ul style="list-style-type: none">Disseminate and convey information and knowledge adequately.	<ul style="list-style-type: none">Adapt communication content and style to suit the audience and facilitate optimal information transfer.	<ul style="list-style-type: none">Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	<ul style="list-style-type: none">Creates an environment conducive to transparent and productive communication and critical appreciate conversations.	
	<ul style="list-style-type: none">Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	<ul style="list-style-type: none">Able to effectively direct negotiations around complex.	<ul style="list-style-type: none">Able to coordinate negotiations at different levels within local government and externally.	
	<ul style="list-style-type: none">Compile clear, focused, concise and well-structured written documents.	<ul style="list-style-type: none">Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.Able to communicate with the media with high levels of moral competence and discipline.		



Chief Financial Officer
Mr Kevin Carolus



Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Results and Quality Focus			
COMPETENCY DEFINITION :	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">Understand quality of work but requires guidance in attending to important matters.	<ul style="list-style-type: none">Focus on high-priority actions and does not become distracted by lower-priority activities.	<ul style="list-style-type: none">Consistently verify own standards and outcomes to ensure quality output.		<ul style="list-style-type: none">Coach and guide others to exceed quality standards and results.
<ul style="list-style-type: none">Show a basic commitment to achieving the correct results.	<ul style="list-style-type: none">Display firm commitment and pride in achieving the correct results.	<ul style="list-style-type: none">Focus on the end result and avoids being distracted		<ul style="list-style-type: none">Develop challenging, client-focused goals and sets high standards for personal performance.
<ul style="list-style-type: none">Produce the minimum level of results required in the role.	<ul style="list-style-type: none">Set quality standards and design processes and tasks around achieving set standards.	<ul style="list-style-type: none">Demonstrate a determined and committed approach to achieving results and quality standards.		<ul style="list-style-type: none">Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.
<ul style="list-style-type: none">Produce outcomes that is of a good standard.	<ul style="list-style-type: none">Produce output of high quality.	<ul style="list-style-type: none">Follow task and projects through to completion.		<ul style="list-style-type: none">Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.
<ul style="list-style-type: none">Focus on the quantity of output but requires development in incorporating the quality of work.	<ul style="list-style-type: none">Able to balance the quantity and quality and quality of results in order to achieve objectives.	<ul style="list-style-type: none">Set challenging goals and objectives to self and team and display commitment to achieving expectations.		<ul style="list-style-type: none">Take appropriate risks to accomplish goals.
<ul style="list-style-type: none">Produce quality work in general circumstances, but fails to meet expectation when under pressure.	<ul style="list-style-type: none">Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	<ul style="list-style-type: none">Maintain a focus on quality outputs when placed under pressure.		<ul style="list-style-type: none">Overcome setbacks and adjust action plans to realise goals.
		<ul style="list-style-type: none">Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.		<ul style="list-style-type: none">Focus people on critical activities that yield a high impact.

**STELLENBOSCH**

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Annexure C

Personal Development Plan

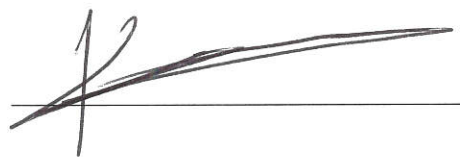
CHIEF FINANCIAL OFFICER

Chief Financial Officer
Mr Kevin Carolus

Municipal Manager:
Ms Geraldine Mettler

Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee



Date: 30/07/2019.

Signed by the Municipal Manager on behalf of the Municipality



Date: 30/09/2019.



ANNEXURE 3



STELLENBOSCH

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Performance Agreement

2019 - 2020

Director:

Corporate Services

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN
STELLENBOSCH MUNICIPALITY HEREBY REPRESENTED BY:

THE MUNICIPAL MANAGER

Ms Geraldine Mettler

(herein and after referred as Employer)

AND

DIRECTOR

Ms Annalene de Beer

(herein and after referred as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2019 - 30 JUNE 2020



Director: Corporate Services
Ms Annalene de Beer



Municipal Manager:
Ms Geraldine Mettler

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Director: Corporate Services
Ms Annalene de Beer




Municipal Manager:
Ms Geraldine Mettler

1. INTRODUCTION

- 1.1 The Employer, duly represented by **Ms Geraldine Mettler**, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, **Ms Annalene de Beer**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:
- 1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;
- 1.5.2 "the **Municipal Manager**" – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act;
- 1.5.3 "the Employee" means the **Director: Corporate Services** appointed in terms of Section 56 of the Systems Act;
- 1.5.4 "the Employer" means **Stellenbosch Municipality**; and
- 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;



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- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and
- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2019** and will remain in force until **30 June 2020** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
 - 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and
 - 4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
 - 4.2.1 Key objectives that describe the main tasks that need to be done;
 - 4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;



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- 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
- 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;
- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Strategic Focus Areas (SFAs) (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, SFAs and Competency Framework requirements as per the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs / outcomes (KPIs) identified as per attached Performance Plan (Annexure A), which are linked to the SFAs applicable to the Employee, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

Strategic Focus Areas
SFA 1 – Valley of Possibility
SFA 2 - Green and Sustainable Valley



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Strategic Focus Areas
SFA 3 - Safe Valley
SFA 4 - Dignified Living
SFA 5 - Good Governance and Compliance

- 5.7 The competency requirements for senior managers as per Regulation 9 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers will make up the other 20% of the Employee's assessment score. The competencies will be assessed every six (6) months (January and July).


Leading and Core Competencies		
1.	Strategic direction and leadership	<ul style="list-style-type: none"> Impact and influence Institutional performance management Strategic planning and management Organisational awareness
2.	People management	<ul style="list-style-type: none"> Human capital planning and development Diversity management Employee relations management Negotiation and dispute management
3.	Programme and project management	<ul style="list-style-type: none"> Programme and project planning and implementation Service delivery management Program and project monitoring and evaluation
4.	Financial management	<ul style="list-style-type: none"> Budget planning and execution Financial strategy and delivery Financial reporting and delivery
5.	Change leadership	<ul style="list-style-type: none"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation
6.	Governance leadership	<ul style="list-style-type: none"> Policy formulation Risk and compliance management Cooperative governance
7.	Moral competence	<ul style="list-style-type: none"> Core Competency
8.	Planning and organising	<ul style="list-style-type: none"> Core Competency
9.	Analysis and innovation	<ul style="list-style-type: none"> Core Competency
10.	Knowledge and information management	<ul style="list-style-type: none"> Core Competency
11.	Communication	<ul style="list-style-type: none"> Core Competency
12.	Results and quality focus	<ul style="list-style-type: none"> Core Competency

6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –

- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
- 6.1.2 The intervals for the evaluation of the Employee's performance.

- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;


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- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
- 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
- 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
- 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
- 6.6.5 An overall score will be calculated based on the total of the scores calculated above.
- 6.7 Assessment of the Competencies:
- 6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);
- 6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
- 6.7.3 An overall score will be calculated based on the total of the scores calculated above.



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6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scales for SFAs and Competencies respectively:

6.9.1 Rating scale for SFAs - as mentioned in paragraph 5.6:

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 PA 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 PA 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 the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all the performance criteria and indicators as specified in the PA 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 to encourage improvement.

6.9.2 Rating scale for Competencies -as mentioned in paragraph 5.7:

Level	Achievement Levels	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses



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Level	Achievement Levels	Description
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	Sub Standard	Applies little to no basic concepts, methods, and understanding of local government operations.

6.10 For purposes of evaluating the performance of the Employee for the year-end reviews, an evaluation panel constituted of the following persons will be established–

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

6.10.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.10.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.11 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st, and 3rd quarters; and

6.12 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meeting.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates.

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2019 (Informal)
2	October – December	January / February 2020 (Formal)
3	January – March	April / May 2020 (Informal)
4	April - June	After the receipt of the AG's Management Report

7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and



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- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented, and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

- 8.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-
- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 Provide access to skills development and capacity building opportunities;
 - 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
 - 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-
- 10.1.1 A direct effect on the performance of any of the Employee's functions;
 - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 A substantial financial effect on the Employer.



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- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

11. REWARD

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;
- 11.3 A performance bonus of between 5% to 14% of the all- inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Performance Rating		Bonus Calculation
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80% - 100%	Excellent Performance	14% of total package

- 11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and
- 11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and
- 12.4 In the case of unacceptable performance, the Employer shall –


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- 12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and
- 12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

- 13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;
- 13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and
- 13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

14. GENERAL

- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and
- 14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.



Director: Corporate Services
Ms Annalene de Beer



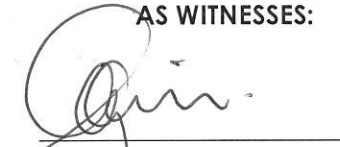
Municipal Manager:
Ms Geraldine Mettler

Thus, done and signed at Stellenbosch on the 30 day of July 2019

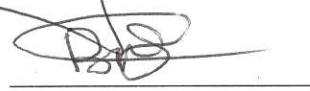

DIRECTOR: CORPORATE SERVICES

AS WITNESSES:

1.



2.

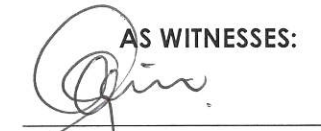


Thus, done and signed at Stellenbosch on the 30 day of July 2019



MUNICIPAL MANAGER

AS WITNESSES:

1.



2.





MEMBER OF MAYORAL COMMITTEE

(Portfolio: Corporate Services)

Cllr AR Frazenburg



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Annexure A Performance Plan

DIRECTOR: CORPORATE SERVICES

Director: Corporate Services
Ms Annalene de Beer

- 1 -

Municipal Manager:
Ms Geraldine Mettler

The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for 80% (**eighty percent**) of the total employee assessment score.

Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

DIRECTOR: CORPORATE SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Administrative Support Services	Percentage of indicators of the Department: Administrative Support Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	4



Director: Corporate Services
Ms Annalene de Beer



Municipal Manager:
Ms Geraldine Mettler

DIRECTOR: CORPORATE SERVICES

IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Human Resources Management (HRM)	Percentage of indicators of the Department: Human Resources Management (HRM) achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	4
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Information and Communications Technology (ICT)	Percentage of indicators of the Department: Information and Communications Technology (ICT) achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	4
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Section: Councillor's Support	Percentage of indicators of the Section: Councillor's Support achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	4
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Section: Properties Management and Municipal Building Maintenance	Percentage of indicators of the Section: Properties Management and Municipal Building Maintenance achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	4
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Section: Legal and Compliance Services	Percentage of indicators of the Section: Legal and Compliance Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	4

DIRECTOR: CORPORATE SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Section: Municipal Court	Percentage of indicators of the Section: Municipal Court achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	4
KPI059	Good governance and Compliance	The percentage of actual payroll budget spent on implementing the Municipal Workplace Skills Plan (NKPI Proxy- MSA, Reg. S10(f))	Percentage of municipality's payroll budget actually spent on implementing its Workplace Skills Plan ((Total Actual Training Expenditure/ Total Annual payroll Budget) x100), measured by 30 June	Input	0.72%	0.85% per annum	0.85%	Report from the financial system	SM	N/A	N/A	N/A	0.85%	3
KPI065	Good governance and Compliance	Revised Information and Communication Technology (ICT) Backup Disaster Recovery Plan submitted to the ICT Steering Committee	Number of Revised ICT Backup Disaster Recovery Plans submitted to the ICT Steering Committee by 31 March	Output	1	1 per annum	1	Proof of submission of the Revised ICT Backup Disaster Recovery Plan to the ICT Steering Committee	SM	N/A	N/A	1	N/A	2
KPI066	Good governance and Compliance	Revised Strategic ICT Plan submitted to the ICT Steering Committee	Number of Revised Strategic ICT Plans submitted to the ICT Steering Committee by 31 March	Output	1	1 per annum	1	Proof of submission of the Revised Strategic ICT Plan to the ICT Steering Committee	SM	N/A	N/A	1	N/A	2
KPI072	Good governance and Compliance	Submission of a Draft Smart City Framework to the MayCo	Number of Draft Smart City Frameworks submitted to the MayCo by 31 December	Output	New indicator	1 per annum	1	Proof of submission of the Draft Smart City Framework to the MayCo	SM	N/A	1	N/A	N/A	2




Director: Corporate Services
Ms Annalene de Beer



Municipal Manager:
Ms Geraldine Mettler

DIRECTOR: CORPORATE SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Spend the Directorate: Corporate Services approved Capital Budget	Percentage of approved Capital Budget of the Directorate: Corporate Services actually spent by 30 June	Input	74.26%	90% per annum	90%	Report from the financial system	SM	10%	30%	60%	90%	20
TBC	Good governance and Compliance	Capital spending committed on the financial management system	Percentage the approved Capital Budget committed by on the financial system by 31 March (30% by September, 60% by December and 90% by March)	Input	New indicator	90% per annum	90%	Report from the financial system	SM	30%	60%	90%	N/A	2
TBC	Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2019/20)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 September (50% by 31 July and 100% by 30 September)	Output	New indicator	100% per annum	100%	Reconciliation report from SCM	SM	100%	N/A	N/A	N/A	5
TBC	Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2020/21)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2020 and 100% by 30 June 2020. For the 2020/21 financial year)	Output	New indicator	100% per annum	100%	Reconciliation report from SCM	SM	N/A	N/A	50%	100%	5



Director: Corporate Services
Ms Annalene de Beer



Municipal Manager:
Ms Geraldine Mettler

DIRECTOR: CORPORATE SERVICES

IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Submission of detailed procurement needs for all operational projects to the Supply Chain Management (SCM) Department	Number of quarterly detailed procurement needs submitted to SCM 10 days before start of the quarter	Output	New indicator	4 per annum	4	Proof of submission to SCM	SM	1 (1)	1 (2)	1 (3)	1 (4)	3
TBC	Good governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	100%	7 per annum	7	Signed performance agreements submitted to the PMS Unit	SM	7	N/A	N/A	N/A	1
TBC	Good governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 30 June	Output	100%	14 per annum	14	Ignite performance evaluations reports	SM	N/A	7 (7)	N/A	7 (14)	1
TBC	Good governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Risk Registers developed by 31 July	Output	New indicator	1 per annum	1	Annual Departmental Risk Register submitted to the Risk Management Unit	SM	1	N/A	N/A	N/A	1
TBC	Good governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	New indicator	2 per annum	2	Proof of risk evaluations submitted to the Risk Management Unit	SM	N/A	1 (1)	N/A	1 (2)	2
TBC	Good governance and Compliance	Implementation of Council resolutions	Percentage of resolutions implemented measured quarterly	Output	100%	70% per annum	100%	Council Resolution Register	SM	70%	70%	70%	70%	2



Director: Corporate Services
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Municipal Manager:
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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Attendance of quarterly Occupation Health and Safety (OHS) meetings	Number of quarterly OHS meetings attended by the Director or secondee	Output	New indicator	4 per annum	4	OHS attendance registers	SM	1 (1)	1 (2)	1 (3)	1 (4)	1



Director: Corporate Services
Ms Annalene de Beer



Municipal Manager:
Ms Geraldine Mettler

Part 2: Competency Requirements (20%)

Ref	Leading and Core Competencies	(January) 1 st Assessment	(July) Final Assessment	Weights	Comments
2.1	Strategic direction and leadership			1.66%	
2.2	People management			1.66%	
2.3	Programme and project management			1.66%	
2.4	Financial management			1.66%	
2.5	Change leadership			1.67%	
2.6	Governance leadership			1.67%	
2.7	Moral competence			1.67%	
2.8	Planning and organising			1.67%	
2.9	Analysis and innovation			1.67%	
2.10	Knowledge and information management			1.67%	
2.11	Communication			1.67%	
2.12	Results and quality focus			1.67%	
Total				20%	



Director: Corporate Services
Ms Annalene de Beer



Municipal Manager:
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Annexure B

Competency Framework

DIRECTOR: CORPORATE SERVICES

Director: Corporate Services
Ms Annalene de Beer

Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate.	<ul style="list-style-type: none">Give direction to a team in realising the institution's strategic mandate and set objectives.	<ul style="list-style-type: none">Evaluate all activities to determine value and alignment to strategic intent.	<ul style="list-style-type: none">Structure and position the institution to local government priorities.
<ul style="list-style-type: none">Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.	<ul style="list-style-type: none">Has a positive impact and influence on the morale, engagement and participation of team members.	<ul style="list-style-type: none">Display in-depth knowledge and understanding of strategic planning.	<ul style="list-style-type: none">Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.
<ul style="list-style-type: none">Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.	<ul style="list-style-type: none">Develop action plans to execute and guide strategy.	<ul style="list-style-type: none">Align strategy and goals across all functional areas.	<ul style="list-style-type: none">Hold self-accountable for strategy execution and results.
<ul style="list-style-type: none">Demonstrate basic understanding of key decision makers.	<ul style="list-style-type: none">Assist in defining performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Actively define performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Provide impact and influence through building and maintaining strategic relationships.
	<ul style="list-style-type: none">Displays an awareness of institutional structures and political factors.	<ul style="list-style-type: none">Consistently challenge strategic plans to ensure relevance.	<ul style="list-style-type: none">Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.
	<ul style="list-style-type: none">Effectively communicate barriers to execution to relevant parties.	<ul style="list-style-type: none">Understand institutional structures and political factors, and the consequences of actions.	<ul style="list-style-type: none">Integrate various systems into a collective whole to optimise institutional performance management.
	<ul style="list-style-type: none">Provide guidance to all stakeholders in the achievement of the strategic mandate.	<ul style="list-style-type: none">Empower others to follow the strategic direction and deal with complex situations.	<ul style="list-style-type: none">Uses understanding of competing interests to maneuver successfully to a win/win outcome.
	<ul style="list-style-type: none">Understand the aim and objectives of the institution and relate it to own work.	<ul style="list-style-type: none">Guide the institution through complex and ambiguous concern.Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances.	



