



**STELLENBOSCH**  
STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

Ref no.3/4/2/5

2021-07-16

**MAYORAL COMMITTEE MEETING**  
**WEDNESDAY, 2021-07-21 AT 10:00**

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

**COUNCILLORS** FJ Badenhorst  
P Crawley (Ms)  
J Fasser  
AR Frazenburg  
E Groenewald (Ms)  
XL Mdemka (Ms)  
S Peters  
Q Smit

Notice is hereby given that a Mayoral Committee Meeting will be held via **MS Teams** on **Wednesday, 2021-07-21 at 10:00** to consider the attached agenda.

EXECUTIVE MAYOR, ALD GM VAN DEVENTER (MS)

**CHAIRPERSON**

**AGENDA**  
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**2021-07-21**  
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**STELLENBOSCH**  
STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

Ref no.3/4/2/5

2021-06-15

**MINUTES**

**MAYORAL COMMITTEE MEETING:**

**2021-06-15 AT 10:00**

**MINUTES**  
**MAYORAL COMMITTEE MEETING**  
**2021-06-15**  
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**PRESENT:** Executive Mayor, Ald GM Van Deventer (Ms) **(Chairperson)**

**Councillors:** FJ Badenhorst  
 J Fasser  
 PR Crawley (Ms)  
 A Frazenburg  
 E Groenewald (Ms)  
 XL Mdemka (Ms)  
 S Peters  
 Q Smit

**Also Present:** Councillor WC Petersen (Ms) (Speaker)  
 Councillor WF Pietersen (MPAC Chairperson)  
 Alderman P Biscombe (Whip)

**Officials:** Municipal Manager (G Mettler (Ms))  
 Director: Corporate Services (A de Beer (Ms))  
 Director: Planning and Economic Development (A Barnes)  
 Director: Community & Protection Services (G Boshoff)  
 Director: Infrastructure Services (D Louw)  
 Chief Financial Officer (K Carolus)  
 Senior Audit Executive (F Hoosain)  
 Manager: New Housing (L van Stavel)  
 Manager: Secretariat (EJ Potts)  
 Senior Administration Officer (T Samuels (Ms))

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<b>1.</b>	<b>OPENING AND WELCOME</b>
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The Chairperson, Executive Mayor, welcomed everyone present to the Mayoral Committee Meeting.

<b>2.</b>	<b>COMMUNICATION BY THE CHAIRPERSON</b>
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“Speaker, Munisipale Bestuurder, Burgemeesterskomiteelede, Direkteure

Goeiedag, Good Morning, Molweni, As-salaam Alaikum:

We are officially in the third wave of COVID – 19, with the infection rates increasing dramatically daily.

There has also been complaints from residents about especially places where students gather and hang out, not observing or adhering to COVID-protocols or restrictions.

This will not be tolerated, and law enforcement will step up their actions in patrolling and enforcing COVID protocols.

I urge all businesses and residents to adhere to COVID protocols, or we will possibly face stricter lockdown procedures, which will crash our economy.

- o Avoid large groups
- o WEAR A MASK
- o Sanitize your hands.

If the situation escalates out of control we might be faced with a new round of restrictions.

I want to encourage all councillors and residents who qualify to please register for the vaccine, and when you get your notification that it is your turn to please get vaccinated. Registration is easy and can be done on the website – <https://vaccine.enroll.health.gov.za> or WhatsApp the word REGISTER to 0600 123 456 or call \*134\*832#. You can also call 0860 142 142 for assistance with registration.

June is Youth Month in South Africa, and tomorrow, 16 June, we commemorate Youth Day and the day in 1976 when our youth stood up against the apartheid government. The iconic picture of Hector Pietersen serves as a symbol, even today, of sacrifice for the Youth. The future of our youth has never looked as uncertain or full of possibility as it does now. COVID has changed and challenged them more than most, but as they persist during one of the most uncertain times in modern day history, my message to all our young people is simply: *Stay the Course – hard work and dedication are the attributes that lead to success. There are now short cuts*".

<b>3.</b>	<b>DISCLOSURE OF INTERESTS</b>
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NONE

<b>4.</b>	<b>APPLICATIONS FOR LEAVE OF ABSENCE</b>
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The following application for leave of absence was approved in terms of the Rules and Order By-law of Council:-

Deputy Executive Mayor, Cllr N Jindela – 15 June 2021

<b>5.</b>	<b>CONFIRMATION OF PREVIOUS MINUTES</b>
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The minutes of the Mayoral Committee Meeting held on 2021-05-19 were **confirmed as correct.**

<b>6.</b>	<b>STATUTORY MATTERS</b>
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<b>6.1</b>	<b>MONTHLY FINANCIAL STATUTORY REPORTING: DEVIATIONS FOR MAY 2021</b>
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**Collaborator No:** 708328  
**IDP KPA Ref No:** Good Governance and Compliance  
**Meeting Date:** 15 June 2021

**1. SUBJECT: MONTHLY FINANCIAL STATUTORY REPORTING: DEVIATIONS FOR MAY 2021**

**2. PURPOSE**

To comply with Regulation 36(2) of the Municipal Supply Chain Management Regulations and Section 36 of the Supply Chain Management Policy 2020/2021 to report the deviations to Council.

**3. DELEGATED AUTHORITY**

Council

FOR NOTING.

**4. EXECUTIVE SUMMARY**

Regulation 36(2) of the Municipal Supply Chain Management Regulations and Section 36 of the Supply Chain Management Policy (2020/2021) stipulate that SCM deviations be reported to Council. In compliance thereto, this report presents to Council the SCM deviations that occurred during May 2021.

**RECOMMENDATION FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2021-06-15: ITEM 6.1**

**NOTED**

the deviations as listed for the month of May 2021.

DEVIATION NUMBER	CONTRACT DATE	NAME OF CONTRACTOR	CONTRACT DESCRIPTION	REASON	SUBSTANTIATION WHY SCM PROCESS COULD NOT BE FOLLOWED	TOTAL CONTRACT PRICE R
D/SM 15/21	03 May 2021	Adapt IT Holding Ltd	CaseWare Financial Reporting System	Goods or services are produced or available from a single provider	Adapt IT holdings Ltd is the sole distributor of CaseWare software products in Africa. The municipality has used CaseWare as its financial reporting system since April 2010.	R 572 259,26 (Incl. Vat)

<b>6.2</b>	<b>REVISED TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2020/21</b>
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**Collaborator No:** 708364  
**IDP KPA Ref No:** Good Governance and Compliance  
**Meeting Date:** 15 June 2021

**1. SUBJECT: REVISED TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2020/21**

**2. PURPOSE**

To obtain Council's approval for the revisions made to the Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) 2020/21.

**3. DELEGATED AUTHORITY**

Council

**4. EXECUTIVE SUMMARY**

The TL SDBIP 2020/21 was approved by the Executive Mayor on 24 June 2020. It is common practice for a municipality, as provided for in the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA), to review its performance indicators and targets after approving the adjustments budget. The TL SDBIP 2020/21 (as approved by Council on 24 February 2021) is attached hereto as **ANNEXURE A**. All changes (for ease of reference) which should be deleted and or amended are indicated with a strikethrough and an underline respectively. It must also be noted that the TL SDBIP 2020/21 is the in-year plan of the municipality and any amendments made to the TL SDBIP 2020/21 must also be read in conjunction with the Integrated Development Plan (IDP). Therefore, changes made to the Revised TL SDBIP 2020/21 are considered to be made in the IDP as well.

The reasons for the amendments to the following KPIs are as follows:

- a) KPI075- Based on the internal audit review by Internal Audit (IA), it was agreed by IA and the KPI owner that the portfolio of evidence (POE) be updated to ensure that complete and accurate data sources are being used to update the actual result of the indicator.

Any detected spelling, grammatical and or alignment errors in the document were also corrected where needed.

No material changes were made to the Revised TL SDBIP 2020/21 submitted to Council on 24 February 2021. The Revised TL SDBIP 2020/21 is aligned to the adjustments budget 2020/21.

**RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2021-06-15: ITEM 6.2**

- (a) that the Revised TL SDBIP 2020/21 be approved;
- (b) that the Revised TL SDBIP 2020/21 be published on the Municipal Website; and
- (c) that the Revised TL SDBIP 2020/21 be submitted to:
- (i) Internal Audit Unit (for notification);
  - (ii) Department of Local Government: Western Cape;
  - (iii) Provincial Treasury: Western Cape;
  - (iv) Auditor General of South Africa; and
  - (v) National Treasury.

7.	<b>CONSIDERATION OF ITEMS BY THE EXECUTIVE MAYOR: [ALD G VAN DEVENTER (MS)]</b>
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7.1	<b>COMMUNITY AND PROTECTION SERVICES: (PC: CLLR R BADENHORST)</b>
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NONE

7.2	<b>CORPORATE SERVICES: (PC: CLLR AR FRAZENBURG)</b>
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7.2.1	<b>REPORT IN REGARD TO THE AUCTION 3 COUNCIL ERVEN IN ONDERPAPEGAAIBERG: DISPOSAL OF ERF 4810 (3 SWAWELAAN) ,ERF 4811 (3A SWAWELAAN) AND ERF 4812 (6 TINKTINKIE STREET) STELLENBOSCH</b>
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**Collaborator No:**

**IDP KPA Ref No:**

**Meeting Date:**

**Good Governance**

**15 June 2021**

**1. SUBJECT: REPORT IN REGARD TO THE AUCTION 3 COUNCIL ERVEN IN ONDERPAPEGAAIBERG: DISPOSAL OF ERF 4810 (3 SWAWELAAN), ERF 4811 (3A SWAWELAAN) AND ERF 4812 (6 TINKTINKIE STREET) STELLENBOSCH**

**2. PURPOSE**

To inform Council of the outcome of the auction that took place on 29 June 2021 and to request Council to consider the disposal of three erven, erf 4810,4811 and erf 4812 to the highest bidders at the auction.

**3. DELEGATED AUTHORITY**

For decision by Municipal Council.

**4. EXECUTIVE SUMMARY**

Erf 4810 and 4811 (3 and 3A Swawellaan) as well as 6 Tinktinkie street) were used as rental properties for council employees and have been vacant for a long period. Stellenbosch Municipality is the owner of the three erven. Council resolved in October 2020 to have the erven sold by Public Auction.

The municipality obtained a valuation from a valuator for the properties which was lower than the general valuations.

Erf number	Street Address	Extent of property	Municipal Valuation	Valuation report
4810	3 Swawellaan	987m <sup>2</sup>	R1,926,000.00	R1 200 000.00
4811	3A Swawellaan	987m <sup>2</sup>	R1,810,000.00	R1 200 000.00
4812	6 Tinktinkie Street	1056m <sup>2</sup>	R1,849,000.00	R1 900 000.00

The Municipal Manager then decided to set the reserve price for the valuations at the general valuation price. The terms of the auction is attached as **APPENDIX 1**.

At the auction that took place on 29 April 2021 at the property bidders were also allowed to bid online. The provision that the erven must be sold to different bidders were observed and the highest bids received at the auction was as follows:

Erf number	Street Address	Extent of property	Reserve price	Highest bid
4810	3 Swawellaan	987m <sup>2</sup>	R1,926,000.00	R 2 150 000.00
4811	3A Swawellaan	987m <sup>2</sup>	R1,810,000.00	R 2 160 000.00
4812	6 Tinktinkie Street	1056m <sup>2</sup>	R1,849,000.00	R 2 150 000.00

**RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2021-06-15: ITEM 7.2.2**

- (a) that Council considers the disposal of the 3 erven to the bidders that bid the highest at the auction;
- (b) that the Municipal Manager be authorised to conclude the sale agreements;
- (c) that the municipality request a certificate of registered titles as the properties have not been registered as separate titles; and
- (d) that the new buyers register the property from the mother erf (3721) at their own costs.

**FOR FURTHER DETAILS CONTACT:**

<b>NAME</b>	<b>Annalene de Beer</b>
<b>POSITION</b>	<b>Director</b>
<b>DIRECTORATE</b>	<b>Corporate Services</b>
<b>CONTACT NUMBERS</b>	<b>021-8088018</b>
<b>E-MAIL ADDRESS</b>	<b>Annalene.deBeer@stellenbosch.gov.za</b>
<b>REPORT DATE</b>	<b>11 June 2021</b>

<b>7.2.3</b>	<b>RETURN ITEM: PROPOSED AMENDED LEASE AGREEMENT: KARLIEN AND KANDAS CRECHE: ERVEN 12758 AND 12759, STELLENBOSCH</b>
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**Collaborator No:**

**IDP KPA Ref No:**

**Meeting Date:**

**Good Governance**

**15 June 2021**

**1. SUBJECT: RETURN ITEM: PROPOSED AMENDED LEASE AGREEMENT: KARLIEN AND KANDAS CRECHE: ERVEN 12758 AND 12759, STELLENBOSCH**

**2. PURPOSE**

To inform Council of the outcome of the public participation process and to make a final determination on the proposed amended Lease Agreement.

**3. DELEGATED AUTHORITY**

The Executive Mayor in consultation with the Executive Mayoral committee, has the delegated authority to made a decision regarding Lease Agreements for less than 10 years and values that will be less than R5 million.

**4. EXECUTIVE SUMMARY**

Stellenbosch Municipality took over a Lease Agreement between Karlien en Kandas Crèche and the Dutch Reform church when the properties (erven 12758 and 12759) were transferred to Stellenbosch Municipality in 2001. This agreement was for an undetermined period, and had an early termination clause (6 months). This Agreement was replaced with a new Lease Agreement in 2004, also for an undetermined period. Changes to the existing lease can only be implemented with the agreement of the lessee as rights are in existence in terms of the current agreement. The Lessee has indicated that they will accept the change in the lease period. The nature of the business of the crèche requires that they get at least 12 months' notice to ensure that the children are accommodated should they need to move out of the current facility.

Council considered the matter on 2021-01-27 and decided, *inter alia*, to approve, in principle, the amendment of the Lease Agreement from an undetermined period to a period of 9 years and 11 months, subject thereto that it be advertised for public inputs/objections.

Following the above resolution an Official Notice was published, soliciting inputs/objections from the public (**APPENDIX 3**).

At the closing date no inputs/objections were received. The Executive Mayor, in consultation with the Executive Mayoral Committee, may now make a final determination on the proposed, amended Lease Agreement.

**EXECUTIVE MAYORAL COMMITTEE: 2021-06-15: ITEM 7.2.3**

**RESOLVED**

- (a) that it be noted that, following the public notice period, no inputs or objections were received;
- (b) that the lease be amended to indicate a lease period of 9 years and 11 months;
- (c) that the Municipal Manager be authorised to determine a new market-related rental;
- (d) that the clause for early termination of the contract by either party be indicated as 12 months, given the nature of the business; and

- (e) that the application for the rezoning of the properties be dealt with by the Lessor and that the costs be carried by the Lessee.