Director: Corporate Services
Ms Annalene de Beer



Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	People Management			
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">Participate in team goalsetting and problem solving.	<ul style="list-style-type: none">Seek opportunities to increase team contribution and responsibility.	<ul style="list-style-type: none">Identify ineffective team and work processes and recommend remedial interventions.		<ul style="list-style-type: none">Develop and incorporate best practice people management processes, approaches and tools across the institution.
<ul style="list-style-type: none">Interact and collaborate with people of diverse backgrounds.Aware of guidelines for employee development, but requires support in implementing development initiatives.	<ul style="list-style-type: none">Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	<ul style="list-style-type: none">Recognise and reward effective and desired behavior.Provide mentoring and guidance to others in order to increase personal effectiveness.		<ul style="list-style-type: none">Foster a culture of discipline, responsibility and accountability.Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.
	<ul style="list-style-type: none">Apply relevant employee legislation fairly and consistently.	<ul style="list-style-type: none">Identify development and learning needs within the team.		<ul style="list-style-type: none">Develop comprehensive integrated strategies and approaches to human capital development and management.
	<ul style="list-style-type: none">Effectively identify capacity requirements to fulfill the strategic mandate.	<ul style="list-style-type: none">Inspire a culture of performance excellence by giving positive and constructive feedback to the team.Achieve agreement or consensus in adversarial environments.Lead and unite diverse teams across divisions to achieve institutional objectives.		<ul style="list-style-type: none">Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.




CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Program and Project Management			
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Initiate projects after approval from higher authorities.	<ul style="list-style-type: none">Establish broad stakeholder involvement and communicate the project status and key milestones.	<ul style="list-style-type: none">Manage multiple programs and balance priorities and conflicts according to institutional goals.	<ul style="list-style-type: none">Understand and conceptualize the long-term implications of desired project outcomes.	
<ul style="list-style-type: none">Understand procedures of program and project management methodology, implications and stakeholder involvement.	<ul style="list-style-type: none">Define the roles and responsibilities of the project team and create clarity around expectations.	<ul style="list-style-type: none">Apply effective risk management strategies through impact assessment and resource requirements.	<ul style="list-style-type: none">Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realize institutional objectives.	
<ul style="list-style-type: none">Understand the rational of projects in relation to the institution's strategic objectives.	<ul style="list-style-type: none">Find a balance between project deadline and the quality of deliverables.	<ul style="list-style-type: none">Modify project scope and budget when required without compromising the quality and objectives of the project.	<ul style="list-style-type: none">Influence people in positions of authority to implement outcomes of projects	
<ul style="list-style-type: none">Document and communicate factors and risk associated with own work.	<ul style="list-style-type: none">Identify appropriate project resources to facilitate the effective completion of the deliverables.	<ul style="list-style-type: none">Involve top-level authorities and relevant stakeholders in seeking project buy-in.	<ul style="list-style-type: none">Lead and direct translation of policy into workable action plans	
<ul style="list-style-type: none">Use results and approaches of successful project implementation as guide.	<ul style="list-style-type: none">Comply with statutory requirements and apply policies in a consistent manner.Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	<ul style="list-style-type: none">Identify and apply contemporary project management methodologyInfluence and motivate project team to deliver exceptional results.Monitor policy implementation and apply procedures to manage risks.	<ul style="list-style-type: none">Ensures that programs are monitored to track progress and optimal resource utilization, and that adjustments are made as needed.	



Director: Corporate Services
Ms Annalene de Beer



Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Financial Management		
COMPETENCY DEFINITION :	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognized financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand basic financial concepts and methods as they relate to institutional processes and activities	<ul style="list-style-type: none">Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	<ul style="list-style-type: none">Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	<ul style="list-style-type: none">Develop planning tools to assist in evaluating and monitoring future expenditure trends.
<ul style="list-style-type: none">Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	<ul style="list-style-type: none">Assess, identify and manage financial risks.	<ul style="list-style-type: none">Prepare budgets that are aligned to the strategic objectives of the institution.	<ul style="list-style-type: none">Set budget frameworks for the institution.
<ul style="list-style-type: none">Understand the importance of financial accountability	<ul style="list-style-type: none">Assume a cost-saving approach to financial management.	<ul style="list-style-type: none">Address complex budgeting and financial management concerns.	<ul style="list-style-type: none">Set strategic direction for the institution on expenditure and other financial processes.
<ul style="list-style-type: none">Understand the importance of asset control.	<ul style="list-style-type: none">Prepare financial reports based on specified formats.	<ul style="list-style-type: none">Put systems and processes in place to enhance the quality and integrity of financial management practices.	<ul style="list-style-type: none">Build and nurture partnerships to improve financial management and achieve financial savings.
	<ul style="list-style-type: none">Consider and understand the financial implications of decisions and suggestions.	<ul style="list-style-type: none">Advise on policies and procedures regarding asset control.	<ul style="list-style-type: none">Actively identify and implement new methods to improve asset control.
	<ul style="list-style-type: none">Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	<ul style="list-style-type: none">Promote National Treasury's regulatory framework for Financial Management.	<ul style="list-style-type: none">Display professionalism in dealing with financial data and processes.



Director: Corporate Services
Ms Annalene de Beer



Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Change Leadership			
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">• Display an awareness of change interventions and the benefits of transformation initiatives.	<ul style="list-style-type: none">• Perform an analysis of the change impact on the social, political and economic environment.	<ul style="list-style-type: none">• Actively monitor change impact and results and convey progress to relevant stakeholders.	<ul style="list-style-type: none">• Sponsor change agents and create a network of change leaders who support the interventions.	
<ul style="list-style-type: none">• Able to identify basic needs for change.	<ul style="list-style-type: none">• Maintain calm and focus during change.	<ul style="list-style-type: none">• Secure buy-in and sponsorship for change initiatives.	<ul style="list-style-type: none">• Actively adapt current structures and processes to incorporate the change interventions.	
<ul style="list-style-type: none">• Identify gaps between the current and desired state.	<ul style="list-style-type: none">• Able to assist team members during change and keep them focused on the deliverables.	<ul style="list-style-type: none">• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	<ul style="list-style-type: none">• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.	
<ul style="list-style-type: none">• Identify potential risk and challenges to transformation, including resistance to change factors.	<ul style="list-style-type: none">• Volunteer to lead change efforts outside of own work team.	<ul style="list-style-type: none">• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	<ul style="list-style-type: none">• Motivate and inspire others around change initiatives.	
<ul style="list-style-type: none">• Participate in change programs and piloting change interventions.	<ul style="list-style-type: none">• Able to gain buy-in and approval for change from relevant stakeholders.	<ul style="list-style-type: none">• Take the lead in impactful change programs.		
<ul style="list-style-type: none">• Understand the impact of change interventions on the institution within the broader scope of local government.	<ul style="list-style-type: none">• Identify change readiness levels and assist in resolving resistance to change factors.	<ul style="list-style-type: none">• Benchmark change interventions against best change practices.		
	<ul style="list-style-type: none">• Design change interventions that are aligned with the institution's strategic objectives and goals.	<ul style="list-style-type: none">• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.• Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.		



Director: Corporate Services
Ms Annalene de Beer



Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Governance Leadership		
COMPETENCY DEFINITION:	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualization of relevant policies and enhance cooperative governance relationships.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	<ul style="list-style-type: none">• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	<ul style="list-style-type: none">• Able to link risk initiatives into key institutional objectives and drivers.• Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.	<ul style="list-style-type: none">• Demonstrate a high level of commitment in complying with governance requirements.• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.
<ul style="list-style-type: none">• Provide input into policy formulation.	<ul style="list-style-type: none">• Actively drive policy formulation within the institution to ensure the achievement of objectives.	<ul style="list-style-type: none">• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	<ul style="list-style-type: none">• Able to advise local government on risk management, best practice interventions and compliance management.
		<ul style="list-style-type: none">• Demonstrate a thorough understanding of risk retention plans.	<ul style="list-style-type: none">• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t
		<ul style="list-style-type: none">• Identify and implement comprehensive risk management systems and processes.• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.	<ul style="list-style-type: none">• Able to shape, direct and drive the formulation of policies on a macro level.



Director: Corporate Services
Ms Annalene de Beer



Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Moral Competence			
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	<ul style="list-style-type: none">Conduct self in alignment with the values of local government and the institution.	<ul style="list-style-type: none">Identify, develop and apply measures of self-correction.	<ul style="list-style-type: none">Create an environment conducive of moral practices.	
<ul style="list-style-type: none">Follow basic rules and regulations of the institution.Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	<ul style="list-style-type: none">Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.Actively report fraudulent activity and corruption with local government.	<ul style="list-style-type: none">Able to gain trust and respect through aligning actions with commitments.Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	<ul style="list-style-type: none">Actively develop and implement measures to combat fraud and corruption.Set integrity standards and shared accountability measures across the institution to support the objectives of local government.	
	<ul style="list-style-type: none">Understand and honor the confidential nature of matters without seeking personal gain.	<ul style="list-style-type: none">Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	<ul style="list-style-type: none">Take responsibility for own actions and decisions, even if the consequences are unfavorable.	
	<ul style="list-style-type: none">Able to deal with situations of conflict of interest promptly and in the best interest of local government.	<ul style="list-style-type: none">Takes an active stance against corruption and dishonesty when noted.Actively promote the value of the institution to internal and external stakeholders.Able to work in unity with a team and not seek personal gain.Apply universal moral principles consistently to achieve moral decisions.		



Director: Corporate Services
Ms Annalene de Beer



Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Planning and Organising		
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Able to follow basic plans and organise tasks around set objectives.	<ul style="list-style-type: none">• Actively and appropriately organise information and resources required for a task.	<ul style="list-style-type: none">• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.	<ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions.
<ul style="list-style-type: none">• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.	<ul style="list-style-type: none">• Recognise the urgency and importance of tasks.	<ul style="list-style-type: none">• Identify in advance required stages and actions to complete tasks.	<ul style="list-style-type: none">• Able to protect and forecast short, medium and long term requirements of the institution and local government.
<ul style="list-style-type: none">• Able to follow existing plans and ensure that objectives are met.	<ul style="list-style-type: none">• Balance short and long-term plans and goals and incorporate into the team's performance objectives.	<ul style="list-style-type: none">• Schedule realistic timelines, objectives and milestones for tasks and projects.	<ul style="list-style-type: none">• Translate policy into relevant projects to facilitate the achievement of institutional objectives.
<ul style="list-style-type: none">• Focus on short-term objectives in developing plans and action.s	<ul style="list-style-type: none">• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.	<ul style="list-style-type: none">• Produce clear, detailed and comprehensive plans to achieve institutional objectives.	
<ul style="list-style-type: none">• Arrange information and resources required for a task, but require further structure and organization.	<ul style="list-style-type: none">• Measures progress and monitor performance results.	<ul style="list-style-type: none">• Identify possible risk factors and design and implement appropriate contingency plans.• Adapt plans in light of changing circumstances.• Prioritise tasks and projects according to their relevant urgency and importance.	



Director: Corporate Services
Ms Annalene de Beer



Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Analysis and Innovation			
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">Understand the basic operation of analysis, but lack detail and thoroughness.	<ul style="list-style-type: none">Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.	<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniques.	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniques.	
<ul style="list-style-type: none">Able to balance independent analysis with requesting assistance from others.	<ul style="list-style-type: none">Demonstrate objectivity, insight and thoroughness when analysing problems.	<ul style="list-style-type: none">Engage with appropriate individuals in analysing and resolving complex problems.	<ul style="list-style-type: none">Create an environment conducive to analytical and fact-based problem solving.	
<ul style="list-style-type: none">Recommend new ways to perform tasks within own function.	<ul style="list-style-type: none">Able to break down complex problems into manageable parts and identify solutions.	<ul style="list-style-type: none">Identify solutions on various areas in the institution.	<ul style="list-style-type: none">Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.	
<ul style="list-style-type: none">Propose simple remedial interventions that marginally challenges the status quo.	<ul style="list-style-type: none">Consult internal and external stakeholders on opportunities to improve processes and service delivery.	<ul style="list-style-type: none">Formulate and implement new ideas throughout the institution.	<ul style="list-style-type: none">Create an environment that fosters innovative thinking and follows a learning organisation approach.	
<ul style="list-style-type: none">Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	<ul style="list-style-type: none">Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	<ul style="list-style-type: none">Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	<ul style="list-style-type: none">Be a thought leader on innovative customer service delivery and process optimization.	
	<ul style="list-style-type: none">Continuously identify opportunities to enhance internal processes.	<ul style="list-style-type: none">Identify trends and best practices in process and service delivery and propose institutional application.	<ul style="list-style-type: none">Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.	
	<ul style="list-style-type: none">Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	<ul style="list-style-type: none">Continuously engage in research to identify client needs.		

Director: Corporate Services
Ms Annalene de Beer

Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Knowledge and Information Management			
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">• Collect, categorise and track relevant information required for specific tasks and projects.	<ul style="list-style-type: none">• Use appropriate information systems and technology to manage institutional knowledge and information sharing.	<ul style="list-style-type: none">• Effectively predict future information and knowledge management requirements and systems.	<ul style="list-style-type: none">• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.	
<ul style="list-style-type: none">• Analyse and interpret information to draw conclusions.	<ul style="list-style-type: none">• Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	<ul style="list-style-type: none">• Develop standards and processes to meet future knowledge management needs.	<ul style="list-style-type: none">• Establish partnerships across local government to facilitate knowledge management.	
<ul style="list-style-type: none">• Seek new sources of information to increase the knowledge base.	<ul style="list-style-type: none">• Actively create mechanisms and structures for sharing information.	<ul style="list-style-type: none">• Share and promote best-practice knowledge management across various institutions.	<ul style="list-style-type: none">• Demonstrate a mature approach.	
<ul style="list-style-type: none">• Regularly share information and knowledge with internal stakeholders and team members.	<ul style="list-style-type: none">• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	<ul style="list-style-type: none">• Establish accurate measures and monitoring systems for knowledge and information management.• Create a culture conducive of learning and knowledge sharing.• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	<ul style="list-style-type: none">• Recognise and exploit knowledge points in interactions with internal and external stakeholders.	



Director: Corporate Services
Ms Annalene de Beer



Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Communication		
COMPETENCY DEFINITION :	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	<ul style="list-style-type: none">• Effectively communicate high-risk and sensitive matters to relevant stakeholders.	<ul style="list-style-type: none">• Regarded as a specialist in negotiations and representing the institution.
<ul style="list-style-type: none">• Express ideas in a clear and focused manner, but does not always take the audience into consideration.	<ul style="list-style-type: none">• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	<ul style="list-style-type: none">• Develop a well-defined communication strategy.	<ul style="list-style-type: none">• Able to inspire and motivate others through positive communication that is impactful and relevant.
<ul style="list-style-type: none">• Disseminate and convey information and knowledge adequately.	<ul style="list-style-type: none">• Adapt communication content and style to suit the audience and facilitate optimal information transfer.	<ul style="list-style-type: none">• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	<ul style="list-style-type: none">• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.
	<ul style="list-style-type: none">• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	<ul style="list-style-type: none">• Able to effectively direct negotiations around complex.	<ul style="list-style-type: none">• Able to coordinate negotiations at different levels within local government and externally.
	<ul style="list-style-type: none">• Compile clear, focused, concise and well-structured written documents.	<ul style="list-style-type: none">• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.• Able to communicate with the media with high levels of moral competence and discipline.	



Director: Corporate Services
Ms Annalene de Beer



Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Results and Quality Focus		
COMPETENCY DEFINITION :	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand quality of work but requires guidance in attending to important matters.	<ul style="list-style-type: none">Focus on high-priority actions and does not become distracted by lower-priority activities.	<ul style="list-style-type: none">Consistently verify own standards and outcomes to ensure quality output.	<ul style="list-style-type: none">Coach and guide others to exceed quality standards and results.
<ul style="list-style-type: none">Show a basic commitment to achieving the correct results.	<ul style="list-style-type: none">Display firm commitment and pride in achieving the correct results.	<ul style="list-style-type: none">Focus on the end result and avoids being distracted	<ul style="list-style-type: none">Develop challenging, client-focused goals and sets high standards for personal performance.
<ul style="list-style-type: none">Produce the minimum level of results required in the role.	<ul style="list-style-type: none">Set quality standards and design processes and tasks around achieving set standards.	<ul style="list-style-type: none">Demonstrate a determined and committed approach to achieving results and quality standards.	<ul style="list-style-type: none">Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.
<ul style="list-style-type: none">Produce outcomes that is of a good standard.	<ul style="list-style-type: none">Produce output of high quality.	<ul style="list-style-type: none">Follow task and projects through to completion.	<ul style="list-style-type: none">Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.
<ul style="list-style-type: none">Focus on the quantity of output but requires development in incorporating the quality of work.	<ul style="list-style-type: none">Able to balance the quantity and quality and quality of results in order to achieve objectives.	<ul style="list-style-type: none">Set challenging goals and objectives to self and team and display commitment to achieving expectations.	<ul style="list-style-type: none">Take appropriate risks to accomplish goals.
<ul style="list-style-type: none">Produce quality work in general circumstances, but fails to meet expectation when under pressure.	<ul style="list-style-type: none">Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	<ul style="list-style-type: none">Maintain a focus on quality outputs when placed under pressure.	<ul style="list-style-type: none">Overcome setbacks and adjust action plans to realise goals.
		<ul style="list-style-type: none">Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	<ul style="list-style-type: none">Focus people on critical activities that yield a high impact.