<b>7.2.4</b>	<b>RETURN ITEM: EX LIFE CRAFT CENTRE: PORTION OF ERF 143, FRANSCHHOEK: CALL FOR PROPOSALS</b>
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**Collaborator No:**

**IDP KPA Ref No:**

**Meeting Date:**

**Good Governance**

**15 June 2021**

**1. SUBJECT: RETURN ITEM: EX LIFE CRAFT CENTRE: PORTION OF ERF 143, FRANSCHHOEK: CALL FOR PROPOSALS**

**2. PURPOSE**

To provide feedback to council after the call for proposal was advertised on the future of the piece of land on which the life craft centre was previously located namely erf 143, Franschhoek.

**3. DELEGATED AUTHORITY**

Council or the Executive Mayor in consultation with the Executive Mayoral Committee where it deals with a lease agreement of less than 10 years and the land value is below R10 Million.

**4. EXECUTIVE SUMMARY**

During 2004 Stellenbosch Municipality and the Life Craft Centre concluded a Lease Agreement, in terms where they would lease a portion of erf 143, Stellenbosch for a period of 9 years and 11 months. Council resolved on 25 November 2020 not to enter into a new lease agreement with them and requested the department to publish a call for proposals to see what the community think the space should be used for or to get inputs from businesses who may be interested to use the space. The notice was published in January 2021 and is attached as **APPENDIX 4**. Only one application has been received – attached as **APPENDIX 5**.

**MAYORAL COMMITTEE MEETING: 2021-06-15: ITEM 7.2.4**

**RESOLVED**

that this matter be referred back to the Administration for urgent attention.

**FOR FURTHER DETAILS CONTACT:**

<b>NAME</b>	<b>Piet Smit</b>
<b>POSITION</b>	<b>Manager: Property Management</b>
<b>DIRECTORATE</b>	<b>Corporate Services</b>
<b>CONTACT NUMBERS</b>	<b>021-8088189</b>
<b>E-MAIL ADDRESS</b>	<b><a href="mailto:Piet.smit@stellenbosch.gov.za">Piet.smit@stellenbosch.gov.za</a></b>
<b>REPORT DATE</b>	<b>2021-06- 09</b>

<b>7.2.5</b>	<b>LEASE PROPOSAL FOR ERECTION OF FREESTANDING TELECOMMUNICATION BASE STATION ERF 8116, STELLENBOSCH: ILANGA TECHNOLOGIES (PTY) LTD on behalf of INVICTA TOWERS</b>
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**Collaborator No:**

**IDP KPA Ref No:**

**Meeting Date:**

**Good Governance**

**15 June 2021**

**1. SUBJECT: LEASE PROPOSAL FOR ERECTION OF FREESTANDING TELECOMMUNICATION BASE STATION ERF 8116, STELLENBOSCH: ILANGA TECHNOLOGIES (PTY) LTD on behalf of INVICTA TOWERS**

**2. PURPOSE**

To consider, in principle, a Lease Proposal received from ILanga Technologies, on behalf of Invicta Towers, for the erection of freestanding Telecommunication Base Stations on erf 8116, Stellenbosch. The erf is situated in Paradyskloof on an open piece of land.

**3. DELEGATED AUTHORITY**

In terms of Delegation EM85 the Executive Mayor, in consultation with the Executive Mayoral Committee, has the delegated authority to *“Approve Lease Agreements on Council properties for a period shorter than 10 years and a contract value of less than R5M”*.

**4. EXECUTIVE SUMMARY**

A Lease Proposal for the erection of freestanding Telecommunication base stations on erf 8116, Stellenbosch, was received from Ilanga Technologies on behalf of Invicta Towers in January 2021 according to Mr Smit from the properties department.

In terms of the Property Management Policy Council may conclude these kind of agreements on a private treaty basis, i.e. without following a public tender process, subject thereto that Council’s intention to enter into such an agreement be advertised for public inputs/comments/objections.

That process has not taken place yet. The applicant also applied for similar rights on erf 4261 Stellenbosch. The latter application is dealt with in a separate item.

**MAYORAL COMMITTEE MEETING: 2021-06-15: ITEM 7.2.5**

**RESOLVED**

that this matter be referred to a Joint meeting of Corporate Services; Infrastructure; Planning, Local Economic Development and Tourism Section 80 Committee meeting (including the Ward Councillors).

**FOR FURTHER DETAILS CONTACT:**

<b>NAME</b>	<b>Piet Smit</b>
<b>POSITION</b>	<b>Manager: Property Management</b>
<b>DIRECTORATE</b>	<b>Corporate Services</b>
<b>CONTACT NUMBERS</b>	<b>021-8088189</b>
<b>E-MAIL ADDRESS</b>	<b><a href="mailto:Piet.smit@stellenbosch.gov.za">Piet.smit@stellenbosch.gov.za</a></b>
<b>REPORT DATE</b>	<b>2021-06-09</b>

7.2.6	<b>APPLICATION TO LEASE: PORTION OF ERF 4261 (DALSIG), STELLENBOSCH : CELLPHONE TOWER(S) : ATLAS TOWERS AND ILANGA TECHNOLOGIES, ON BEHALF OF INVICTA TOWERS</b>
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance

15 June 2021

**1. SUBJECT: APPLICATION TO LEASE: PORTION OF ERF 4261 (DALSIG), STELLENBOSCH : CELLPHONE TOWER(S) : ATLAS TOWERS AND ILANGA TECHNOLOGIES, ON BEHALF OF INVICTA TOWERS**

**2. PURPOSE**

To inform council of the 2 applications received from 2 different companies namely Atlas Towers and Ilanga Technologies, on behalf of Invicta Towers allowing them to construct new base stations on a portion of erf 4261, Stellenbosch. Council must consider the applications to lease the land for this purpose.

**3. DELEGATED AUTHORITY**

In terms of Delegation EM85 the Executive Mayor, in consultation with the Executive Mayoral Committee, has the delegated authority to *“Approve Lease Agreements on Council properties for a period shorter than 10 years and a contract value of less than R5M”*.

**4. EXECUTIVE SUMMARY**

On 2018-06-18, following a written request to this effect, a Special Power of Attorney was issued to Atlas Towers to apply for the necessary authorisation to construct a new base station (communication tower) on a portion of erf 4261, Stellenbosch. The delegation to sign these requests was subsequently revoked from the Manager Properties and Maintenance.

This application (building plan) was subsequently approved and they now want to enter into a Lease Agreement with the Municipality (**APPENDIX 3**). The application is dated 5 December 2018.

A further application to erect a base station tower on the same property was also received from Ilanga Technologies, on behalf of Invicta Towers (**APPENDIX 4**). The application is undated, but was received in January 2021 according to Mr Smit from the property department.

In terms of the Property Management Policy Council may conclude lease agreements on a private treaty basis, i.e. without following a public tender process, subject thereto that Council's intention so to enter into such a contract is advertised for public inputs/comments/objections. It is however clear that there are competing interests on this land and Council must take that into account when considering the applications.

There is also a reservoir on the property and the Water Services department has indicated that further infrastructure may be built on the site in future (**APPENDIX 5**). On the reservoir there are telemetry towers and other signals may interfere with our network services from the site. The Mayor in consultation with the Mayoral Committee can therefore consider the application.