Director: Corporate Services
Ms Annalene de Beer



Municipal Manager:
Ms Geraldine Mettler



STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Annexure C

Personal Development Plan

DIRECTOR: CORPORATE SERVICES

Director: Corporate Services
Ms Annalene de Beer

Municipal Manager:
Ms Geraldine Mettler

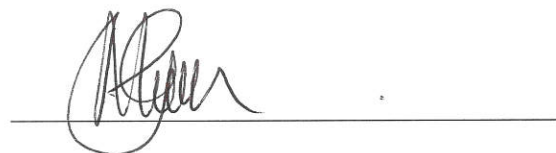
Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee



Date: 30/7/19

Signed by the Municipal Manager on behalf of the Municipality



Date: 30/7/19

ANNEXURE 4



STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Performance Agreement

2019 - 2020

Director:

Planning and Economic Development

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN
STELLENBOSCH MUNICIPALITY HEREBY REPRESENTED BY:

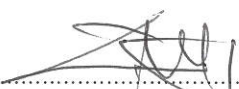
THE MUNICIPAL MANAGER
Ms Geraldine Mettler
(herein and after referred as Employer)

AND

CHIEF FINANCIAL OFFICER
Mr Tabiso Mfeya
(herein and after referred as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2019 - 30 JUNE 2020


.....
Director: Planning and Economic Development
Mr Tabiso Mfeya


.....
Municipal Manager:
Ms Geraldine Mettler

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Director: Planning and Economic Development
Mr Tabiso Mfeya



Municipal Manager:
Ms Geraldine Mettler

1. INTRODUCTION

- 1.1 The Employer, duly represented by **Ms Geraldine Mettler**, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, **Mr Tabiso Mfeya**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:
 - 1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;
 - 1.5.2 "the **Municipal Manager**" – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act;
 - 1.5.3 "the Employee" means the **Director: Planning and Economic Development** appointed in terms of Section 56 of the Systems Act;
 - 1.5.4 "the Employer" means **Stellenbosch Municipality**; and
 - 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;



 Director: Planning and Economic Development
Mr Tabiso Mfeya



 Municipal Manager:
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- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and
- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2019** and will remain in force until **30 June 2020** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
 - 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and
 - 4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
 - 4.2.1 Key objectives that describe the main tasks that need to be done;
 - 4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;



Director: Planning and Economic Development
Mr Tabiso Mfeya



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Ms Geraldine Mettler

- 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
- 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;
- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Strategic Focus Areas (SFAs) (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, SFAs and Competency Framework requirements as per the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs / outcomes (KPIs) identified as per attached Performance Plan (Annexure A), which are linked to the SFAs applicable to the Employee, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

Strategic Focus Areas
SFA 1 – Valley of Possibility
SFA 2 - Green and Sustainable Valley


 Director: Planning and Economic Development
Mr Tabiso Mfeya


 Municipal Manager:
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Strategic Focus Areas
SFA 3 - Safe Valley
SFA 4 - Dignified Living
SFA 5 - Good Governance and Compliance

- 5.7 The competency requirements for senior managers as per Regulation 9 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers will make up the other 20% of the Employee's assessment score. The competencies will be assessed every six (6) months (January and July).

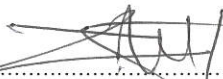
Leading and Core Competencies		
1.	Strategic direction and leadership	<ul style="list-style-type: none"> Impact and influence Institutional performance management Strategic planning and management Organisational awareness
2.	People management	<ul style="list-style-type: none"> Human capital planning and development Diversity management Employee relations management Negotiation and dispute management
3.	Programme and project management	<ul style="list-style-type: none"> Programme and project planning and implementation Service delivery management Program and project monitoring and evaluation
4.	Financial management	<ul style="list-style-type: none"> Budget planning and execution Financial strategy and delivery Financial reporting and delivery
5.	Change leadership	<ul style="list-style-type: none"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation
6.	Governance leadership	<ul style="list-style-type: none"> Policy formulation Risk and compliance management Cooperative governance
7.	Moral competence	<ul style="list-style-type: none"> Core Competency
8.	Planning and organising	<ul style="list-style-type: none"> Core Competency
9.	Analysis and innovation	<ul style="list-style-type: none"> Core Competency
10.	Knowledge and information management	<ul style="list-style-type: none"> Core Competency
11.	Communication	<ul style="list-style-type: none"> Core Competency
12.	Results and quality focus	<ul style="list-style-type: none"> Core Competency

6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –

- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
- 6.1.2 The intervals for the evaluation of the Employee's performance.

- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;


 Director: Planning and Economic Development
 Mr Tabiso Mfeya


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 Ms Geraldine Mettler

- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
 - 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
 - 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
 - 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
 - 6.6.5 An overall score will be calculated based on the total of the scores calculated above.
- 6.7 Assessment of the Competencies:
- 6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);
 - 6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
 - 6.7.3 An overall score will be calculated based on the total of the scores calculated above.

6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scales for SFAs and Competencies respectively:

6.9.1 Rating scale for SFAs - as mentioned in paragraph 5.6:

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 PA 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 PA 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 the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all the performance criteria and indicators as specified in the PA 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 to encourage improvement.

6.9.2 Rating scale for Competencies -as mentioned in paragraph 5.7:

Level	Achievement Levels	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	Advanced	Develops and applies complex concepts, methods and understanding.

Level	Achievement Levels	Description
		Effectively directs and leads a group and executes in-depth analyses
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	Sub Standard	Applies little to no basic concepts, methods, and understanding of local government operations.

6.10 For purposes of evaluating the performance of the Employee for the year-end reviews, an evaluation panel constituted of the following persons will be established–

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

6.10.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.10.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.11 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st, and 3rd quarters; and

6.12 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meeting.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates.

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2019 (Informal)
2	October – December	January / February 2020 (Formal)
3	January – March	April / May 2020 (Informal)
4	April - June	After the receipt of the AG's Management Report

7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;


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7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented, and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

8.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and


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Ms Geraldine Mettler

10.1.3 A substantial financial effect on the Employer.

- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

11. REWARD

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;
- 11.3 A performance bonus of between 5% to 14% of the all- inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Performance Rating		Bonus Calculation
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80% - 100%	Excellent Performance	14% of total package

- 11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and
- 11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;

13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.


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Mr Tabiso Mfeya


Municipal Manager:
Ms Geraldine Mettler

Thus, done and signed at STEWART on the 30 day of July 2019



DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

AS WITNESSES:

1.



2.




Thus, done and signed at Hellenbach on the 30th day of 2 July 2019.




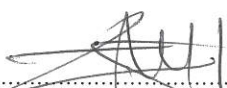
MUNICIPAL MANAGER

AS WITNESSES:

1.



2.

Director: Planning and Economic Development
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Municipal Manager:
Ms Geraldine Mettler



MEMBER OF MAYORAL COMMITTEE

(Portfolio: Planning and Economic Development)


Cllr E Groenewald



MEMBER OF MAYORAL COMMITTEE

(Portfolio: Rural Management and Tourism)

Cllr SA Peters



MEMBER OF MAYORAL COMMITTEE

(Portfolio: Human Settlement)

Cllr N Jindela



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Mr Tabiso Mfeya



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Annexure A Performance Plan

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

Director: Planning and Economic Development
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The Performance Plan sets out:

- Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for 80% (**eighty percent**) of the total employee assessment score.

Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Development Management	Percentage of indicators of the Department: Development Management achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	6

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Development Planning	Percentage of indicators of the Department: Development Planning achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	6
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Integrated Human Settlements	Percentage of indicators of the Department: Integrated Human Settlements achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	6
KPI007	Valley of Possibility	The number of jobs created through the Municipality's local economic development initiatives including capital projects (NKPI Proxy - MSA, Reg. S10(d))	Number of job opportunities created through the Municipality's local economic development initiatives including capital projects by 30 June	Outcome	695	300 per annum	300	EPWP reporting system	SM	50 (50)	100 (100)	200 (200)	300 (300)	6
KPI008	Valley of Possibility	Land-use applications submitted to the Municipal Planning Tribunal within 120 days	Percentage of land- use applications submitted to the Municipal Planning Tribunal within 120 days after date of receipt of application	Outcome	New indicator	90% per annum	90%	Proof of submission to the Municipal Planning Tribunal	SM	90%	90%	90%	90%	3
KPI009	Valley of Possibility	Training opportunities provided for entrepreneurs and Small, Medium and Micro Enterprises (SMMEs)	Number of quarterly training opportunities provided for entrepreneurs and SMMEs	Output	4	4 per annum	4	Attendance Registers	SM	1 (1)	1 (2)	1 (3)	1 (4)	2

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DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
KPI012	Valley of Possibility	Revised Housing Pipeline (document) submitted to the Mayoral Committee (MayCo)	Number of Revised Housing Pipelines (documents) submitted to the MayCo by 31 March	Output	1	1 per annum	1	Proof of submission of the Revised Housing Pipeline (document) to the MayCo	SM	N/A	N/A	1	N/A	2
KPI018	Green and Sustainable Valley	Building applications processed within the prescribed / legislated period	Percentage of building plans processed within the prescribed / legislated period	Outcome		90% per annum	90%	Building plan application register	SM	90%	90%	90%	90%	3
TBC	Good governance and Compliance	Spend the Directorate: Planning and Economic Development approved Capital Budget	Percentage of approved Capital Budget of the Directorate: Planning and Economic Development actually spent by 30 June	Input	79.93%	90% per annum	90%	Report from the financial system	SM	10%	30%	60%	90%	20
TBC	Good governance and Compliance	Capital spending committed on the financial management system	Percentage the approved Capital Budget committed by on the financial system by 31 March (30% by September, 60% by December and 90% by March)	Input	New indicator	90% per annum	90%	Report from the financial system	SM	30%	60%	90%	N/A	4
TBC	Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2019/20)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 September (50% by 31 July and 100% by 30 September)	Output	New indicator	100% per annum	100%	Reconciliation report from SCM	SM	100%	N/A	N/A	N/A	5

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Director: Planning and Economic Development
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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2020/21)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2020 and 100% by 30 June 2020. For the 2020/21 financial year)	Output	New indicator	100% per annum	100%	Reconciliation report from SCM	SM	N/A	N/A	50%	100%	5
TBC	Good governance and Compliance	Submission of detailed procurement needs for all operational projects to the Supply Chain Management (SCM) Department	Number of quarterly detailed procurement needs submitted to SCM 10 days before start of the quarter	Output	New indicator	4 per annum	4	Proof of submission to SCM	SM	1 (1)	1 (2)	1 (3)	1 (4)	2
TBC	Good governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	100%	3 per annum	3	Signed performance agreements submitted to the PMS Unit	SM	3	N/A	N/A	N/A	1
TBC	Good governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 30 June	Output	100%	6 per annum	6	Ignite performance evaluations reports	SM	N/A	3 (3)	N/A	3 (6)	1
TBC	Good governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Risk Registers developed by 31 July	Output	New indicator	1 per annum	1	Annual Departmental Risk Register submitted to the Risk Management Unit	SM	N/A	N/A	N/A	1	2


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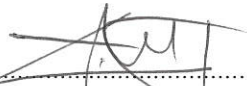
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	New indicator	2 per annum	2	Proof of risk evaluations submitted to the Risk Management Unit	SM	N/A	1 (1)	N/A	1 (2)	2
TBC	Good governance and Compliance	Implementation of Council resolutions	Percentage of resolutions implemented measured quarterly	Output	70%	70% per annum	100%	Council Resolution Register	SM	70%	70%	70%	70%	2
TBC	Good governance and Compliance	Attendance of quarterly Occupation Health and Safety (OHS) meetings	Number of quarterly OHS meetings attended by the Director or secondee	Output	New indicator	4 per annum	4	OHS attendance registers	SM	1 (1)	1 (2)	1 (3)	1 (4)	2


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 Municipal Manager
 Ms Geraldine Mettler

Part 2: Competency Requirements (20%)

Ref	Leading and Core Competencies	(January) 1 st Assessment	(July) Final Assessment	Weights	Comments
2.1	Strategic direction and leadership			1.66%	
2.2	People management			1.66%	
2.3	Programme and project management			1.66%	
2.4	Financial management			1.66%	
2.5	Change leadership			1.67%	
2.6	Governance leadership			1.67%	
2.7	Moral competence			1.67%	
2.8	Planning and organising			1.67%	
2.9	Analysis and innovation			1.67%	
2.10	Knowledge and information management			1.67%	
2.11	Communication			1.67%	
2.12	Results and quality focus			1.67%	
Total				20%	



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Annexure B Competency Framework

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT


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Ms Geraldine Mettler

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate.	<ul style="list-style-type: none">Give direction to a team in realising the institution's strategic mandate and set objectives.	<ul style="list-style-type: none">Evaluate all activities to determine value and alignment to strategic intent.	<ul style="list-style-type: none">Structure and position the institution to local government priorities.
<ul style="list-style-type: none">Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.	<ul style="list-style-type: none">Has a positive impact and influence on the morale, engagement and participation of team members.	<ul style="list-style-type: none">Display in-depth knowledge and understanding of strategic planning.	<ul style="list-style-type: none">Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.
<ul style="list-style-type: none">Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.	<ul style="list-style-type: none">Develop action plans to execute and guide strategy.	<ul style="list-style-type: none">Align strategy and goals across all functional areas.	<ul style="list-style-type: none">Hold self-accountable for strategy execution and results.
<ul style="list-style-type: none">Demonstrate basic understanding of key decision makers.	<ul style="list-style-type: none">Assist in defining performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Actively define performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Provide impact and influence through building and maintaining strategic relationships.
	<ul style="list-style-type: none">Displays an awareness of institutional structures and political factors.	<ul style="list-style-type: none">Consistently challenge strategic plans to ensure relevance.	<ul style="list-style-type: none">Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.
	<ul style="list-style-type: none">Effectively communicate barriers to execution to relevant parties.	<ul style="list-style-type: none">Understand institutional structures and political factors, and the consequences of actions.	<ul style="list-style-type: none">Integrate various systems into a collective whole to optimise institutional performance management.
	<ul style="list-style-type: none">Provide guidance to all stakeholders in the achievement of the strategic mandate.	<ul style="list-style-type: none">Empower others to follow the strategic direction and deal with complex situations.	<ul style="list-style-type: none">Uses understanding of competing interests to maneuver successfully to a win/win outcome.
	<ul style="list-style-type: none">Understand the aim and objectives of the institution and relate it to own work.	<ul style="list-style-type: none">Guide the institution through complex and ambiguous concern.Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances.	


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CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	People Management			
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">Participate in team goalsetting and problem solving.	<ul style="list-style-type: none">Seek opportunities to increase team contribution and responsibility.	<ul style="list-style-type: none">Identify ineffective team and work processes and recommend remedial interventions.		<ul style="list-style-type: none">Develop and incorporate best practice people management processes, approaches and tools across the institution.
<ul style="list-style-type: none">Interact and collaborate with people of diverse backgrounds.	<ul style="list-style-type: none">Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.	<ul style="list-style-type: none">Recognise and reward effective and desired behavior.		<ul style="list-style-type: none">Foster a culture of discipline, responsibility and accountability.
<ul style="list-style-type: none">Aware of guidelines for employee development, but requires support in implementing development initiatives.	<ul style="list-style-type: none">Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	<ul style="list-style-type: none">Provide mentoring and guidance to others in order to increase personal effectiveness.		<ul style="list-style-type: none">Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.
	<ul style="list-style-type: none">Apply relevant employee legislation fairly and consistently.	<ul style="list-style-type: none">Identify development and learning needs within the team.		<ul style="list-style-type: none">Develop comprehensive integrated strategies and approaches to human capital development and management.
	<ul style="list-style-type: none">Effectively identify capacity requirements to fulfill the strategic mandate.	<ul style="list-style-type: none">Inspire a culture of performance excellence by giving positive and constructive feedback to the team.Achieve agreement or consensus in adversarial environments.Lead and unite diverse teams across divisions to achieve institutional objectives.		<ul style="list-style-type: none">Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Program and Project Management			
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Initiate projects after approval from higher authorities.	<ul style="list-style-type: none">Establish broad stakeholder involvement and communicate the project status and key milestones.	<ul style="list-style-type: none">Manage multiple programs and balance priorities and conflicts according to institutional goals.	<ul style="list-style-type: none">Understand and conceptualize the long-term implications of desired project outcomes.	
<ul style="list-style-type: none">Understand procedures of program and project management methodology, implications and stakeholder involvement.	<ul style="list-style-type: none">Define the roles and responsibilities of the project team and create clarity around expectations.	<ul style="list-style-type: none">Apply effective risk management strategies through impact assessment and resource requirements.	<ul style="list-style-type: none">Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realize institutional objectives.	
<ul style="list-style-type: none">Understand the rational of projects in relation to the institution's strategic objectives.	<ul style="list-style-type: none">Find a balance between project deadline and the quality of deliverables.	<ul style="list-style-type: none">Modify project scope and budget when required without compromising the quality and objectives of the project.	<ul style="list-style-type: none">Influence people in positions of authority to implement outcomes of projects	
<ul style="list-style-type: none">Document and communicate factors and risk associated with own work.	<ul style="list-style-type: none">Identify appropriate project resources to facilitate the effective completion of the deliverables.	<ul style="list-style-type: none">Involve top-level authorities and relevant stakeholders in seeking project buy-in.	<ul style="list-style-type: none">Lead and direct translation of policy into workable action plans	
<ul style="list-style-type: none">Use results and approaches of successful project implementation as guide.	<ul style="list-style-type: none">Comply with statutory requirements and apply policies in a consistent manner.Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	<ul style="list-style-type: none">Identify and apply contemporary project management methodologyInfluence and motivate project team to deliver exceptional results.Monitor policy implementation and apply procedures to manage risks.	<ul style="list-style-type: none">Ensures that programs are monitored to track progress and optimal resource utilization, and that adjustments are made as needed.	



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Mr Tabiso Mfeya



 Municipal Manager
Ms Geraldine Mettler

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Financial Management			
COMPETENCY DEFINITION :	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognized financial practices. Further to ensure that all financial transactions are managed in an ethical manner			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand basic financial concepts and methods as they relate to institutional processes and activities	<ul style="list-style-type: none">Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	<ul style="list-style-type: none">Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	<ul style="list-style-type: none">Develop planning tools to assist in evaluating and monitoring future expenditure trends.	
<ul style="list-style-type: none">Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	<ul style="list-style-type: none">Assess, identify and manage financial risks.	<ul style="list-style-type: none">Prepare budgets that are aligned to the strategic objectives of the institution.	<ul style="list-style-type: none">Set budget frameworks for the institution.	
<ul style="list-style-type: none">Understand the importance of financial accountability	<ul style="list-style-type: none">Assume a cost-saving approach to financial management.	<ul style="list-style-type: none">Address complex budgeting and financial management concerns.	<ul style="list-style-type: none">Set strategic direction for the institution on expenditure and other financial processes.	
<ul style="list-style-type: none">Understand the importance of asset control.	<ul style="list-style-type: none">Prepare financial reports based on specified formats.	<ul style="list-style-type: none">Put systems and processes in place to enhance the quality and integrity of financial management practices.	<ul style="list-style-type: none">Build and nurture partnerships to improve financial management and achieve financial savings.	
	<ul style="list-style-type: none">Consider and understand the financial implications of decisions and suggestions.	<ul style="list-style-type: none">Advise on policies and procedures regarding asset control.	<ul style="list-style-type: none">Actively identify and implement new methods to improve asset control.	
	<ul style="list-style-type: none">Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	<ul style="list-style-type: none">Promote National Treasury's regulatory framework for Financial Management.	<ul style="list-style-type: none">Display professionalism in dealing with financial data and processes.	


 Director: Planning and Economic Development
Mr Tabiso Mfeya


 Municipal Manager
Ms Geraldine Mettler

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Change Leadership			
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">Display an awareness of change interventions and the benefits of transformation initiatives.	<ul style="list-style-type: none">Perform an analysis of the change impact on the social, political and economic environment.	<ul style="list-style-type: none">Actively monitor change impact and results and convey progress to relevant stakeholders.		<ul style="list-style-type: none">Sponsor change agents and create a network of change leaders who support the interventions.
<ul style="list-style-type: none">Able to identify basic needs for change.	<ul style="list-style-type: none">Maintain calm and focus during change.	<ul style="list-style-type: none">Secure buy-in and sponsorship for change initiatives.		<ul style="list-style-type: none">Actively adapt current structures and processes to incorporate the change interventions.
<ul style="list-style-type: none">Identify gaps between the current and desired state.	<ul style="list-style-type: none">Able to assist team members during change and keep them focused on the deliverables.	<ul style="list-style-type: none">Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.		<ul style="list-style-type: none">Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
<ul style="list-style-type: none">Identify potential risk and challenges to transformation, including resistance to change factors.	<ul style="list-style-type: none">Volunteer to lead change efforts outside of own work team.	<ul style="list-style-type: none">Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.		<ul style="list-style-type: none">Motivate and inspire others around change initiatives.
<ul style="list-style-type: none">Participate in change programs and piloting change interventions.	<ul style="list-style-type: none">Able to gain buy-in and approval for change from relevant stakeholders.	<ul style="list-style-type: none">Take the lead in impactful change programs.		
<ul style="list-style-type: none">Understand the impact of change interventions on the institution within the broader scope of local government.	<ul style="list-style-type: none">Identify change readiness levels and assist in resolving resistance to change factors.	<ul style="list-style-type: none">Benchmark change interventions against best change practices.		
	<ul style="list-style-type: none">Design change interventions that are aligned with the institution's strategic objectives and goals.	<ul style="list-style-type: none">Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.		

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Governance Leadership			
COMPETENCY DEFINITION:	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualization of relevant policies and enhance cooperative governance relationships.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	<ul style="list-style-type: none">• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	<ul style="list-style-type: none">• Able to link risk initiatives into key institutional objectives and drivers.		<ul style="list-style-type: none">• Demonstrate a high level of commitment in complying with governance requirements.
<ul style="list-style-type: none">• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	<ul style="list-style-type: none">• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	<ul style="list-style-type: none">• Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.		<ul style="list-style-type: none">• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.
<ul style="list-style-type: none">• Provide input into policy formulation.	<ul style="list-style-type: none">• Actively drive policy formulation within the institution to ensure the achievement of objectives.	<ul style="list-style-type: none">• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.		<ul style="list-style-type: none">• Able to advise local government on risk management, best practice interventions and compliance management.
		<ul style="list-style-type: none">• Demonstrate a thorough understanding of risk retention plans.		<ul style="list-style-type: none">• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t
		<ul style="list-style-type: none">• Identify and implement comprehensive risk management systems and processes.• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.		<ul style="list-style-type: none">• Able to shape, direct and drive the formulation of policies on a macro level.

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Moral Competence			
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT		ADVANCED	SUPERIOR
<ul style="list-style-type: none">Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	<ul style="list-style-type: none">Conduct self in alignment with the values of local government and the institution.		<ul style="list-style-type: none">Identify, develop and apply measures of self-correction.	<ul style="list-style-type: none">Create an environment conducive of moral practices.
<ul style="list-style-type: none">Follow basic rules and regulations of the institution.	<ul style="list-style-type: none">Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.		<ul style="list-style-type: none">Able to gain trust and respect through aligning actions with commitments.	<ul style="list-style-type: none">Actively develop and implement measures to combat fraud and corruption.
<ul style="list-style-type: none">Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	<ul style="list-style-type: none">Actively report fraudulent activity and corruption with local government.		<ul style="list-style-type: none">Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	<ul style="list-style-type: none">Set integrity standards and shared accountability measures across the institution to support the objectives of local government.
	<ul style="list-style-type: none">Understand and honor the confidential nature of matters without seeking personal gain.		<ul style="list-style-type: none">Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	<ul style="list-style-type: none">Take responsibility for own actions and decisions, even if the consequences are unfavorable.
	<ul style="list-style-type: none">Able to deal with situations of conflict of interest promptly and in the best interest of local government.		<ul style="list-style-type: none">Takes an active stance against corruption and dishonesty when noted.Actively promote the value of the institution to internal and external stakeholders.Able to work in unity with a team and not seek personal gain.Apply universal moral principles consistently to achieve moral decisions.	

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Planning and Organising			
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT		ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Able to follow basic plans and organise tasks around set objectives.	<ul style="list-style-type: none">• Actively and appropriately organise information and resources required for a task.		<ul style="list-style-type: none">• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.	<ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions.
<ul style="list-style-type: none">• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.	<ul style="list-style-type: none">• Recognise the urgency and importance of tasks.		<ul style="list-style-type: none">• Identify in advance required stages and actions to complete tasks.	<ul style="list-style-type: none">• Able to protect and forecast short, medium and long term requirements of the institution and local government.
<ul style="list-style-type: none">• Able to follow existing plans and ensure that objectives are met.	<ul style="list-style-type: none">• Balance short and long-term plans and goals and incorporate into the team's performance objectives.		<ul style="list-style-type: none">• Schedule realistic timelines, objectives and milestones for tasks and projects.	<ul style="list-style-type: none">• Translate policy into relevant projects to facilitate the achievement of institutional objectives.
<ul style="list-style-type: none">• Focus on short-term objectives in developing plans and action.s	<ul style="list-style-type: none">• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.		<ul style="list-style-type: none">• Produce clear, detailed and comprehensive plans to achieve institutional objectives.	
<ul style="list-style-type: none">• Arrange information and resources required for a task, but require further structure and organization.	<ul style="list-style-type: none">• Measures progress and monitor performance results.		<ul style="list-style-type: none">• Identify possible risk factors and design and implement appropriate contingency plans.• Adapt plans in light of changing circumstances.• Prioritise tasks and projects according to their relevant urgency and importance.	



 Director: Planning and Economic Development
Mr Tabiso Mfeya



 Municipal Manager
Ms Geraldine Mettler

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Analysis and Innovation			
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT		ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand the basic operation of analysis, but lack detail and thoroughness.	<ul style="list-style-type: none">Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.		<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniques.	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniques.
<ul style="list-style-type: none">Able to balance independent analysis with requesting assistance from others.	<ul style="list-style-type: none">Demonstrate objectivity, insight and thoroughness when analysing problems.		<ul style="list-style-type: none">Engage with appropriate individuals in analysing and resolving complex problems.	<ul style="list-style-type: none">Create an environment conducive to analytical and fact-based problem solving.
<ul style="list-style-type: none">Recommend new ways to perform tasks within own function.	<ul style="list-style-type: none">Able to break down complex problems into manageable parts and identify solutions.		<ul style="list-style-type: none">Identify solutions on various areas in the institution.	<ul style="list-style-type: none">Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.
<ul style="list-style-type: none">Propose simple remedial interventions that marginally challenges the status quo.	<ul style="list-style-type: none">Consult internal and external stakeholders on opportunities to improve processes and service delivery.		<ul style="list-style-type: none">Formulate and implement new ideas throughout the institution.	<ul style="list-style-type: none">Create an environment that fosters innovative thinking and follows a learning organisation approach.
<ul style="list-style-type: none">Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	<ul style="list-style-type: none">Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.		<ul style="list-style-type: none">Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	<ul style="list-style-type: none">Be a thought leader on innovative customer service delivery and process optimization.
	<ul style="list-style-type: none">Continuously identify opportunities to enhance internal processes.		<ul style="list-style-type: none">Identify trends and best practices in process and service delivery and propose institutional application.	<ul style="list-style-type: none">Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
	<ul style="list-style-type: none">Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.		<ul style="list-style-type: none">Continuously engage in research to identify client needs.	

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Knowledge and Information Management			
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">Collect, categorise and track relevant information required for specific tasks and projects.	<ul style="list-style-type: none">Use appropriate information systems and technology to manage institutional knowledge and information sharing.	<ul style="list-style-type: none">Effectively predict future information and knowledge management requirements and systems.		<ul style="list-style-type: none">Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.
<ul style="list-style-type: none">Analyse and interpret information to draw conclusions.	<ul style="list-style-type: none">Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	<ul style="list-style-type: none">Develop standards and processes to meet future knowledge management needs.		<ul style="list-style-type: none">Establish partnerships across local government to facilitate knowledge management.
<ul style="list-style-type: none">Seek new sources of information to increase the knowledge base.	<ul style="list-style-type: none">Actively create mechanisms and structures for sharing information.	<ul style="list-style-type: none">Share and promote best-practice knowledge management across various institutions.		<ul style="list-style-type: none">Demonstrate a mature approach.
<ul style="list-style-type: none">Regularly share information and knowledge with internal stakeholders and team members.	<ul style="list-style-type: none">Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	<ul style="list-style-type: none">Establish accurate measures and monitoring systems for knowledge and information management.Create a culture conducive of learning and knowledge sharing.Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.		<ul style="list-style-type: none">Recognise and exploit knowledge points in interactions with internal and external stakeholders.


 Director: Planning and Economic Development
Mr Tabiso Mfeya


 Municipal Manager
Ms Geraldine Mettler

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Communication			
COMPETENCY DEFINITION :	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	<ul style="list-style-type: none">• Effectively communicate high-risk and sensitive matters to relevant stakeholders.	<ul style="list-style-type: none">• Regarded as a specialist in negotiations and representing the institution.	
<ul style="list-style-type: none">• Express ideas in a clear and focused manner, but does not always take the audience into consideration.	<ul style="list-style-type: none">• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	<ul style="list-style-type: none">• Develop a well-defined communication strategy.	<ul style="list-style-type: none">• Able to inspire and motivate others through positive communication that is impactful and relevant.	
<ul style="list-style-type: none">• Disseminate and convey information and knowledge adequately.	<ul style="list-style-type: none">• Adapt communication content and style to suit the audience and facilitate optimal information transfer.	<ul style="list-style-type: none">• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	<ul style="list-style-type: none">• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.	
	<ul style="list-style-type: none">• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	<ul style="list-style-type: none">• Able to effectively direct negotiations around complex.	<ul style="list-style-type: none">• Able to coordinate negotiations at different levels within local government and externally.	
	<ul style="list-style-type: none">• Compile clear, focused, concise and well-structured written documents.	<ul style="list-style-type: none">• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.• Able to communicate with the media with high levels of moral competence and discipline.		

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Results and Quality Focus			
COMPETENCY DEFINITION :	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">Understand quality of work but requires guidance in attending to important matters.	<ul style="list-style-type: none">Focus on high-priority actions and does not become distracted by lower-priority activities.	<ul style="list-style-type: none">Consistently verify own standards and outcomes to ensure quality output.		<ul style="list-style-type: none">Coach and guide others to exceed quality standards and results.
<ul style="list-style-type: none">Show a basic commitment to achieving the correct results.	<ul style="list-style-type: none">Display firm commitment and pride in achieving the correct results.	<ul style="list-style-type: none">Focus on the end result and avoids being distracted		<ul style="list-style-type: none">Develop challenging, client-focused goals and sets high standards for personal performance.
<ul style="list-style-type: none">Produce the minimum level of results required in the role.	<ul style="list-style-type: none">Set quality standards and design processes and tasks around achieving set standards.	<ul style="list-style-type: none">Demonstrate a determined and committed approach to achieving results and quality standards.		<ul style="list-style-type: none">Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.
<ul style="list-style-type: none">Produce outcomes that is of a good standard.	<ul style="list-style-type: none">Produce output of high quality.	<ul style="list-style-type: none">Follow task and projects through to completion.		<ul style="list-style-type: none">Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.
<ul style="list-style-type: none">Focus on the quantity of output but requires development in incorporating the quality of work.	<ul style="list-style-type: none">Able to balance the quantity and quality and quality of results in order to achieve objectives.	<ul style="list-style-type: none">Set challenging goals and objectives to self and team and display commitment to achieving expectations.		<ul style="list-style-type: none">Take appropriate risks to accomplish goals.
<ul style="list-style-type: none">Produce quality work in general circumstances, but fails to meet expectation when under pressure.	<ul style="list-style-type: none">Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	<ul style="list-style-type: none">Maintain a focus on quality outputs when placed under pressure.		<ul style="list-style-type: none">Overcome setbacks and adjust action plans to realise goals.
		<ul style="list-style-type: none">Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.		<ul style="list-style-type: none">Focus people on critical activities that yield a high impact.

**STELLENBOSCH**

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Annexure C

Personal Development Plan

DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT

Director: Planning and Economic Development
Mr Tabiso Mfeya

Municipal Manager
Ms Geraldine Mettler

Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee



Date: 30 July 2019

Signed by the Municipal Manager on behalf of the Municipality



Date: 30/07/2019

ANNEXURE 5



STELLENBOSCH

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MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Performance Agreement

2019 - 2020

Director:

Infrastructure Services

A small, handwritten signature or mark in the bottom right corner of the page.

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN
STELLENBOSCH MUNICIPALITY HEREBY REPRESENTED BY:

THE MUNICIPAL MANAGER

Ms Geraldine Mettler

(herein and after referred as Employer)

AND

DIRECTOR: INFRASTRUCTURE SERVICES

Mr Deon Louw

(herein and after referred as Employee)

FOR THE FINANCIAL YEAR:

01 JULY 2019 - 30 JUNE 2020



Director: Infrastructure Services
Mr Deon Louw



Municipal Manager:
Ms Geraldine Mettler

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.....
Director: Infrastructure Services
Mr Deon Louw



.....
Municipal Manager:
Ms Geraldine Mettler

1. INTRODUCTION

- 1.1 The Employer, duly represented by **Ms Geraldine Mettler**, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, **Mr Deon Louw**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:
- 1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;
- 1.5.2 "the **Municipal Manager**" – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act;
- 1.5.3 "the Employee" means the **Director: Infrastructure Services** appointed in terms of Section 56 of the Systems Act;
- 1.5.4 "the Employer" means **Stellenbosch Municipality**; and
- 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;



Director: Infrastructure Services
Mr Deon Louw



Municipal Manager:
Ms Geraldine Mettler

- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and
- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2019** and will remain in force until **30 June 2020** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
 - 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and
 - 4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
 - 4.2.1 Key objectives that describe the main tasks that need to be done;
 - 4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;



Director: Infrastructure Services
Mr Deon Louw



Municipal Manager:
Ms Geraldine Mettler

- 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
- 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;
- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Strategic Focus Areas (SFAs) (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, SFAs and Competency Framework requirements as per the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs / outcomes (KPIs) identified as per attached Performance Plan (Annexure A), which are linked to the SFAs applicable to the Employee, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

Strategic Focus Areas
SFA 1 – Valley of Possibility
SFA 2 - Green and Sustainable Valley



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Strategic Focus Areas
SFA 3 - Safe Valley
SFA 4 - Dignified Living
SFA 5 - Good Governance and Compliance

- 5.7 The competency requirements for senior managers as per Regulation 9 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers will make up the other 20% of the Employee's assessment score. The competencies will be assessed every six (6) months (January and July).