**MAYORAL COMMITTEE MEETING: 2021-06-15: ITEM 7.2.6****RESOLVED**

that this matter be referred to a Joint meeting of Corporate Services; Infrastructure; Planning, Local Economic Development and Tourism Section 80 Committee meeting (including the Ward Councillors).

**FOR FURTHER DETAILS CONTACT:**

<b><i>NAME</i></b>	<b><i>Annalene de Beer</i></b>
<b><i>POSITION</i></b>	<b><i>Director: Corporate Services</i></b>
<b><i>DIRECTORATE</i></b>	<b><i>Corporate Services</i></b>
<b><i>CONTACT NUMBERS</i></b>	<b><i>021-8088018</i></b>
<b><i>E-MAIL ADDRESS</i></b>	<b><i>Annalene.deBeer@stellenbosch.org.za</i></b>
<b><i>REPORT DATE</i></b>	<b><i>2021 – 06-10</i></b>

<b>7.3</b>	<b>FINANCIAL SERVICES: (PC: CLLR P CRAWLEY (MS))</b>
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<b>7.3.1</b>	<b>APPROVAL OF DEBT AGREEMENT</b>
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**Collaborator No:** 708329  
**IDP KPA Ref No:** Good Governance and Compliance  
**Meeting Date:** 15 June 2021

**1. SUBJECT: APPROVAL OF DEBT AGREEMENT**

**2. PURPOSE**

To obtain Council's approval for the raising of an external loan in terms of Section 46 (2) of the Municipal Finance Management Act (Act No 56 of 2003).

**3. DELEGATED AUTHORITY**

Council

**4. EXECUTIVE SUMMARY**

During April 2021 an advertisement was placed inviting interested parties to make submissions regarding the financing of the proposed loan of R120 million. Submissions were received from 5 authorised financial institutions:

- (a) Development Bank of Southern Africa (DBSA);
- (b) ABSA Bank;
- (c) Nedbank;
- (d) Standard Bank;
- (e) First National Bank (FNB)

After due process, in terms of the municipality's approved Supply Chain Policy, the offer of Nedbank for the term of 10 years, was adjudicated by the Bid Adjudication Committee and approved by the Municipal Manager as being the most favorable for Council.

**RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2021-06-15: ITEM 7.3.1**

- (a) that Council approves the debt agreement as stipulated in **APPENDIX 1**; and
- (b) that the Municipal Manager be mandated to enter into a loan agreement with Nedbank (PTY) Ltd.

**FOR FURTHER DETAILS CONTACT:**

<b>NAME</b>	Kevin Carolus
<b>POSITION</b>	<i>Chief Financial Officer</i>
<b>DIRECTORATE</b>	<i>Finance</i>
<b>CONTACT NUMBERS</b>	021 808 8528
<b>E-MAIL ADDRESS</b>	<a href="mailto:Kevin.carolus@ Stellenbosch.gov.za">Kevin.carolus@Stellenbosch.gov.za</a>
<b>REPORT DATE</b>	04-06-2021

<b>7.3.2</b>	<b>TABLING OF APPLICATION FOR COUNCIL SUPPORT/APPROVAL FOR THE DBSA GRANT FUNDING AGREEMENT RELATING TO COMPLETED WORK DONE ON THE CAPITAL EXPENDITURE FRAMEWORK (CEF)</b>
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**Collaborator No:**

**IDP KPA Ref No:**

**Meeting Date:**

**Good Governance and Compliance**

**15 June 2021**

**1. SUBJECT: TABLING OF APPLICATION FOR COUNCIL SUPPORT/APPROVAL FOR THE DBSA GRANT FUNDING AGREEMENT RELATING TO COMPLETED WORK DONE ON THE CAPITAL EXPENDITURE FRAMEWORK (CEF)**

**2. PURPOSE**

To obtain Council's approval for the Development Bank of South Africa (DBSA) grant funding agreement in respect of work done on the Capital Expenditure Framework.

**3. DELEGATED AUTHORITY**

Council

**4. EXECUTIVE SUMMARY**

In accordance to section 21(n) of the Spatial Planning and Land Use Management Act (SPLUMA), Act No. 16 of 2013, the content of a municipal spatial development framework must determine a Capital Expenditure Framework (CEF) for the municipality's development programmes. This means that the CEF is informed by the Spatial Development Framework i.e. stating the spatial vision of the municipality where the CEF states the financial vision of the municipality.

The Municipality has entered into a Grant Agreement ("the Agreement") with the DBSA, in terms of which the DBSA has availed R2 000 000 to the benefit of the Municipality for the development of its Capital Expenditure Framework (CEF). As per the 25<sup>th</sup> meeting of the Council of Stellenbosch municipality, the Municipal Manager was duly authorised and mandated, to sign the Grant Agreement on its behalf, and to sign and/or dispatch all documents and notices to be signed and/or dispatched by it under or in connection with the Agreement. This agreement was concluded during the 2019/20 financial year and has been attached as **APPENDIX 1**.

**RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2021-06-15: ITEM 7.3.2**

- (a) that Council hereby confirms support for the Project, accepts the DBSA's grant funding and infrastructure planning support on the terms set out in the Agreement;
- (b) that the Municipal Manager be authorised and mandated to sign the Agreement on its behalf, and to sign and/or dispatch all documents and notices to be signed and/or dispatched by it under or in connection with the Agreement;
- (c) that the Municipal Manager be further authorised to provide the DBSA with the Designated and Authorised Signatories, any of whom shall represent the Municipality on the Project Steering Committee for the purposes stated in the Agreement; and
- (d) that The Municipality provides the relevant FICA documentation required by the DBSA in terms of regulations 3, 4, 5 and 6 of FICA (the Financial Intelligence Centre Act, 38 of 2001).

<b>7.4</b>	<b>HUMAN SETTLEMENTS: (PC: CLLR N JINDELA)</b>
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<b>7.4.1</b>	<b>SECTION 116(3) AMENDMENT TO THE EXISTING APPOINTMENT OF SUSTAINABLE PLANNING SOLUTIONS FOR THE AWARDED TENDER B/SM 16/16 FOR THE TOWNSHIP ESTABLISHMENT PROCESS FOR MAASDORP FOREST VILLAGE, FRANSCHHOEK: PORTIONS 27 AND 28 OF FARM LA MOTTE NO 1041, AND FUTURE EXPANSION ON PORTIONS 3 AND 7 OF FARM LA MOTTE NO 1041, FRANSCHHOEK</b>
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**Collaborator No:** 708209  
**IDP KPA Ref No:** Good Governance and Compliance  
**Meeting Date:** 15 June 2021

**1. SUBJECT: SECTION 116(3) AMENDMENT TO THE EXISTING APPOINTMENT OF SUSTAINABLE PLANNING SOLUTIONS FOR THE AWARDED TENDER B/SM 16/16 FOR THE TOWNSHIP ESTABLISHMENT PROCESS FOR MAASDORP FOREST VILLAGE, FRANSCHHOEK: PORTIONS 27 AND 28 OF FARM LA MOTTE NO 1041, AND FUTURE EXPANSION ON PORTIONS 3 AND 7 OF FARM LA MOTTE NO 1041, FRANSCHHOEK**

**2. PURPOSE**

To table reasons and obtain Council's approval / necessary authorisation for the intended extension of an appointment concluded with the service provider, Silver Creek Trading CC trading as Sustainable Planning Solutions.

**3. DELEGATED AUTHORITY**

Council

**4. EXECUTIVE SUMMARY**

In 2015, by virtue of a bidding process, i.e. tender B/SM 16/16, Stellenbosch Municipality invited professionals in the built environment to submit tender rates in favour of being enlisted on their panel of professional service providers for Planning, Land Use Management, Environmental Management, Land Development, Heritage Resources, Project Management, Architectural Services and Related Professions: Validity Period: 3 (Three) Financial Years: 2015/16, 2016/17 and 2017/18.

Silver Creek Trading CC trading as Sustainable Planning Solutions was one such service provider that was successful in the Town and Regional Planning category. In June 2018, Sustainable Planning Solutions was notified of being successful for the appointment in a project identified under the bid, namely, the township establishment process for Maasdorp Forest Village, Franschhoek: Portions 27 and 28 of Farm La Motte No 1041, and future expansion on Portions 3 and 7 of Farm La Motte No 1041, Franschhoek; the project has later been referred to only as the detailed planning and design for the township establishment of Maasdorp Forest Village.

The required process for township establishment took longer than anticipated primarily due to the impact of Covid-19 on processes, the challenges on the ability to interact with relevant stakeholders and also certain aspects in the planning process that arose and now requires additional input. Due to the socio-economic impact of Covid-19 and the relevancy of the socio-economic profile on the feasibility of proposed property extents and accommodation of original Maasdorp residents on these properties, the necessity to update the socio-economic survey and engineering services costing for efficient decision-making purposes on the development proposal, was identified.

In order to address the need identified to update the socio-economic survey and engineering services costing, which is an addition to the original scope of work and required to finalise the scope of work as originally appointed for (i.e. township establishment and the required land use application), it is imperative that the current appointment be extended beyond the appointed term to enable the finalisation of the township establishment process.

Sustainable Planning Solutions has an existing appointment with the Stellenbosch Municipality until the end of June 2021, which the Department: Housing Development requests that their appointment be extended beyond June 2021 to enable the finalisation of the original scope of work beyond the original appointment term.

It is not practical or cost effective for Stellenbosch Municipality to appoint a new service provider at this stage where the remaining original scope of work i.e. the submission of the land use applications, is pending.

**RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2021-06-15: ITEM 7.4.1**

- (a) that Council notes, in terms of the Municipal Finance Management Act (MFMA) Section 116(3), the reasons for the required extension and amendment of the current appointment to enable the finalisation of the original scope of work beyond the current appointment term, which is valid only until the end of June 2021;
- (b) that Council takes note that reasonable notice of intention to extend the appointment in terms of Section 116(3)(b)(i) was given to the public;
- (c) that Council takes note that the local community was invited to submit representations to the Municipality in terms of Section 116(3)(b)(ii);
- (d) that Council approves the extension of the appointment for an additional period of eighteen (18) months from the date of confirmation of extended appointment; and
- (e) that the Municipal Manager be authorised to conclude the extension of the appointment in terms of the applicable legislation.

**FOR FURTHER DETAILS CONTACT:**

<b>NAME</b>	<b><i>Lester van Stavel</i></b>
<b>POSITION</b>	<b><i>Manager: Housing Development</i></b>
<b>DIRECTORATE</b>	<b><i>Planning and Economic Development</i></b>
<b>CONTACT NUMBERS</b>	<b><i>021 808 8462</i></b>
<b>E-MAIL ADDRESS</b>	<b><i>Lester.vanstavel@stellenbosch.gov.za</i></b>
<b>REPORT DATE</b>	<b><i>24 May 2021</i></b>



<b>7.4.2</b>	<b>SECTION 116(3) AMENDMENT TO THE EXISTING APPOINTMENT OF JUBELIE PROJECT MANAGEMENT (PTY) LTD FOR THE AWARDED TENDER B/SM 16/16 FOR THE TOWNSHIP APPROVALS AND IMPLEMENTATION FOR THE ZONE O AND KAYAMANDI TOWN CENTRE HOUSING PROJECT, STELLENBOSCH</b>
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**Collaborator No:** 708223  
**IDP KPA Ref No:** Good Governance  
**Meeting Date:** 15 June 2021

**1. SUBJECT: SECTION 116(3) AMENDMENT TO THE EXISTING APPOINTMENT OF JUBELIE PROJECT MANAGEMENT (PTY) LTD FOR THE AWARDED TENDER B/SM 16/16 FOR THE TOWNSHIP APPROVALS AND IMPLEMENTATION FOR THE ZONE O AND KAYAMANDI TOWN CENTRE HOUSING PROJECT, STELLENBOSCH**

**2. PURPOSE**

To obtain Council's approval / necessary authorisation for the intended extension of an appointment concluded with the service provider with Jubelie Project Management (Pty) Ltd.

**3. DELEGATED AUTHORITY**

Council

**4. EXECUTIVE SUMMARY**

As part of the planning for the Northern Extension, Jubelie Project Management (Pty) Ltd was instructed to do a feasibility study of Kayamandi with emphasis on Zone O and the Town Centre. They were duly appointed, subsequent to the initial investigation to formally undertake a feasibility study for the Town Centre, Zone O and to use any information on Kayamandi (including Enkanini) in order to provide a holistic development picture of Kayamandi. The latter resulted in a framework for possible future development opportunities in Kayamandi and environs.

The required process for township establishment took longer than anticipated primarily due to the impact of Covid-19 on processes, the challenges on the ability to interact with relevant stakeholders and also certain aspects in the planning process that arose and now requires additional input.

Jubelie Project Management (Pty) Ltd has an existing appointment with the Stellenbosch Municipality until the end of June 2021, which the Department: Housing Development requests that their appointment be extended beyond June 2021 to enable the finalisation of the original scope of work beyond the original appointment term.

It is therefore not practical or cost effective for Stellenbosch Municipality to appoint new service providers for what is merely a continuation of a second phase of their first appointment which related into the Zone O and the Town Centre of Kayamandi.

**RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2021-06-15: ITEM 7.4.2**

- (a) that Council notes, in terms of the Municipal Finance Management Act MFMA Section 116(3), the reasons for required extension and amendment of the current appointment to enable the finalisation of the original scope of work beyond the current appointment term, which is valid only until the end of June 2021;
- (b) that Council takes note that reasonable notice of intention to amend the contract or agreement in terms of section 116(3)(b)(i) was given to the public;
- (c) that Council takes note that the local community was invited to submit representations to the Municipality in terms of Section 116(3)(b)(ii);
- (d) that Council approves the extension of the appointment for an additional period of 36 months for the Zone O and 15 months for the Kayamandi Towns Centre Development; and
- (e) that the Municipal Manager be authorised to conclude the extension of the appointment in terms of the applicable legislation.