Leading and Core Competencies		
1.	Strategic direction and leadership	<ul style="list-style-type: none"> • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness
2.	People management	<ul style="list-style-type: none"> • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management
3.	Programme and project management	<ul style="list-style-type: none"> • Programme and project planning and implementation • Service delivery management • Program and project monitoring and evaluation
4.	Financial management	<ul style="list-style-type: none"> • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery
5.	Change leadership	<ul style="list-style-type: none"> • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation
6.	Governance leadership	<ul style="list-style-type: none"> • Policy formulation • Risk and compliance management • Cooperative governance
7.	Moral competence	<ul style="list-style-type: none"> • Core Competency
8.	Planning and organising	<ul style="list-style-type: none"> • Core Competency
9.	Analysis and innovation	<ul style="list-style-type: none"> • Core Competency
10.	Knowledge and information management	<ul style="list-style-type: none"> • Core Competency
11.	Communication	<ul style="list-style-type: none"> • Core Competency
12.	Results and quality focus	<ul style="list-style-type: none"> • Core Competency

6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –

- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
- 6.1.2 The intervals for the evaluation of the Employee's performance.

- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
- 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
- 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
- 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
- 6.6.5 An overall score will be calculated based on the total of the scores calculated above.
- 6.7 Assessment of the Competencies:
- 6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);
- 6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
- 6.7.3 An overall score will be calculated based on the total of the scores calculated above.



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6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scales for SFAs and Competencies respectively:

6.9.1 Rating scale for SFAs - as mentioned in paragraph 5.6:

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 PA 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 PA 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 the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all the performance criteria and indicators as specified in the PA 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 to encourage improvement.

6.9.2 Rating scale for Competencies -as mentioned in paragraph 5.7:

Level	Achievement Levels	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	Advanced	Develops and applies complex concepts, methods and understanding.



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Level	Achievement Levels	Description
		Effectively directs and leads a group and executes in-depth analyses
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	Sub Standard	Applies little to no basic concepts, methods, and understanding of local government operations.

6.10 For purposes of evaluating the performance of the Employee for the year-end reviews, an evaluation panel constituted of the following persons will be established–

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

6.10.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.10.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.11 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st, and 3rd quarters; and

6.12 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meeting.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates.

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2019 (Informal)
2	October – December	January / February 2020 (Formal)
3	January – March	April / May 2020 (Informal)
4	April - June	After the receipt of the AG's Management Report

7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;



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7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented, and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

8.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and



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- 10.1.3 A substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

11. REWARD

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;
- 11.3 A performance bonus of between 5% to 14% of the all- inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Performance Rating		Bonus Calculation
0% - 64%	Poor Performance	0% of total package
65% - 69%	Average Performance	5% of total package
70% - 74%	Fair Performance	9% of total package
75% - 79%	Good Performance	11% of total package
80% - 100%	Excellent Performance	14% of total package

- 11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and
- 11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;

13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

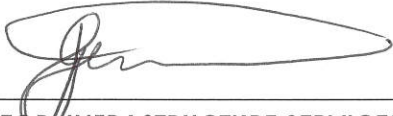


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Mr Deon Louw



Municipal Manager:
Ms Geraldine Mettler

Thus, done and signed at Stellenbosch on the 30th day of 2019.



DIRECTOR: INFRASTRUCTURE SERVICES

AS WITNESSES:

1.



2.



Thus, done and signed at Stellenbosch on the 30th day of 2019.



MUNICIPAL MANAGER

AS WITNESSES:

1.



2.


_____

Director: Infrastructure Services
Mr Deon Louw



Municipal Manager:
Ms Geraldine Mettler



MEMBER OF MAYORAL COMMITTEE
(Portfolio: Infrastructure Services)
Cllr Q Smit



.....
Director: Infrastructure Services
Mr Deon Louw



.....
Municipal Manager:
Ms Geraldine Mettler

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Annexure A Performance Plan

DIRECTOR: INFRASTRUCTURE SERVICES

Director: Infrastructure Services
Mr Deon Louw

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The Performance Plan sets out:

- Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for 80% (**eighty percent**) of the total employee assessment score.

Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

DIRECTOR: INFRASTRUCTURE SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Water and Wastewater Services	Percentage of indicators of the Department: Water and Wastewater Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	2



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DIRECTOR: INFRASTRUCTURE SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Infrastructure Planning, Development and Implementation	Percentage of indicators of the Department: Infrastructure Planning, Development and Implementation achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	2
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Roads, Transport and Storm Water (RTS)	Percentage of indicators of the Department: Roads, Transport and Storm Water (RTS) achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	2
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Electrical Services	Percentage of indicators of the Department: Electrical Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	2
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Waste Services	Percentage of indicators of the Department: Waste Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	2
KPI016	Green and Sustainable Valley	Conduct an external audit of the Stellenbosch Municipality Waste Disposal Facilities	Number of external audits of the Stellenbosch Municipality Waste Disposal Facilities conducted by 30 June	Output	2	1 per annum	1	Audit report	SM	N/A	N/A	N/A	1	2



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DIRECTOR: INFRASTRUCTURE SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				weight
										Q1	Q2	Q3	Q4	
KPI073	Green and Sustainable Valley	Implementation of identified waste minimisation projects	Number of identified waste minimisation projects implemented by 30 June	Output	5	2 per annum	2	Waste minimisation report submitted to the Municipal Manager	SM	N/A	N/A	1 (1)	1 (2)	1
KPI019	Green and Sustainable Valley	Waste water quality managed and measured ito the SANS Accreditation physical and micro parameters	Percentage waste water quality compliance as per analysis certificate measured by 30 June	Outcome	73%	70% per annum	70%	Report submitted by the service provider and report from GDS system	SM	N/A	N/A	N/A	75%	2
KPI037	Dignified Living	Provision of waterborne toilet facilities	Number of waterborne toilet facilities provided by 30 June	Output	50	50 per annum	25	Completion certificates	SM	N/A	10 (10)	N/A	25 (25)	2
KPI040	Dignified Living	Limit unaccounted electricity to less than 9% annually {(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold(incl. Free basic electricity)) / Number of Electricity Units Purchased and/or Generated) x 100}	Percentage average electricity losses measured by 30 June	Outcome	5.70%	<9% per annum	<9%	Monthly Eskom Accounts and Vending Reports from service provider and Notes to the AFS and monthly and annual Consumption reports generated by the Finance Department	SM	N/A	N/A	N/A	<9%	5
KPI041	Dignified Living	Water quality managed and measured quarterly ito the SANS 241 physical and micro parameters	Percentage water quality level as per analysis certificate measured quarterly	Outcome	95.80%	90% per annum	90%	Quarterly Supply System Drinking Water Quality Report - DWA Blue Drop System (BDS)	SM	90%	90%	90%	90%	5

DIRECTOR: INFRASTRUCTURE SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				weight
										Q1	Q2	Q3	Q4	
KPI042	Dignified Living	Limit unaccounted water to less than 25%	Average percentage water losses measured by 30 June	Outcome	21.60%	<25% per annum	<25%	Quarterly water balance sheet and Monthly Consumption Report	SM	N/A	N/A	N/A	<25%	5
KPI071	Good governance and Compliance	Revised Electrical Master Plan submitted to Council	Number of Revised Electrical Master Plans submitted to Council by 30 June	Output	New indicator	1 per annum	1	Proof of submission of the Revised Electrical Master Plan to Council	SM	N/A	N/A	N/A	1	1
TBC	Good governance and Compliance	Spend the Directorate: Infrastructure Services approved Capital Budget	Percentage of approved Capital Budget of the Directorate: Infrastructure Services actually spent by 30 June	Input	79.93%	90% per annum	90%	Report from the financial system	SM	10%	30%	60%	90%	20
TBC	Good governance and Compliance	Capital spending committed on the financial management system	Percentage the approved Capital Budget committed by on the financial system by 31 March (30% by September, 60% by December and 90% by March)	Input	New indicator	90% per annum	90%	Report from the financial system	SM	30%	60%	90%	N/A	2
TBC	Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2019/20)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 September (50% by 31 July and 100% by 30 September)	Output	New indicator	100% per annum	100%	Reconciliation report from SCM	SM	100%	N/A	N/A	N/A	5

DIRECTOR: INFRASTRUCTURE SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2020/21)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2020 and 100% by 30 June 2020. For the 2020/21 financial year)	Output	New indicator	100% per annum	100%	Reconciliation report from SCM	SM	N/A	N/A	50%	100%	5
TBC	Good governance and Compliance	Submission of detailed procurement needs for all operational projects to the Supply Chain Management (SCM) Department	Number of quarterly detailed procurement needs submitted to SCM 10 days before start of the quarter	Output	New indicator	4 per annum	4	Proof of submission to SCM	SM	1 (1)	1 (2)	1 (3)	1 (4)	1
TBC	Good governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	100%	3 per annum	5	Signed performance agreements submitted to the PMS Unit	SM	5	N/A	N/A	N/A	2
TBC	Good governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 30 June	Output	100%	6 per annum	10	Ignite performance evaluations reports	SM	N/A	5 (5)	N/A	5 (10)	2
TBC	Good governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Risk Registers developed by 31 July	Output	New indicator	1 per annum	1	Annual Departmental Risk Register submitted to the Risk Management Unit	SM	N/A	N/A	N/A	1	3



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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	New indicator	2 per annum	2	Proof of risk evaluations submitted to the Risk Management Unit	SM	N/A	1 (1)	N/A	1 (2)	3
TBC	Good governance and Compliance	Implementation of Council resolutions	Percentage of resolutions implemented measured quarterly	Output	70%	70% per annum	70%	Council Resolution Register	SM	70%	70%	70%	70%	2
TBC	Good governance and Compliance	Attendance of quarterly Occupation Health and Safety (OHS) meetings	Number of quarterly OHS meetings attended by the Director or secondee	Output	New indicator	4 per annum	4	OHS attendance registers	SM	1 (1)	1 (2)	1 (3)	1 (4)	2



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Part 2: Competency Requirements (20%)

Ref	Leading and Core Competencies	(January) 1 st Assessment	(July) Final Assessment	Weights	Comments
2.1	Strategic direction and leadership			1.66%	
2.2	People management			1.66%	
2.3	Programme and project management			1.66%	
2.4	Financial management			1.66%	
2.5	Change leadership			1.67%	
2.6	Governance leadership			1.67%	
2.7	Moral competence			1.67%	
2.8	Planning and organising			1.67%	
2.9	Analysis and innovation			1.67%	
2.10	Knowledge and information management			1.67%	
2.11	Communication			1.67%	
2.12	Results and quality focus			1.67%	
Total				20%	



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Competency Framework

DIRECTOR: INFRASTRUCTURE SERVICES

Director: Infrastructure Services
Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate.	<ul style="list-style-type: none">Give direction to a team in realising the institution's strategic mandate and set objectives.	<ul style="list-style-type: none">Evaluate all activities to determine value and alignment to strategic intent.	<ul style="list-style-type: none">Structure and position the institution to local government priorities.
<ul style="list-style-type: none">Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.	<ul style="list-style-type: none">Has a positive impact and influence on the morale, engagement and participation of team members.	<ul style="list-style-type: none">Display in-depth knowledge and understanding of strategic planning.	<ul style="list-style-type: none">Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.
<ul style="list-style-type: none">Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.	<ul style="list-style-type: none">Develop action plans to execute and guide strategy.	<ul style="list-style-type: none">Align strategy and goals across all functional areas.	<ul style="list-style-type: none">Hold self-accountable for strategy execution and results.
<ul style="list-style-type: none">Demonstrate basic understanding of key decision makers.	<ul style="list-style-type: none">Assist in defining performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Actively define performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Provide impact and influence through building and maintaining strategic relationships.
	<ul style="list-style-type: none">Displays an awareness of institutional structures and political factors.	<ul style="list-style-type: none">Consistently challenge strategic plans to ensure relevance.	<ul style="list-style-type: none">Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.
	<ul style="list-style-type: none">Effectively communicate barriers to execution to relevant parties.	<ul style="list-style-type: none">Understand institutional structures and political factors, and the consequences of actions.	<ul style="list-style-type: none">Integrate various systems into a collective whole to optimise institutional performance management.
	<ul style="list-style-type: none">Provide guidance to all stakeholders in the achievement of the strategic mandate.	<ul style="list-style-type: none">Empower others to follow the strategic direction and deal with complex situations.	<ul style="list-style-type: none">Uses understanding of competing interests to maneuver successfully to a win/win outcome.
	<ul style="list-style-type: none">Understand the aim and objectives of the institution and relate it to own work.	<ul style="list-style-type: none">Guide the institution through complex and ambiguous concern.Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances.	

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	People Management			
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Participate in team goalsetting and problem solving.	<ul style="list-style-type: none">Seek opportunities to increase team contribution and responsibility.	<ul style="list-style-type: none">Identify ineffective team and work processes and recommend remedial interventions.	<ul style="list-style-type: none">Develop and incorporate best practice people management processes, approaches and tools across the institution.	
<ul style="list-style-type: none">Interact and collaborate with people of diverse backgrounds.Aware of guidelines for employee development, but requires support in implementing development initiatives.	<ul style="list-style-type: none">Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	<ul style="list-style-type: none">Recognise and reward effective and desired behavior.Provide mentoring and guidance to others in order to increase personal effectiveness.	<ul style="list-style-type: none">Foster a culture of discipline, responsibility and accountability.Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.	
	<ul style="list-style-type: none">Apply relevant employee legislation fairly and consistently.	<ul style="list-style-type: none">Identify development and learning needs within the team.	<ul style="list-style-type: none">Develop comprehensive integrated strategies and approaches to human capital development and management.	
	<ul style="list-style-type: none">Effectively identify capacity requirements to fulfill the strategic mandate.	<ul style="list-style-type: none">Inspire a culture of performance excellence by giving positive and constructive feedback to the team.Achieve agreement or consensus in adversarial environments.Lead and unite diverse teams across divisions to achieve institutional objectives.	<ul style="list-style-type: none">Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.	



Director: Infrastructure Services
Mr Deon Louw



Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Program and Project Management			
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Initiate projects after approval from higher authorities.	<ul style="list-style-type: none">Establish broad stakeholder involvement and communicate the project status and key milestones.	<ul style="list-style-type: none">Manage multiple programs and balance priorities and conflicts according to institutional goals.	<ul style="list-style-type: none">Understand and conceptualize the long-term implications of desired project outcomes.	
<ul style="list-style-type: none">Understand procedures of program and project management methodology, implications and stakeholder involvement.	<ul style="list-style-type: none">Define the roles and responsibilities of the project team and create clarity around expectations.	<ul style="list-style-type: none">Apply effective risk management strategies through impact assessment and resource requirements.	<ul style="list-style-type: none">Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realize institutional objectives.	
<ul style="list-style-type: none">Understand the rational of projects in relation to the institution's strategic objectives.	<ul style="list-style-type: none">Find a balance between project deadline and the quality of deliverables.	<ul style="list-style-type: none">Modify project scope and budget when required without compromising the quality and objectives of the project.	<ul style="list-style-type: none">Influence people in positions of authority to implement outcomes of projects	
<ul style="list-style-type: none">Document and communicate factors and risk associated with own work.	<ul style="list-style-type: none">Identify appropriate project resources to facilitate the effective completion of the deliverables.	<ul style="list-style-type: none">Involve top-level authorities and relevant stakeholders in seeking project buy-in.	<ul style="list-style-type: none">Lead and direct translation of policy into workable action plans	
<ul style="list-style-type: none">Use results and approaches of successful project implementation as guide.	<ul style="list-style-type: none">Comply with statutory requirements and apply policies in a consistent manner.Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	<ul style="list-style-type: none">Identify and apply contemporary project management methodologyInfluence and motivate project team to deliver exceptional results.Monitor policy implementation and apply procedures to manage risks.	<ul style="list-style-type: none">Ensures that programs are monitored to track progress and optimal resource utilization, and that adjustments are made as needed.	