**FOR FURTHER DETAILS CONTACT:**

<b>NAME</b>	<i>Lester van Stavel</i>
<b>POSITION</b>	<i>Manager: Housing Development</i>
<b>DIRECTORATE</b>	<i>Planning &amp; Economic Development</i>
<b>CONTACT NUMBERS</b>	<i>021 808 8462</i>
<b>E-MAIL ADDRESS</b>	<a href="mailto:lester.vanstavel@stellenbosch.gov.za"><u>lester.vanstavel@stellenbosch.gov.za</u></a>
<b>REPORT DATE</b>	<i>24 May 2021</i>

7.5	<b>INFRASTRUCTURE SERVICES: (PC: CLLR Q SMIT)</b>
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NONE

7.6	<b>PARKS, OPEN SPACES AND ENVIRONMENT: (PC: XL MDEMKA (MS))</b>
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NONE

<b>7.7</b>	<b>PLANNING, LOCAL ECONOMIC DEVELOPMENT AND TOURISM: (PC: CLLR E GROENEWALD (MS))</b>
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<b>7.7.1</b>	<b>PERMISSION TO ALLOW FOR MOBILE UNITS TO TRADE AT PRE-DETERMINED SITES WITHIN THE WC024 AREA, AND ALSO PERMIT THE CONTINUED ISSUING OF TEMPORARY INFORMAL TRADING PERMITS AT INFORMAL TRADING SITES WITHIN THE FRANSCHHOEK &amp; GROENDAL AREA</b>
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**Collaborator No:** 706030  
**IDP KPA Ref No:** Valley of Opportunity  
**Meeting Date:** 15 June 2021

**1. SUBJECT: PERMISSION TO ALLOW FOR MOBILE UNITS TO TRADE AT PRE-DETERMINED SITES WITHIN THE WC024 AREA, AND ALSO PERMIT THE CONTINUED ISSUING OF TEMPORARY INFORMAL TRADING PERMITS AT INFORMAL TRADING SITES WITHIN THE FRANSCHHOEK & GROENDAL AREA**

**2. PURPOSE**

To request approval for piloting informal trading on predetermined sites for mobile trucks / kiosks, e.g. food trucks & coffee carts, etc. for a period of one (1) year, or until such time the draft informal trading bylaw is adopted by Council. The report is also aimed at the obtaining of Council approval to permit the continued informal trading within the identified areas in Franschhoek & Groendal for the period contained within the promulgated Regulations in terms of Section 27(2) of the Disaster Management Act 2002.

**3. DELEGATED AUTHORITY**

Council

**4. EXECUTIVE SUMMARY**

Council to approve the request to allow the Department: Development Planning to pilot informal trading in the form of mobile trading within pre-determined areas, as stipulated within the draft Informal Trading Bylaw, as well as granting the Department: Development Planning to continue with the issuing of temporary informal trading permits during the COVID-19 lockdown period within Franschhoek, mobile traders as foreseen in the pending informal trading By-law.

**MAYORAL COMMITTEE MEETING: 2021-06-15: ITEM 7.7.1**

**RESOLVED**

that this matter be referred back to the Administration for refinement.

**FOR FURTHER DETAILS CONTACT:**

<b>NAME</b>	Dudley Adolph
<b>POSITION</b>	Manager: Economic Development & Tourism
<b>DIRECTORATE</b>	Planning and Economic Development
<b>CONTACT NUMBERS</b>	021 808 6007
<b>E-MAIL ADDRESS</b>	Dudley.Adolph@stellenbosch.gov.za
<b>REPORT DATE</b>	29 March 2021

<b>7.7.2</b>	<b>TERMS OF REFERENCE FOR THE ESTABLISHMENT OF A STELLENBOSCH MUNICIPALITY CONSERVATION ADVISORY COMMITTEE</b>
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**Collaborator No:**

**IDP KPA Ref No:**

**Meeting Date:** 15 June 2021

**1. SUBJECT: TERMS OF REFERENCE FOR THE ESTABLISHMENT OF A STELLENBOSCH MUNICIPALITY CONSERVATION ADVISORY COMMITTEE**

**2. PURPOSE**

To provide Council with the terms of reference for the Establishment of the Conservation Advisory Committee as required in terms of Section 249 of the Stellenbosch Municipality Zoning Scheme Bylaw, 2019, and to obtain the required approval to place advertisements for the invitation for members to serve on the said Committee.

**3. DELEGATED AUTHORITY**

Council

**4. EXECUTIVE SUMMARY**

Section 249 of the Stellenbosch Municipality Zoning Scheme By-law, 2019 stipulate the following:

*“(1) The Municipality shall establish a Conservation Advisory Committee, which may consist of various sub-committees for different overlay zone areas, to make recommendations on planning applications in Urban and Rural Conservation Overlay zones.”*

**RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2021-06-15: ITEM 7.7.2**

- (a) that Council approves and adopts the Terms of Reference for the Establishment of the Conservation Advisory Committee, as contained in **APPENDIX 1** of this report;
- (b) that Council approves that the Directorate: Planning and Economic Development commences with a process to place an advertisement that will invite suitably qualified and experienced persons to apply to serve as Members of the Conservation Advisory Committee;
- (c) that Council notes that the Directorate: Planning & Economic Development will submit the preferred candidates to serve as members of the Conservation Advisory Committee to the next Council Meeting scheduled for 28 July 2021 for approval; and
- (d) that Council notes that the Directorate: Planning & Economic Development will submit the Code of Conduct of the Members of the Conservation Advisory Committee for approval to the next Council meeting scheduled for 28 July 2021.

**FOR FURTHER DETAILS CONTACT:**

<b>NAME</b>	<i>Katherine Robinson</i>
<b>POSITION</b>	<i>Senior Heritage Planner</i>
<b>DIRECTORATE</b>	<i>Planning and Economic Development</i>
<b>CONTACT NUMBERS</b>	<i>021 808 8608</i>
<b>E-MAIL ADDRESS</b>	<i>Katherine.Robinson@stellenbosch.gov.za</i>
<b>REPORT DATE</b>	<i>27 May 2020</i>

<b>7.7.3</b>	<b>REPORT ON THE PREPARATION OF A KLAPMUTS DEVELOPMENT CONCEPT PLAN</b>
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**Collaborator No:** 708320  
**IDP KPA Ref No:** Valley of Opportunity  
**Meeting Date:** 15 June 2021

**1. SUBJECT: REPORT ON THE PREPARATION OF A KLAPMUTS DEVELOPMENT CONCEPT PLAN**

**2. PURPOSE**

To inform the Mayoral Committee of the progress with the planning related to the development of Concept Plans for Klapmuts.

**3. DELEGATED AUTHORITY**

Executive Mayoral Committee.

**4. EXECUTIVE SUMMARY (D1710)**

The departmental SDBIB reference number D1710 requires of the Director Planning and Economic Development to submit a "Klapmuts Development Concept Plan" to the MayCo by the end of June 2021.

This target is in effect obsolete as a Klapmuts Concept Plan was approved as part of the Municipal Spatial Development Framework (MSDF) which was approved by Council in 2019 and promulgated in January 2020. However, there is currently an inter-governmental initiative around the development of Klapmuts (Stellenbosch - Drakenstein - WCG via DEA&DP - and other affected government departments). As such, this target for a revised plan has been proposed to be shifted to 30 June 2021 when the department can report back on the above initiative as well as progress with the implementation of the strategies contained in the MSDF.

Klapmuts was identified in the approved MSDF as a potentially significant centre for economic activity and residence within the metropolitan region and Stellenbosch Municipality (as identified in the Greater Cape Metro Regional Spatial Implementation Framework, May 2017 (GCM RSIF).

The (GCM RSIF) contains very specific policy directives related to Klapmuts, aimed at addressing pressing sub-regional and local space economy issues.

Key policy objectives include:

- Using infrastructure assets (e.g., key movement routes) as "drivers" of economic development and job creation.
- Recognition that existing infrastructure in the area (i.e., N1, R101, R44 and the Paarl-Bellville railway line and station) dictate the location of certain transport, modal change or break-of bulk land uses.
- Recognition of the Klapmuts area as a significant new regional economic node within metropolitan area and spatial target for developing a "consolidated platform for export of processed agri-food products (e.g., inland packaging and containerisation port)" and "an inter-municipal growth management priority".

- The consolidation of and support for existing and emerging regional economic nodes as they offer the best prospects to generate jobs and stimulate innovation.
- The clustering of economic infrastructure and facilities along public transport routes.
- Maintaining valuable agricultural and nature assets.
- Providing work opportunity in proximity to living areas.

Significant progress has been made in planning for an “Innovation Precinct” or “Smart City” district west of, and adjacent to Klapmuts south. This includes a land agreement with the University of Stellenbosch to possibly establish university related activities in this area. The urban edge has been adjusted in recognition of the opportunity associated with this initiative. Various application for the development of the “Smart City” were submitted which applications are presently being dealt with.

The MSDF remarked that, given that management of Klapmuts is split between Drakenstein Municipality and Stellenbosch Municipality (respectively responsible for the area north and south of the N1), special arrangements will be required to ensure that the settlement develops responsibly, in a manner which ensures thoughtful prioritization, infrastructure investment, and opportunity for a range of income groups.

The Western Cape Government: Department of Environmental Affairs and Development Planning (“DEA&DP”) agreed to play a facilitatory/coordinating role in considering joint planning between Stellenbosch-, Drakenstein Municipality and the City of Cape Town. Subsequent to a meeting held in February 2021 it was proposed to establish an Inter-Governmental Working Group tasked with ensuring the joint planning and development of the Klapmuts Node. The formation of this Working Group is in part a response to the Klapmuts node being identified as a “hotspot” in the Greater Cape Metro Regional Spatial Implementation Framework (GCM RSIF), requiring inter-governmental planning and management.

DEA&DP has provided a draft document, attached as **APPENDIX 2** to this report, to both Municipalities for consideration. Each municipality can use this document as the starting point to approach the individual Municipal leadership to obtain buy-in to this structure and process with a specific view to receiving the necessary mandates to pursue a formal working group.

To move forward with this proposal, it is recommended that the leadership of the Stellenbosch-, Drakenstein Municipality, the Head of Department and Minister of Environmental Affairs and Development Planning:

1. Support the establishment of an Inter-Governmental Working Group tasked with ensuring the joint planning and development of the Klapmuts Node.
2. Nominate senior, relevant employees to serve on such a structure; and
3. Mandate these representatives to engage with other stakeholders, including the private sector, when needed.

Once established, it is recommended that the Working Group invite relevant stakeholders as and when needed; including *inter alia* the City of Cape Town, the South African National Roads Agency, the Western Cape Government: Department of Transport & Public Works (“DT&PW”); etc.

**THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2021-06-15: ITEM 7.7.3**

- (a) that Council takes note that the Figure 30: Klapmuts Plan as contained within the Stellenbosch Municipality Spatial Development Framework, 2019, copy attached as **APPENDIX 1** of the report, is the adopted Concept Plan for Klapmuts;
- (b) that Council further supports the proposal to establish an Inter-governmental Working Group tasked with ensuring the joint planning and development of the Klapmuts node, copy of draft proposal attached as **APPENDIX 2**; and
- (c) that Council supports that the Department: Development Planning (Directorate: Planning & Economic Development) be the lead and coordinating department for Council as part of the Inter-Governmental Working Group.

**FOR FURTHER DETAILS CONTACT:**

<b>NAME</b>	Bernabe De La Bat
<b>POSITION</b>	Manager: Spatial Planning
<b>DIRECTORATE</b>	Planning and Economic Development
<b>CONTACT NUMBERS</b>	021 808 8653
<b>E-MAIL ADDRESS</b>	Bernabe.Delabat@stellenbosch.gov.za
<b>REPORT DATE</b>	28 May 2021



7.8	<b>RURAL MANAGEMENT: (PC: CLLR S PETERS)</b>
7.8.1	<b>COMPILATION OF AN OPERATIONAL COMMITTEE IN ACCORDANCE WITH THE STELLENBOSCH MUNICIPALITY POLICY FOR THE MANAGEMENT OF MUNICIPAL AGRICULTURAL LAND</b>

**Collaborator No:** 707723  
**IDP KPA Ref No:** Valley of opportunity  
**Meeting Date:** 15 June 2021

**1. SUBJECT: COMPILATION OF AN OPERATIONAL COMMITTEE IN ACCORDANCE WITH THE STELLENBOSCH MUNICIPALITY POLICY FOR THE MANAGEMENT OF MUNICIPAL AGRICULTURAL LAND**

**2. PURPOSE**

To obtain the Council's approval to establish an Operational Committee Clause 4.6.2 of the Stellenbosch Municipality: Policy for Management of Municipal Agricultural Land.

**3. DELEGATED AUTHORITY**

Council

**4. EXECUTIVE SUMMARY**

The Stellenbosch Municipality: Policy for the Management of Municipal Agricultural Land, as gazetted within the Provincial Gazette dated 27 March 2017, requires the establishment of an Operational Committee which have varied responsibilities, that include, but are not limited to land administration and information, etc.

The policy further recommends that the said Committee comprise of the following functions within Council:

- Property Management
- Local Economic Development
- Legal Services
- Environmental Management

**RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2021-06-15: ITEM 7.8.1**

- (a) that Council dissolves any previous established Operational Committee in terms of the said Policy;
- (b) that Council delegates the Municipal Manager, in consultation with the Directors, to identify and mandate representatives and alternates to serve on the Operational Committee;
- (c) that Council delegates the Municipal Manager to reconstitute the Operational Committee, at any time should the need arise, in consultation with the relevant Directors; and
- (d) that Council approves that the Operational Committee comprises of the representatives from at least the following Directorates:
  - Corporate Services (Property Management & Legal Services)
  - Planning & Economic Development (Development Planning)
  - Community and Safety Services (Environmental Management & Safety & Security).

7.9	<b>YOUTH, SPORT AND CULTURE: (PC: CLLR J FASSER)</b>
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NONE

7.10	<b>MUNICIPAL MANAGER</b>
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7.10.1	<b>CONSIDERATION ON APPLICATIONS RECEIVED: FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION (ANIMAL WELFARE) AS PROVIDED FOR BY THE POLICY: FUNDING OF BODIES PERFORMING A MUNICIPAL FUNCTION, READ WITH SECTION 80(2) OF THE LOCAL GOVERNMENT SYSTEMS ACT, 32 OF 2000, FINANCIAL YEAR 2021 / 2022</b>
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Collaborator No: 708233  
 IDP KPA Ref No: Good Governance and Compliance  
 Meeting Date: 15 June 2021

**1. SUBJECT: CONSIDERATION ON APPLICATIONS RECEIVED: FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION (ANIMAL WELFARE) AS PROVIDED FOR BY THE POLICY: FUNDING OF BODIES PERFORMING A MUNICIPAL FUNCTION, READ WITH SECTION 80(2) OF THE LOCAL GOVERNMENT SYSTEMS ACT, 32 OF 2000, FINANCIAL YEAR 2021 / 2022**

**2. PURPOSE**

To discuss and consider the funding applications for the 2021 / 2022 financial year received from external bodies performing a Municipal function as provided by the Policy for the Funding of External Bodies Performing a Municipal Function, read with Section 80(2) of the Municipal Systems Act No. 32 of 2000.

**3. DELEGATED AUTHORITY**

In terms of Section 7(2) of said policy the Grants Committee is delegated to allocate funds to External Bodies Performing a Municipal Function.