Director: Infrastructure Services
Mr Deon Louw



Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Financial Management			
COMPETENCY DEFINITION :	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognized financial practices. Further to ensure that all financial transactions are managed in an ethical manner			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand basic financial concepts and methods as they relate to institutional processes and activities	<ul style="list-style-type: none">Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	<ul style="list-style-type: none">Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	<ul style="list-style-type: none">Develop planning tools to assist in evaluating and monitoring future expenditure trends.	
<ul style="list-style-type: none">Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	<ul style="list-style-type: none">Assess, identify and manage financial risks.	<ul style="list-style-type: none">Prepare budgets that are aligned to the strategic objectives of the institution.	<ul style="list-style-type: none">Set budget frameworks for the institution.	
<ul style="list-style-type: none">Understand the importance of financial accountability	<ul style="list-style-type: none">Assume a cost-saving approach to financial management.	<ul style="list-style-type: none">Address complex budgeting and financial management concerns.	<ul style="list-style-type: none">Set strategic direction for the institution on expenditure and other financial processes.	
<ul style="list-style-type: none">Understand the importance of asset control.	<ul style="list-style-type: none">Prepare financial reports based on specified formats.	<ul style="list-style-type: none">Put systems and processes in place to enhance the quality and integrity of financial management practices.	<ul style="list-style-type: none">Build and nurture partnerships to improve financial management and achieve financial savings.	
	<ul style="list-style-type: none">Consider and understand the financial implications of decisions and suggestions.	<ul style="list-style-type: none">Advise on policies and procedures regarding asset control.	<ul style="list-style-type: none">Actively identify and implement new methods to improve asset control.	
	<ul style="list-style-type: none">Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	<ul style="list-style-type: none">Promote National Treasury's regulatory framework for Financial Management.	<ul style="list-style-type: none">Display professionalism in dealing with financial data and processes.	



Director: Infrastructure Services
Mr Deon Louw



Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Change Leadership			
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">• Display an awareness of change interventions and the benefits of transformation initiatives.	<ul style="list-style-type: none">• Perform an analysis of the change impact on the social, political and economic environment.	<ul style="list-style-type: none">• Actively monitor change impact and results and convey progress to relevant stakeholders.	<ul style="list-style-type: none">• Sponsor change agents and create a network of change leaders who support the interventions.	
<ul style="list-style-type: none">• Able to identify basic needs for change.	<ul style="list-style-type: none">• Maintain calm and focus during change.	<ul style="list-style-type: none">• Secure buy-in and sponsorship for change initiatives.	<ul style="list-style-type: none">• Actively adapt current structures and processes to incorporate the change interventions.	
<ul style="list-style-type: none">• Identify gaps between the current and desired state.	<ul style="list-style-type: none">• Able to assist team members during change and keep them focused on the deliverables.	<ul style="list-style-type: none">• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	<ul style="list-style-type: none">• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.	
<ul style="list-style-type: none">• Identify potential risk and challenges to transformation, including resistance to change factors.	<ul style="list-style-type: none">• Volunteer to lead change efforts outside of own work team.	<ul style="list-style-type: none">• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	<ul style="list-style-type: none">• Motivate and inspire others around change initiatives.	
<ul style="list-style-type: none">• Participate in change programs and piloting change interventions.	<ul style="list-style-type: none">• Able to gain buy-in and approval for change from relevant stakeholders.	<ul style="list-style-type: none">• Take the lead in impactful change programs.		
<ul style="list-style-type: none">• Understand the impact of change interventions on the institution within the broader scope of local government.	<ul style="list-style-type: none">• Identify change readiness levels and assist in resolving resistance to change factors.	<ul style="list-style-type: none">• Benchmark change interventions against best change practices.		
	<ul style="list-style-type: none">• Design change interventions that are aligned with the institution's strategic objectives and goals.	<ul style="list-style-type: none">• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.• Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.		



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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Governance Leadership			
COMPETENCY DEFINITION:	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualization of relevant policies and enhance cooperative governance relationships.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	<ul style="list-style-type: none">• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	<ul style="list-style-type: none">• Able to link risk initiatives into key institutional objectives and drivers.	<ul style="list-style-type: none">• Demonstrate a high level of commitment in complying with governance requirements.	
<ul style="list-style-type: none">• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	<ul style="list-style-type: none">• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	<ul style="list-style-type: none">• Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.	<ul style="list-style-type: none">• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.	
<ul style="list-style-type: none">• Provide input into policy formulation.	<ul style="list-style-type: none">• Actively drive policy formulation within the institution to ensure the achievement of objectives.	<ul style="list-style-type: none">• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.	<ul style="list-style-type: none">• Able to advise local government on risk management, best practice intervention and compliance management.	
		<ul style="list-style-type: none">• Demonstrate a thorough understanding of risk retention plans.• Identify and implement comprehensive risk management systems and processes.• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.	<ul style="list-style-type: none">• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t• Able to shape, direct and drive the formulation of policies on a macro level.	



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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Moral Competence			
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	<ul style="list-style-type: none">Conduct self in alignment with the values of local government and the institution.	<ul style="list-style-type: none">Identify, develop and apply measures of self-correction.	<ul style="list-style-type: none">Create an environment conducive of moral practices.	
<ul style="list-style-type: none">Follow basic rules and regulations of the institution.Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	<ul style="list-style-type: none">Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.Actively report fraudulent activity and corruption with local government.	<ul style="list-style-type: none">Able to gain trust and respect through aligning actions with commitments.Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	<ul style="list-style-type: none">Actively develop and implement measures to combat fraud and corruption.Set integrity standards and shared accountability measures across the institution to support the objectives of local government.	
	<ul style="list-style-type: none">Understand and honor the confidential nature of matters without seeking personal gain.	<ul style="list-style-type: none">Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	<ul style="list-style-type: none">Take responsibility for own actions and decisions, even if the consequences are unfavorable.	
	<ul style="list-style-type: none">Able to deal with situations of conflict of interest promptly and in the best interest of local government.	<ul style="list-style-type: none">Takes an active stance against corruption and dishonesty when noted.Actively promote the value of the institution to internal and external stakeholders.Able to work in unity with a team and not seek personal gain.Apply universal moral principles consistently to achieve moral decisions.		




CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Planning and Organising			
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">• Able to follow basic plans and organise tasks around set objectives.	<ul style="list-style-type: none">• Actively and appropriately organise information and resources required for a task.	<ul style="list-style-type: none">• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.	<ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions.	
<ul style="list-style-type: none">• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.	<ul style="list-style-type: none">• Recognise the urgency and importance of tasks.	<ul style="list-style-type: none">• Identify in advance required stages and actions to complete tasks.	<ul style="list-style-type: none">• Able to protect and forecast short, medium and long term requirements of the institution and local government.	
<ul style="list-style-type: none">• Able to follow existing plans and ensure that objectives are met.	<ul style="list-style-type: none">• Balance short and long-term plans and goals and incorporate into the team's performance objectives.	<ul style="list-style-type: none">• Schedule realistic timelines, objectives and milestones for tasks and projects.	<ul style="list-style-type: none">• Translate policy into relevant projects to facilitate the achievement of institutional objectives.	
<ul style="list-style-type: none">• Focus on short-term objectives in developing plans and action.s	<ul style="list-style-type: none">• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.	<ul style="list-style-type: none">• Produce clear, detailed and comprehensive plans to achieve institutional objectives.		
<ul style="list-style-type: none">• Arrange information and resources required for a task, but require further structure and organization.	<ul style="list-style-type: none">• Measures progress and monitor performance results.	<ul style="list-style-type: none">• Identify possible risk factors and design and implement appropriate contingency plans.• Adapt plans in light of changing circumstances.• Prioritise tasks and projects according to their relevant urgency and importance.		



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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Analysis and Innovation			
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand the basic operation of analysis, but lack detail and thoroughness.	<ul style="list-style-type: none">Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.	<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniques.	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniques.	
<ul style="list-style-type: none">Able to balance independent analysis with requesting assistance from others.	<ul style="list-style-type: none">Demonstrate objectivity, insight and thoroughness when analysing problems.	<ul style="list-style-type: none">Engage with appropriate individuals in analysing and resolving complex problems.	<ul style="list-style-type: none">Create an environment conducive to analytical and fact-based problem solving.	
<ul style="list-style-type: none">Recommend new ways to perform tasks within own function.	<ul style="list-style-type: none">Able to break down complex problems into manageable parts and identify solutions.	<ul style="list-style-type: none">Identify solutions on various areas in the institution.	<ul style="list-style-type: none">Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.	
<ul style="list-style-type: none">Propose simple remedial interventions that marginally challenges the status quo.	<ul style="list-style-type: none">Consult internal and external stakeholders on opportunities to improve processes and service delivery.	<ul style="list-style-type: none">Formulate and implement new ideas throughout the institution.	<ul style="list-style-type: none">Create an environment that fosters innovative thinking and follows a learning organisation approach.	
<ul style="list-style-type: none">Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	<ul style="list-style-type: none">Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.	<ul style="list-style-type: none">Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	<ul style="list-style-type: none">Be a thought leader on innovative customer service delivery and process optimization.	
	<ul style="list-style-type: none">Continuously identify opportunities to enhance internal processes.	<ul style="list-style-type: none">Identify trends and best practices in process and service delivery and propose institutional application.	<ul style="list-style-type: none">Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.	
	<ul style="list-style-type: none">Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.	<ul style="list-style-type: none">Continuously engage in research to identify client needs.		



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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Knowledge and Information Management			
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">• Collect, categorise and track relevant information required for specific tasks and projects.	<ul style="list-style-type: none">• Use appropriate information systems and technology to manage institutional knowledge and information sharing.	<ul style="list-style-type: none">• Effectively predict future information and knowledge management requirements and systems.		<ul style="list-style-type: none">• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.
<ul style="list-style-type: none">• Analyse and interpret information to draw conclusions.	<ul style="list-style-type: none">• Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	<ul style="list-style-type: none">• Develop standards and processes to meet future knowledge management needs.		<ul style="list-style-type: none">• Establish partnerships across local government to facilitate knowledge management.
<ul style="list-style-type: none">• Seek new sources of information to increase the knowledge base.	<ul style="list-style-type: none">• Actively create mechanisms and structures for sharing information.	<ul style="list-style-type: none">• Share and promote best-practice knowledge management across various institutions.		<ul style="list-style-type: none">• Demonstrate a mature approach.
<ul style="list-style-type: none">• Regularly share information and knowledge with internal stakeholders and team members.	<ul style="list-style-type: none">• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	<ul style="list-style-type: none">• Establish accurate measures and monitoring systems for knowledge and information management.• Create a culture conducive of learning and knowledge sharing.• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.		<ul style="list-style-type: none">• Recognise and exploit knowledge points in interactions with internal and external stakeholders.



Director: Infrastructure Services
Mr Deon Louw



Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Communication			
COMPETENCY DEFINITION :	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	<ul style="list-style-type: none">• Effectively communicate high-risk and sensitive matters to relevant stakeholders.	<ul style="list-style-type: none">• Regarded as a specialist in negotiations and representing the institution.	
<ul style="list-style-type: none">• Express ideas in a clear and focused manner, but does not always take the audience into consideration.	<ul style="list-style-type: none">• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	<ul style="list-style-type: none">• Develop a well-defined communication strategy.	<ul style="list-style-type: none">• Able to inspire and motivate others through positive communication that is impactful and relevant.	
<ul style="list-style-type: none">• Disseminate and convey information and knowledge adequately.	<ul style="list-style-type: none">• Adapt communication content and style to suit the audience and facilitate optimal information transfer.	<ul style="list-style-type: none">• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	<ul style="list-style-type: none">• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.	
	<ul style="list-style-type: none">• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	<ul style="list-style-type: none">• Able to effectively direct negotiations around complex.	<ul style="list-style-type: none">• Able to coordinate negotiations at different levels within local government and externally.	
	<ul style="list-style-type: none">• Compile clear, focused, concise and well-structured written documents.	<ul style="list-style-type: none">• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.• Able to communicate with the media with high levels of moral competence and discipline.		



Director: Infrastructure Services
Mr Deon Louw



Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Results and Quality Focus			
COMPETENCY DEFINITION :	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand quality of work but requires guidance in attending to important matters.	<ul style="list-style-type: none">Focus on high-priority actions and does not become distracted by lower-priority activities.	<ul style="list-style-type: none">Consistently verify own standards and outcomes to ensure quality output.	<ul style="list-style-type: none">Coach and guide others to exceed quality standards and results.	
<ul style="list-style-type: none">Show a basic commitment to achieving the correct results.	<ul style="list-style-type: none">Display firm commitment and pride in achieving the correct results.	<ul style="list-style-type: none">Focus on the end result and avoids being distracted	<ul style="list-style-type: none">Develop challenging, client-focused goals and sets high standards for personal performance.	
<ul style="list-style-type: none">Produce the minimum level of results required in the role.	<ul style="list-style-type: none">Set quality standards and design processes and tasks around achieving set standards.	<ul style="list-style-type: none">Demonstrate a determined and committed approach to achieving results and quality standards.	<ul style="list-style-type: none">Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.	
<ul style="list-style-type: none">Produce outcomes that is of a good standard.	<ul style="list-style-type: none">Produce output of high quality.	<ul style="list-style-type: none">Follow task and projects through to completion.	<ul style="list-style-type: none">Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.	
<ul style="list-style-type: none">Focus on the quantity of output but requires development in incorporating the quality of work.	<ul style="list-style-type: none">Able to balance the quantity and quality and quality of results in order to achieve objectives.	<ul style="list-style-type: none">Set challenging goals and objectives to self and team and display commitment to achieving expectations.	<ul style="list-style-type: none">Take appropriate risks to accomplish goals.	
<ul style="list-style-type: none">Produce quality work in general circumstances, but fails to meet expectation when under pressure.	<ul style="list-style-type: none">Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	<ul style="list-style-type: none">Maintain a focus on quality outputs when placed under pressure.	<ul style="list-style-type: none">Overcome setbacks and adjust action plans to realise goals.	
		<ul style="list-style-type: none">Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	<ul style="list-style-type: none">Focus people on critical activities that yield a high impact.	



Director: Infrastructure Services
Mr Deon Louw



Municipal Manager:
Ms Geraldine Mettler



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Annexure C

Personal Development Plan

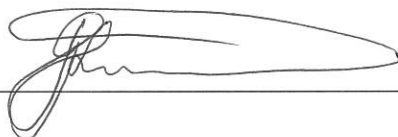
DIRECTOR: INFRASTRUCTURE SERVICES

Director: Infrastructure Services
Mr Deon Louw

Municipal Manager:
Ms Geraldine Mettler


Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee



Date: 30 / 7 / 19

Signed by the Municipal Manager on behalf of the Municipality



Date: 30 / 7 / 19

ANNEXURE 6



STELLENBOSCH

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Performance Agreement 2019 - 2020

**Director:
Community and Protection Services**

Gm

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN
STELLENBOSCH MUNICIPALITY HEREBY REPRESENTED BY:

THE MUNICIPAL MANAGER
Ms Geraldine Mettler
(herein and after referred as Employer)

AND

DIRECTOR
Mr Gary Boshoff
(herein and after referred as Employee)

FOR THE FINANCIAL YEAR:


01 JULY 2019 - 30 JUNE 2020

.....
Director: Community and Protection Services
Mr Gary Boshoff

.....
Municipal Manager:
Ms Geraldine Mettler

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 Director: Community and Protection Services
Mr Gary Beshoff


 Municipal Manager:
Ms Geraldine Mettler

1. INTRODUCTION

- 1.1 The Employer, duly represented by **Ms Geraldine Mettler**, in her capacity as the Municipal Manager has entered into a contract of employment with the Employee, **Mr Gary Boshoff**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;
- 1.3 The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government policy goals;
- 1.4 The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act;
- 1.5 In this Agreement, the followings terms will have the meaning ascribed thereto:
- 1.5.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;
- 1.5.2 "the **Municipal Manager**" – means the Municipal Manager of the Municipality appointed in terms of Section 54(A) of the Systems Act;
- 1.5.3 "the Employee" means the **Director: Community and Protection Services** appointed in terms of Section 56 of the Systems Act;
- 1.5.4 "the Employer" means **Stellenbosch Municipality**; and
- 1.5.5 "the Parties" means the Employer and Employee.

2. PURPOSE OF THIS AGREEMENT

- 2.1 To comply with the provisions of Section 57(1)(b), (4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;
- 2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;
- 2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);
- 2.4 To monitor and measure performance against set targeted outputs and outcomes;
- 2.5 To establish a transparent and accountable working relationship;

.....
Director: Community and Protection Services
Mr Gary Boshoff

.....
Municipal Manager:
Ms Geraldine Mettler

- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and
- 2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on **01 July 2019** and will remain in force until **30 June 2020** where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;
- 3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;
- 3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason; and
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the current applicability of the matters previously agreed upon.

4. PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out –
 - 4.1.1 The performance objectives and targets that must be met by the Employee;
 - 4.1.2 The time frames within which those performance objectives and targets must be met; and
 - 4.1.3 The core competency requirements (Annexure B – definitions) as the management skills regarded as critical to the position held by the Employee.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:
 - 4.2.1 Key objectives that describe the main tasks that need to be done;
 - 4.2.2 Key performance indicators (KPIs) that provide the details of the evidence that must be provided to show that a key objective has been achieved;

.....
Director: Community and Protection Services
Mr Gary Boshoff

.....
Municipal Manager:
Ms Geraldine Mettler

- 4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and
- 4.2.4 Weightings showing the relative importance of the key objectives to each other.
- 4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and
- 4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;
- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;
- 5.3 The Employer will consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;
- 5.4 The Employee undertakes to actively focus on the promotion and implementation of the Strategic Focus Areas (SFAs) (including special projects relevant to the employee's responsibilities) within the local government framework;
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, SFAs and Competency Framework requirements as per the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, both of which shall be contained in the Performance Agreement;
- 5.6 The Employee's assessment will be based on his performance in terms of the outputs / outcomes (KPIs) identified as per attached Performance Plan (Annexure A), which are linked to the SFAs applicable to the Employee, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee.

Strategic Focus Areas
SFA 1 – Valley of Possibility
SFA 2 - Green and Sustainable Valley

Strategic Focus Areas	
SFA 3 - Safe Valley	
SFA 4 - Dignified Living	
SFA 5 - Good Governance and Compliance	

- 5.7 The competency requirements for senior managers as per Regulation 9 of Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers will make up the other 20% of the Employee's assessment score. The competencies will be assessed every six (6) months (January and July).

Leading and Core Competencies		
1.	Strategic direction and leadership	<ul style="list-style-type: none"> Impact and influence Institutional performance management Strategic planning and management Organisational awareness
2.	People management	<ul style="list-style-type: none"> Human capital planning and development Diversity management Employee relations management Negotiation and dispute management
3.	Programme and project management	<ul style="list-style-type: none"> Programme and project planning and implementation Service delivery management Program and project monitoring and evaluation
4.	Financial management	<ul style="list-style-type: none"> Budget planning and execution Financial strategy and delivery Financial reporting and delivery
5.	Change leadership	<ul style="list-style-type: none"> Change vision and strategy Process design and improvement Change impact monitoring and evaluation
6.	Governance leadership	<ul style="list-style-type: none"> Policy formulation Risk and compliance management Cooperative governance
7.	Moral competence	<ul style="list-style-type: none"> Core Competency
8.	Planning and organising	<ul style="list-style-type: none"> Core Competency
9.	Analysis and innovation	<ul style="list-style-type: none"> Core Competency
10.	Knowledge and information management	<ul style="list-style-type: none"> Core Competency
11.	Communication	<ul style="list-style-type: none"> Core Competency
12.	Results and quality focus	<ul style="list-style-type: none"> Core Competency

6. PERFORMANCE ASSESSMENT

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out –
- 6.1.1 The standards and procedures for evaluating the Employee's performance; and
- 6.1.2 The intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

Director: Community and Protection Services
Mr Gary Beshoff

Municipal Manager:
Ms Geraldine Mettler

- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;
- 6.4 The Employee's performance will be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.12 below;
- 6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;
- 6.6 Assessment of the achievement of results as outlined in the performance plan:
- 6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met and with due regard to ad-hoc tasks that had to be performed under the KPI;
- 6.6.2 A rating on the five-point scale shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;
- 6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;
- 6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and
- 6.6.5 An overall score will be calculated based on the total of the scores calculated above.
- 6.7 Assessment of the Competencies:
- 6.7.1 Each Competency shall be assessed in terms of the description provided in (Annexure B);
- 6.7.2 A rating shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and
- 6.7.3 An overall score will be calculated based on the total of the scores calculated above.

6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scales for SFAs and Competencies respectively:

6.9.1 Rating scale for SFAs - as mentioned in paragraph 5.6:

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 PA 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 PA 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 the key performance criteria and indicators as specified in the PA 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 PA 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 to encourage improvement.

6.9.2 Rating scale for Competencies -as mentioned in paragraph 5.7:

Level	Achievement Levels	Description
5	Superior	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses

Director: Community and Protection Services
Mr Gary Boshoff

Municipal Manager:
Ms Geraldine Mettler

Level	Achievement Levels	Description
3	Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	Sub Standard	Applies little to no basic concepts, methods, and understanding of local government operations.

6.10 For purposes of evaluating the performance of the Employee for the year-end reviews, an evaluation panel constituted of the following persons will be established–

6.10.1 Municipal Manager;

6.10.2 Municipal Manager from another municipality;

6.10.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.10.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.11 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st, and 3rd quarters; and

6.12 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meeting.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed on the following dates.

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2019 (Informal)
2	October – December	January / February 2020 (Formal)
3	January – March	April / May 2020 (Informal)
4	April - June	After the receipt of the AG's Management Report

7.2 The Employer shall keep a record of the mid-year and year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

.....
Director, Community and Protection Services
Mr Gary Boshoff

.....
Municipal Manager:
Ms Geraldine Mettler

- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented, and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

- 8.1 The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall-
- 9.1.1 Create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 Provide access to skills development and capacity building opportunities;
 - 9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
 - 9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-
- 10.1.1 A direct effect on the performance of any of the Employee's functions;
 - 10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and
 - 10.1.3 A substantial financial effect on the Employer.

.....
Director: Community and Protection Services
Mr Gary Boshoff

.....
Municipal Manager:
Ms Geraldine Mettler

- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

11. REWARD

- 11.1 The evaluation of the Employee's performance will form the basis for rewarding outstanding performance or correcting unacceptable performance;
- 11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter and as informed by the quarterly performance assessments;
- 11.3 A performance bonus of between 5% to 14% of the all- inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance to be constituted as follows:

Performance Rating			Bonus Calculation
0% - 64%		Poor Performance	0% of total package
65% - 69%		Average Performance	5% of total package
70% - 74%		Fair Performance	9% of total package
75% - 79%		Good Performance	11% of total package
80% - 100%		Excellent Performance	14% of total package

- 11.4 In the event of the Employee terminating his services during the validity period of this Agreement, the Employee's performance will be evaluated for the portion during which he was employed and he will be entitled to a pro-rata performance bonus based on his evaluated performance for the period of actual service; and
- 11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

- 12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;
- 12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;
- 12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 In the event that the Employee is dissatisfied with any decision or action of the Employer in terms of this Agreement, or where a dispute or difference arises as to the extent to which the Employee has achieved the performance objectives and targets established in terms of this Agreement, the Employee may within 3 (three) business days, meet with the Employer with a view to resolving the issue. The Employer will record the outcome of the meeting in writing;


13.2 If the Parties cannot resolve the issues within 10 (ten) business days, an independent arbitrator, acceptable to both parties, shall be appointed to resolve the matter within 30 (thirty) business days; and

13.3 In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment together with the relevant laws and regulations shall apply.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.


Director: Community and Protection Services
Mr Gary Beshoff


Municipal Manager:
Ms Geraldine Mettler

Thus, done and signed at Stellenbosch on the 30th day of 2019.



DIRECTOR: COMMUNITY AND PROTECTION SERVICES

AS WITNESSES:

1.



2.



Thus, done and signed at Stellenbosch on the 30th day of 2019.



MUNICIPAL MANAGER

AS WITNESSES:

1.

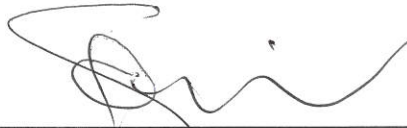


2.




.....
Director: Community and Protection Services
Mr Gary Boshoff


.....
Municipal Manager:
Ms Geraldine Mettler



MEMBER OF MAYORAL COMMITTEE

(Portfolio: Community and Protection Services)



MEMBER OF MAYORAL COMMITTEE

(Portfolio: Parks, Open Spaces and Environment)

Cllr XL Mdemka



MEMBER OF MAYORAL COMMITTEE

(Portfolio: Youth, Sport and Culture)

Cllr MM Pietersen



.....
Director: Community and Protection Services
Mr Gary Boshoff



.....
Municipal Manager:
Ms Geraldine Mettler


**STELLENBOSCH**

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MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

Annexure A Performance Plan

DIRECTOR: COMMUNITY AND PROTECTION SERVICES


.....
Director: Community and Protection Services
Mr Gary Boshoff

- 1 -


.....
Municipal Manager:
Ms Geraldine Mettler

The Performance Plan sets out:

- a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and
- b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for 80% (**eighty percent**) of the total employee assessment score.

Part 1: Implementation of Service Delivery and Budget Implementation Plan (80%)

DIRECTOR: COMMUNITY AND PROTECTION SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Protection Services	Percentage of indicators of the Department: Protection Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	2

.....
 Director, Community and Protection Services
Mr Gary Boshoff

.....
 Municipal Manager:
Ms Geraldine Mettler

DIRECTOR: COMMUNITY AND PROTECTION SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Department: Community Services	Percentage of indicators of the Department: Community Services achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	2
TBC	Good governance and Compliance	Effective Management and Functional Supervision of the Section: Community Development	Percentage of indicators of the Section: Community Development achieved, measured quarterly	Outcome	New indicator	90% per annum	90%	Ignite dashboard report per Department/ Section	SM	90%	90%	90%	90%	2
KPI025	SFA 3: Safe Valley	Revised Disaster Management Plan submitted to the MayCo	Number of Revised Disaster Management Plans submitted to the MayCo by 31 May	Output	1	1 per annum	1	Proof of submission of the Disaster Management Plan to the MayCo	SM	N/A	N/A	N/A	1	4
KPI026	SFA 3: Safe Valley	Revised Safety and Security Strategy submitted to the MayCo	Number of Revised Safety and Security Strategies submitted to the MayCo by 30 June	Output	New indicator	1 per annum	1	Proof of submission of the Revised Safety and Security Strategy to the MayCo	SM	N/A	N/A	N/A	1	5
KPI027	SFA 3: Safe Valley	Revised Traffic Management Plan submitted to the MayCo	Number of Revised Traffic Management Plans submitted to the MayCo by 30 September	Output	0	1 per annum	1	Proof of submission of the Revised Traffic Management Plan to the MayCo	SM	1	N/A	N/A	N/A	2

DIRECTOR: COMMUNITY AND PROTECTION SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
KPI078	Green and Sustainable Valley	Submission of the Revised Facility Management Plan to the MayCo	Number of Revised Facility Management Plans submitted to the MayCo by 31 May	Output	New indicator	1 per annum	1	Proof of submission of the Revised Facility Management Plan to the MayCo	SM	N/A	N/A	N/A	1	4
KPI079	Green and Sustainable Valley	Submission of a Tree Management Policy to the MayCo	Number of Tree Management Policies submitted to the MayCo by 30 September	Output	New indicator	1 per annum	1	Proof of submission of the Tree Management Policy to the MayCo	SM	1	N/A	N/A	N/A	4
TBC	Good governance and Compliance	Spend the Directorate: Community and Protection Services approved Capital Budget	Percentage of approved Capital Budget of the Directorate: Community and Protection Services actually spent by 30 June	Input	75.70%	90% per annum	90%	Report from the financial system	SM	10%	30%	60%	90%	20
TBC	Good governance and Compliance	Capital spending committed on the financial management system	Percentage the approved Capital Budget committed by on the financial system by 31 March (30% by September, 60% by December and 90% by March)	Input	New indicator	90% per annum	90%	Report from the financial system	SM	30%	60%	90%	N/A	3


 Director: Community and Protection Services
Mr Gary Boshoff


 Municipal Manager:
Ms Geraldine Mettler

DIRECTOR: COMMUNITY AND PROTECTION SERVICES														
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2019/20)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 September (50% by 31 July and 100% by 30 September)	Output	New indicator	100% per annum	100%	Reconciliation report from SCM	SM	100%	N/A	N/A	N/A	5
TBC	Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2020/21)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2020 and 100% by 30 June 2020. For the 2020/21 financial year)	Output	New indicator	100% per annum	100%	Reconciliation report from SCM	SM	N/A	N/A	50%	100%	5
TBC	Good governance and Compliance	Submission of detailed procurement needs for all operational projects to the Supply Chain Management (SCM) Department	Number of quarterly detailed procurement needs submitted to SCM 10 days before start of the quarter	Output	New indicator	4 per annum	4	Proof of submission to SCM	WS	1 (1)	1 (2)	1 (3)	1 (4)	3
TBC	Good governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	100%	3 per annum	3	Signed performance agreements submitted to the PMS Unit	SM	3	N/A	N/A	N/A	3

Director: Community and Protection Services
Mr Gary Boshoff

Municipal Manager:
Ms Geraldine Mettler

DIRECTOR: COMMUNITY AND PROTECTION SERVICES

IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity/ Project/ Programme/ Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2017/2018)	5 Year Target	2019/20	Portfolio of evidence (POE)	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2019/20)				Weight
										Q1	Q2	Q3	Q4	
TBC	Good governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 30 June	Output	100%	6 per annum	6	Ignite performance evaluations reports	SM	N/A	3 (3)	N/A	3 (6)	3
TBC	Good governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Risk Registers developed by 31 July	Output	New indicator	1 per annum	1	Annual Departmental Risk Register submitted to the Risk Management Unit	SM	N/A	N/A	N/A	1	2
TBC	Good governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	New indicator	2 per annum	2	Proof of risk evaluations submitted to the Risk Management Unit	SM	N/A	1 (1)	N/A	1 (2)	3
TBC	Good governance and Compliance	Implementation of Council resolutions	Percentage of resolutions implemented measured quarterly	Output	70%	70% per annum	100%	Council Resolution Register	SM	70%	70%	70%	70%	4
TBC	Good governance and Compliance	Attendance of quarterly Occupation Health and Safety (OHS) meetings	Number of quarterly OHS meetings attended by the Director or seconded	Output	New indicator	4 per annum	4	OHS attendance registers	SM	1 (1)	1 (2)	1 (3)	1 (4)	4

Director: Community and Protection Services
Mr Gary Boshoff

Municipal Manager:
Ms Geraldine Mettler

Part 2: Competency Requirements (20%)

Ref	Leading and Core Competencies	(January) 1 st Assessment	(July) Final Assessment	Weights	Comments
2.1	Strategic direction and leadership			1.66%	
2.2	People management			1.66%	
2.3	Programme and project management			1.66%	
2.4	Financial management			1.66%	
2.5	Change leadership			1.67%	
2.6	Governance leadership			1.67%	
2.7	Moral competence			1.67%	
2.8	Planning and organising			1.67%	
2.9	Analysis and innovation			1.67%	
2.10	Knowledge and information management			1.67%	
2.11	Communication			1.67%	
2.12	Results and quality focus			1.67%	
Total				20%	



 Director: Community and Protection Services
 Mr Gary Boshoff



 Municipal Manager:
 Ms Geraldine Mettler

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Annexure B

Competency Framework

DIRECTOR: COMMUNITY AND PROTECTION SERVICES

.....
Director: Community and Protection Services
Mr Gary Boshoff

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Municipal Manager:
Ms Geraldine Mettler

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate.	<ul style="list-style-type: none">Give direction to a team in realising the institution's strategic mandate and set objectives.	<ul style="list-style-type: none">Evaluate all activities to determine value and alignment to strategic intent.	<ul style="list-style-type: none">Structure and position the institution to local government priorities.
<ul style="list-style-type: none">Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.	<ul style="list-style-type: none">Has a positive impact and influence on the morale, engagement and participation of team members.	<ul style="list-style-type: none">Display in-depth knowledge and understanding of strategic planning.	<ul style="list-style-type: none">Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.
<ul style="list-style-type: none">Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.	<ul style="list-style-type: none">Develop action plans to execute and guide strategy.	<ul style="list-style-type: none">Align strategy and goals across all functional areas.	<ul style="list-style-type: none">Hold self-accountable for strategy execution and results.
<ul style="list-style-type: none">Demonstrate basic understanding of key decision makers.	<ul style="list-style-type: none">Assist in defining performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Actively define performance measures to monitor the progress and effectiveness of the institution.	<ul style="list-style-type: none">Provide impact and influence through building and maintaining strategic relationships.
	<ul style="list-style-type: none">Displays an awareness of institutional structures and political factors.	<ul style="list-style-type: none">Consistently challenge strategic plans to ensure relevance.	<ul style="list-style-type: none">Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.
	<ul style="list-style-type: none">Effectively communicate barriers to execution to relevant parties.	<ul style="list-style-type: none">Understand institutional structures and political factors, and the consequences of actions.	<ul style="list-style-type: none">Integrate various systems into a collective whole to optimise institutional performance management.
	<ul style="list-style-type: none">Provide guidance to all stakeholders in the achievement of the strategic mandate.	<ul style="list-style-type: none">Empower others to follow the strategic direction and deal with complex situations.	<ul style="list-style-type: none">Uses understanding of competing interests to maneuver successfully to a win/win outcome.
	<ul style="list-style-type: none">Understand the aim and objectives of the institution and relate it to own work.	<ul style="list-style-type: none">Guide the institution through complex and ambiguous concern.Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances.	

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	People Management		
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Participate in team goalsetting and problem solving.	<ul style="list-style-type: none">Seek opportunities to increase team contribution and responsibility.	<ul style="list-style-type: none">Identify ineffective team and work processes and recommend remedial interventions.	<ul style="list-style-type: none">Develop and incorporate best practice people management processes, approaches and tools across the institution.
<ul style="list-style-type: none">Interact and collaborate with people of diverse backgrounds.Aware of guidelines for employee development, but requires support in implementing development initiatives.	<ul style="list-style-type: none">Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.Effectively delegate tasks and empower others to increase contribution and execute functions optimally.	<ul style="list-style-type: none">Recognise and reward effective and desired behavior.Provide mentoring and guidance to others in order to increase personal effectiveness.	<ul style="list-style-type: none">Foster a culture of discipline, responsibility and accountability.Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.
	<ul style="list-style-type: none">Apply relevant employee legislation fairly and consistently.	<ul style="list-style-type: none">Identify development and learning needs within the team.	<ul style="list-style-type: none">Develop comprehensive integrated strategies and approaches to human capital development and management.
	<ul style="list-style-type: none">Effectively identify capacity requirements to fulfill the strategic mandate.	<ul style="list-style-type: none">Inspire a culture of performance excellence by giving positive and constructive feedback to the team.Achieve agreement or consensus in adversarial environments.Lead and unite diverse teams across divisions to achieve institutional objectives.	<ul style="list-style-type: none">Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Program and Project Management			
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">Initiate projects after approval from higher authorities.	<ul style="list-style-type: none">Establish broad stakeholder involvement and communicate the project status and key milestones.	<ul style="list-style-type: none">Manage multiple programs and balance priorities and conflicts according to institutional goals.		<ul style="list-style-type: none">Understand and conceptualize the long-term implications of desired project outcomes.
<ul style="list-style-type: none">Understand procedures of program and project management methodology, implications and stakeholder involvement.	<ul style="list-style-type: none">Define the roles and responsibilities of the project team and create clarity around expectations.	<ul style="list-style-type: none">Apply effective risk management strategies through impact assessment and resource requirements.		<ul style="list-style-type: none">Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realize institutional objectives.
<ul style="list-style-type: none">Understand the rational of projects in relation to the institution's strategic objectives.	<ul style="list-style-type: none">Find a balance between project deadline and the quality of deliverables.	<ul style="list-style-type: none">Modify project scope and budget when required without compromising the quality and objectives of the project.		<ul style="list-style-type: none">Influence people in positions of authority to implement outcomes of projects
<ul style="list-style-type: none">Document and communicate factors and risk associated with own work.	<ul style="list-style-type: none">Identify appropriate project resources to facilitate the effective completion of the deliverables.	<ul style="list-style-type: none">Involve top-level authorities and relevant stakeholders in seeking project buy-in.		<ul style="list-style-type: none">Lead and direct translation of policy into workable action plans
<ul style="list-style-type: none">Use results and approaches of successful project implementation as guide.	<ul style="list-style-type: none">Comply with statutory requirements and apply policies in a consistent manner.Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.	<ul style="list-style-type: none">Identify and apply contemporary project management methodologyInfluence and motivate project team to deliver exceptional results.Monitor policy implementation and apply procedures to manage risks.		<ul style="list-style-type: none">Ensures that programs are monitored to track progress and optimal resource utilization, and that adjustments are made as needed.

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Financial Management			
COMPETENCY DEFINITION :	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognized financial practices. Further to ensure that all financial transactions are managed in an ethical manner			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Understand basic financial concepts and methods as they relate to institutional processes and activities	<ul style="list-style-type: none">Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate	<ul style="list-style-type: none">Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.	<ul style="list-style-type: none">Develop planning tools to assist in evaluating and monitoring future expenditure trends.	
<ul style="list-style-type: none">Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems	<ul style="list-style-type: none">Assess, identify and manage financial risks.	<ul style="list-style-type: none">Prepare budgets that are aligned to the strategic objectives of the institution.	<ul style="list-style-type: none">Set budget frameworks for the institution.	
<ul style="list-style-type: none">Understand the importance of financial accountability	<ul style="list-style-type: none">Assume a cost-saving approach to financial management.	<ul style="list-style-type: none">Address complex budgeting and financial management concerns.	<ul style="list-style-type: none">Set strategic direction for the institution on expenditure and other financial processes.	
<ul style="list-style-type: none">Understand the importance of asset control.	<ul style="list-style-type: none">Prepare financial reports based on specified formats.	<ul style="list-style-type: none">Put systems and processes in place to enhance the quality and integrity of financial management practices.	<ul style="list-style-type: none">Build and nurture partnerships to improve financial management and achieve financial savings.	
	<ul style="list-style-type: none">Consider and understand the financial implications of decisions and suggestions.	<ul style="list-style-type: none">Advise on policies and procedures regarding asset control.	<ul style="list-style-type: none">Actively identify and implement new methods to improve asset control.	
	<ul style="list-style-type: none">Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.	<ul style="list-style-type: none">Promote National Treasury's regulatory framework for Financial Management.	<ul style="list-style-type: none">Display professionalism in dealing with financial data and processes.	

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Change Leadership		
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">• Display an awareness of change interventions and the benefits of transformation initiatives.	<ul style="list-style-type: none">• Perform an analysis of the change impact on the social, political and economic environment.	<ul style="list-style-type: none">• Actively monitor change impact and results and convey progress to relevant stakeholders.	<ul style="list-style-type: none">• Sponsor change agents and create a network of change leaders who support the interventions.
<ul style="list-style-type: none">• Able to identify basic needs for change.	<ul style="list-style-type: none">• Maintain calm and focus during change.	<ul style="list-style-type: none">• Secure buy-in and sponsorship for change initiatives.	<ul style="list-style-type: none">• Actively adapt current structures and processes to incorporate the change interventions.
<ul style="list-style-type: none">• Identify gaps between the current and desired state.	<ul style="list-style-type: none">• Able to assist team members during change and keep them focused on the deliverables.	<ul style="list-style-type: none">• Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.	<ul style="list-style-type: none">• Mentor and guide team members on the effects of change, resistance factors and how to integrate change.
<ul style="list-style-type: none">• Identify potential risk and challenges to transformation, including resistance to change factors.	<ul style="list-style-type: none">• Volunteer to lead change efforts outside of own work team.	<ul style="list-style-type: none">• Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.	<ul style="list-style-type: none">• Motivate and inspire others around change initiatives.
<ul style="list-style-type: none">• Participate in change programs and piloting change interventions.	<ul style="list-style-type: none">• Able to gain buy-in and approval for change from relevant stakeholders.	<ul style="list-style-type: none">• Take the lead in impactful change programs.	
<ul style="list-style-type: none">• Understand the impact of change interventions on the institution within the broader scope of local government.	<ul style="list-style-type: none">• Identify change readiness levels and assist in resolving resistance to change factors.	<ul style="list-style-type: none">• Benchmark change interventions against best change practices.	
	<ul style="list-style-type: none">• Design change interventions that are aligned with the institution's strategic objectives and goals.	<ul style="list-style-type: none">• Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.• Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.	

CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Governance Leadership			
COMPETENCY DEFINITION:	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualization of relevant policies and enhance cooperative governance relationships.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.	<ul style="list-style-type: none">• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.	<ul style="list-style-type: none">• Able to link risk initiatives into key institutional objectives and drivers.		<ul style="list-style-type: none">• Demonstrate a high level of commitment in complying with governance requirements.
<ul style="list-style-type: none">• Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.	<ul style="list-style-type: none">• Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.	<ul style="list-style-type: none">• Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.		<ul style="list-style-type: none">• Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.
<ul style="list-style-type: none">• Provide input into policy formulation.	<ul style="list-style-type: none">• Actively drive policy formulation within the institution to ensure the achievement of objectives.	<ul style="list-style-type: none">• Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.		<ul style="list-style-type: none">• Able to advise local government on risk management, best practice interventions and compliance management.
		<ul style="list-style-type: none">• Demonstrate a thorough understanding of risk retention plans.		<ul style="list-style-type: none">• Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t
		<ul style="list-style-type: none">• Identify and implement comprehensive risk management systems and processes.• Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.		<ul style="list-style-type: none">• Able to shape, direct and drive the formulation of policies on a macro level.

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Moral Competence			
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Realise the impact of acting with integrity, but requires guidance and development in implementing principles.	<ul style="list-style-type: none">Conduct self in alignment with the values of local government and the institution.	<ul style="list-style-type: none">Identify, develop and apply measures of self-correction.	<ul style="list-style-type: none">Create an environment conducive of moral practices.	
<ul style="list-style-type: none">Follow basic rules and regulations of the institution.Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.	<ul style="list-style-type: none">Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.Actively report fraudulent activity and corruption with local government.	<ul style="list-style-type: none">Able to gain trust and respect through aligning actions with commitments.Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.	<ul style="list-style-type: none">Actively develop and implement measures to combat fraud and corruption.Set integrity standards and shared accountability measures across the institution to support the objectives of local government.	
	<ul style="list-style-type: none">Understand and honor the confidential nature of matters without seeking personal gain.	<ul style="list-style-type: none">Present values, beliefs and ideas that are congruent with the institution's rules and regulations.	<ul style="list-style-type: none">Take responsibility for own actions and decisions, even if the consequences are unfavorable.	
	<ul style="list-style-type: none">Able to deal with situations of conflict of interest promptly and in the best interest of local government.	<ul style="list-style-type: none">Takes an active stance against corruption and dishonesty when noted.Actively promote the value of the institution to internal and external stakeholders.Able to work in unity with a team and not seek personal gain.Apply universal moral principles consistently to achieve moral decisions.		

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Planning and Organising			
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED		SUPERIOR
<ul style="list-style-type: none">• Able to follow basic plans and organise tasks around set objectives.	<ul style="list-style-type: none">• Actively and appropriately organise information and resources required for a task.	<ul style="list-style-type: none">• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.		<ul style="list-style-type: none">• Focus on broad strategies and initiatives when developing plans and actions.
<ul style="list-style-type: none">• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.	<ul style="list-style-type: none">• Recognise the urgency and importance of tasks.	<ul style="list-style-type: none">• Identify in advance required stages and actions to complete tasks.		<ul style="list-style-type: none">• Able to protect and forecast short, medium and long term requirements of the institution and local government.
<ul style="list-style-type: none">• Able to follow existing plans and ensure that objectives are met.	<ul style="list-style-type: none">• Balance short and long-term plans and goals and incorporate into the team's performance objectives.	<ul style="list-style-type: none">• Schedule realistic timelines, objectives and milestones for tasks and projects.		<ul style="list-style-type: none">• Translate policy into relevant projects to facilitate the achievement of institutional objectives.
<ul style="list-style-type: none">• Focus on short-term objectives in developing plans and action.s	<ul style="list-style-type: none">• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.	<ul style="list-style-type: none">• Produce clear, detailed and comprehensive plans to achieve institutional objectives.		
<ul style="list-style-type: none">• Arrange information and resources required for a task, but require further structure and organization.	<ul style="list-style-type: none">• Measures progress and monitor performance results.	<ul style="list-style-type: none">• Identify possible risk factors and design and implement appropriate contingency plans.• Adapt plans in light of changing circumstances.• Prioritise tasks and projects according to their relevant urgency and importance.		

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Analysis and Innovation			
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT		ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand the basic operation of analysis, but lack detail and thoroughness.	<ul style="list-style-type: none">Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.		<ul style="list-style-type: none">Coaches team members on analytical and innovative approaches and techniques.	<ul style="list-style-type: none">Demonstrate complex analytical and problem solving approaches and techniques.
<ul style="list-style-type: none">Able to balance independent analysis with requesting assistance from others.	<ul style="list-style-type: none">Demonstrate objectivity, insight and thoroughness when analysing problems.		<ul style="list-style-type: none">Engage with appropriate individuals in analysing and resolving complex problems.	<ul style="list-style-type: none">Create an environment conducive to analytical and fact-based problem solving.
<ul style="list-style-type: none">Recommend new ways to perform tasks within own function.	<ul style="list-style-type: none">Able to break down complex problems into manageable parts and identify solutions.		<ul style="list-style-type: none">Identify solutions on various areas in the institution.	<ul style="list-style-type: none">Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.
<ul style="list-style-type: none">Propose simple remedial interventions that marginally challenges the status quo.	<ul style="list-style-type: none">Consult internal and external stakeholders on opportunities to improve processes and service delivery.		<ul style="list-style-type: none">Formulate and implement new ideas throughout the institution.	<ul style="list-style-type: none">Create an environment that fosters innovative thinking and follows a learning organisation approach.
<ul style="list-style-type: none">Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.	<ul style="list-style-type: none">Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.		<ul style="list-style-type: none">Able to gain approval and buy-in for proposed interventions from relevant stakeholders.	<ul style="list-style-type: none">Be a thought leader on innovative customer service delivery and process optimization.
	<ul style="list-style-type: none">Continuously identify opportunities to enhance internal processes.		<ul style="list-style-type: none">Identify trends and best practices in process and service delivery and propose institutional application.	<ul style="list-style-type: none">Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.
	<ul style="list-style-type: none">Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.		<ul style="list-style-type: none">Continuously engage in research to identify client needs.	

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Knowledge and Information Management			
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">Collect, categorise and track relevant information required for specific tasks and projects.	<ul style="list-style-type: none">Use appropriate information systems and technology to manage institutional knowledge and information sharing.	<ul style="list-style-type: none">Effectively predict future information and knowledge management requirements and systems.	<ul style="list-style-type: none">Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.	
<ul style="list-style-type: none">Analyse and interpret information to draw conclusions.	<ul style="list-style-type: none">Evaluate data from various sources and use information effectively to influence decisions and provide solutions.	<ul style="list-style-type: none">Develop standards and processes to meet future knowledge management needs.	<ul style="list-style-type: none">Establish partnerships across local government to facilitate knowledge management.	
<ul style="list-style-type: none">Seek new sources of information to increase the knowledge base.	<ul style="list-style-type: none">Actively create mechanisms and structures for sharing information.	<ul style="list-style-type: none">Share and promote best-practice knowledge management across various institutions.	<ul style="list-style-type: none">Demonstrate a mature approach.	
<ul style="list-style-type: none">Regularly share information and knowledge with internal stakeholders and team members.	<ul style="list-style-type: none">Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.	<ul style="list-style-type: none">Establish accurate measures and monitoring systems for knowledge and information management.Create a culture conducive of learning and knowledge sharing.Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.	<ul style="list-style-type: none">Recognise and exploit knowledge points in interactions with internal and external stakeholders.	

CLUSTER :	CORE COMPETENCIES			
COMPETENCY NAME :	Communication			
COMPETENCY DEFINITION :	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none">• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.	<ul style="list-style-type: none">• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.	<ul style="list-style-type: none">• Effectively communicate high-risk and sensitive matters to relevant stakeholders.	<ul style="list-style-type: none">• Regarded as a specialist in negotiations and representing the institution.	
<ul style="list-style-type: none">• Express ideas in a clear and focused manner, but does not always take the audience into consideration.	<ul style="list-style-type: none">• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.	<ul style="list-style-type: none">• Develop a well-defined communication strategy.	<ul style="list-style-type: none">• Able to inspire and motivate others through positive communication that is impactful and relevant.	
<ul style="list-style-type: none">• Disseminate and convey information and knowledge adequately.	<ul style="list-style-type: none">• Adapt communication content and style to suit the audience and facilitate optimal information transfer.	<ul style="list-style-type: none">• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.	<ul style="list-style-type: none">• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.	
	<ul style="list-style-type: none">• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.	<ul style="list-style-type: none">• Able to effectively direct negotiations around complex.	<ul style="list-style-type: none">• Able to coordinate negotiations at different levels within local government and externally.	
	<ul style="list-style-type: none">• Compile clear, focused, concise and well-structured written documents.	<ul style="list-style-type: none">• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.• Able to communicate with the media with high levels of moral competence and discipline.		

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Results and Quality Focus		
COMPETENCY DEFINITION :	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none">Understand quality of work but requires guidance in attending to important matters.	<ul style="list-style-type: none">Focus on high-priority actions and does not become distracted by lower-priority activities.	<ul style="list-style-type: none">Consistently verify own standards and outcomes to ensure quality output.	<ul style="list-style-type: none">Coach and guide others to exceed quality standards and results.
<ul style="list-style-type: none">Show a basic commitment to achieving the correct results.	<ul style="list-style-type: none">Display firm commitment and pride in achieving the correct results.	<ul style="list-style-type: none">Focus on the end result and avoids being distracted	<ul style="list-style-type: none">Develop challenging, client-focused goals and sets high standards for personal performance.
<ul style="list-style-type: none">Produce the minimum level of results required in the role.	<ul style="list-style-type: none">Set quality standards and design processes and tasks around achieving set standards.	<ul style="list-style-type: none">Demonstrate a determined and committed approach to achieving results and quality standards.	<ul style="list-style-type: none">Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.
<ul style="list-style-type: none">Produce outcomes that is of a good standard.	<ul style="list-style-type: none">Produce output of high quality.	<ul style="list-style-type: none">Follow task and projects through to completion.	<ul style="list-style-type: none">Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.
<ul style="list-style-type: none">Focus on the quantity of output but requires development in incorporating the quality of work.	<ul style="list-style-type: none">Able to balance the quantity and quality and quality of results in order to achieve objectives.	<ul style="list-style-type: none">Set challenging goals and objectives to self and team and display commitment to achieving expectations.	<ul style="list-style-type: none">Take appropriate risks to accomplish goals.
<ul style="list-style-type: none">Produce quality work in general circumstances, but fails to meet expectation when under pressure.	<ul style="list-style-type: none">Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.	<ul style="list-style-type: none">Maintain a focus on quality outputs when placed under pressure.	<ul style="list-style-type: none">Overcome setbacks and adjust action plans to realise goals.
		<ul style="list-style-type: none">Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.	<ul style="list-style-type: none">Focus people on critical activities that yield a high impact.



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Annexure C

Personal Development Plan

DIRECTOR: COMMUNITY AND PROTECTION SERVICES


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Director: Community and Protection Services
Mr Gary Boshoff


.....
Municipal Manager:
Ms Geraldine Mettler

Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee



Date: 30/7/19

Signed by the Municipal Manager on behalf of the Municipality



Date: 30/7/19