**4. EXECUTIVE SUMMARY**

The Policy relating to External Bodies Performing a Municipal Function, as approved by Council, in terms of which allocations may be made to bodies performing a Municipal function, refers. In terms of Section 6(2) of said policy the Grants Committee is delegated to allocate funds to External Bodies performing a municipal function.

The notice of the applications for the funding of bodies performing a municipal function was advertised in the local newspapers on:

- Eikestadnuus 30 March 2021

The advert was also advertised on the Stellenbosch Municipal Website.

The notice invited applications, in accordance with the Policy, for funding in the areas of:

- Facilities for the accommodation and burial of animals

The closing date for applications was 29 April 2021 and each organization/ body which had responded to the notice in the media thus had a fair opportunity to provide the required information to be considered.

The following bodies submitted applications by the closing date for funding to perform the accommodation and burial of animals function for Council for the 2021 / 2022 financial year and this is compared with the funding granted for the 2020 / 2021 financial year:

#### **COMMUNITY AND PROTECTION SERVICES:**

<b>Applicant</b>	<b>2021 / 2022 Funding requested in Rand Value</b>	<b>2020 /2021 Funding Received in Rand Value</b>
Animal Welfare Society Stellenbosch	R2 948 232.88	R1 012 516.00
SPCA Franschhoek	R750 000.00	R187 484.00

Currently, Council has budgeted the following amount for 2021/2022:

#### **Community and Protection Services:**

SPCA: R1 236 000.00

#### **RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2021-06-15: ITEM 7.10.1**

- that the amount of R1 042 891.48 be allocated to the Animal Welfare Society of Stellenbosch for the 2021 / 2022 financial year; and
- that the amount of R193 108.52 be allocated to the SPCA Franschhoek for the 2021/2022 financial year, subject to the submission of audited financial statements to the Municipality.

#### **FOR FURTHER DETAILS CONTACT:**

<b>NAME</b>	Neville Langenhoven
<b>POSITION</b>	<b>CHIEF LAW ENFORCEMENT</b>
<b>DIRECTORATE</b>	<b>COMMUNITY AND PROTECTION SERVICES</b>
<b>CONTACT NUMBERS</b>	<b>021 808 8497</b>
<b>E-MAIL ADDRESS</b>	<b>Neville.langenhoven@stellenbosch.gov.za</b>
<b>REPORT DATE</b>	<b>26 May 2021</b>

7.10.2	<b>CONSIDERATION ON APPLICATIONS RECEIVED: FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION (LOCAL TOURISM) AS PROVIDED FOR BY THE POLICY: FUNDING OF BODIES PERFORMING A MUNICIPAL FUNCTION, READ WITH SECTION 80(2) OF THE LOCAL GOVERNMENT SYSTEMS ACT, 32 OF 2000, FINANCIAL YEAR 2021 / 2022</b>
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Collaborator No: 708311  
 IDP KPA Ref No: Good Governance and Compliance  
 Meeting Date: 15 June 2021

1. **SUBJECT: CONSIDERATION ON APPLICATIONS RECEIVED: FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION (LOCAL TOURISM) AS PROVIDED FOR BY THE POLICY: FUNDING OF BODIES PERFORMING A MUNICIPAL FUNCTION, READ WITH SECTION 80(2) OF THE LOCAL GOVERNMENT SYSTEMS ACT, 32 OF 2000, FINANCIAL YEAR 2021 / 2022**

2. **PURPOSE**

To discuss and consider the funding applications for the 2021 / 2022 financial year received from external bodies performing a Municipal function as provided by the Policy for the Funding of External Bodies Performing a Municipal Function, read with Section 80(2) of the Municipal Systems Act No. 32 of 2000.

3. **DELEGATED AUTHORITY**

In terms of Section 7(2) of said policy the Grants Committee is delegated to allocate funds to External Bodies Performing a Municipal Function.

4. **EXECUTIVE SUMMARY**

In terms of Section 7(2) of the Policy relating to External Bodies Performing a Municipal Function of which budget allocation are delegated to the Grants Committee to make recommendations to Council, as approved by Council.

The notices of the applications for the funding of bodies performing a municipal function was advertised in the Eikestadnuus and the Paarl Post dated 06 May 2021, respectively and the Die Burger dated 07 May 2021, attached as **APPENDIX 1** of which the closing date to submit such applications was at 12:00 midday on 21 May 2021.

The following bodies submitted applications by the closing date for funding to perform the local tourism function for Council for the 2021 / 2022 financial year and this is compared with the funding granted for the 2020 / 2021 financial year:

<b>Applicant</b>	<b>2020 / 2021 Funding received in Rand Value</b>	<b>2021 / 2022 Funding Requested in Rand Value</b>
Visit Stellenbosch	3 090 000.00	4 790 000.00
Dwarsrivier Tourism	430 000.00	<i>Including funding for Dwarsrivier Tourism Region</i>
Franschhoek Wine Valley Tourist Association	1 475 000.00	1 918 000.00
<b>Total Funding Requested</b>	<b>4 995 000.00</b>	<b>6 708 000.00</b>

Currently, Council has budgeted for R5 561 393.00 for the 2021 / 2022 financial year. This includes funding for the Updating of the Stellenbosch Municipality Heritage Inventory. The requested amount by all the bodies is thus R6 708 000.00 (Local Tourism Organisations) and R492 904.00 (Stellenbosch Heritage Foundation), which is a total requested funding of R7 200 904.00. The requested funding is thus exceeding the budgeted amount by R1 639 511.00.

The Directorate: Planning & Economic Development has prepared a draft Stellenbosch Economic Development Strategy, which identify that the Strategic Plan for Tourism must be developed in consultation with the tourism partners of the municipality, the linkage to such tourism partners is identified as the Local Tourism Organisations within the Stellenbosch Municipal Area. Therefore, the strategies which is prepared and submitted as part of the funding request is supported as the Tourism Strategic Plan for the 2021 / 2022 financial year.

<b>DWARSRIVIER TOURISM RESEARCH, BRAND DEVELOPMENT AND MARKETING / COMMUNICATION STRATEGY</b>				
Offer and operate a Visitor Information Centre providing a frictionless visitor Experience.	Develop a Destination Brand and Strategy Extensive Research must be completed w.r.t. the resources, products and service providers.	50 000.00	The <b><u>Department supports the develop of the strategy for Dwarsrivier</u></b> as a region and extension to Stellenbosch.	50 000.00
	Compile a full Brand DNA report including mission, vision, objectives, goals, define, audiences, target markets, brand personality, tone of voice, ambitions, etc.	100 000.00	The Department supports the initiative as proposed by the LTO.	100 000.00
<b>Sub-Total</b>				<b>150 000.00</b>
<b>DWARSRIVIER INFORMATION CENTRE</b>				
Offer and operate a Visitor Information Centre providing a frictionless visitor Experience.	Operate a visitor centre 362 days per year. The visitor services centre provides information and aid to any current or potential tourists within a destination and its surrounding areas.  The centre acts as the main point of contact for tourists' travel planning enquiries, as well as place where local businesses and travel agencies can go to promote their products and services. The visitor centre collects key data (visitor numbers, requirements, destination of origin, etc) Shared operational costs including telephone, internet, cleaning, security, etc.	200 000.00	The <b><u>Department supports the initiative</u></b> , as this is the core function of the LTO's. It must however be noted that the LTO must be able to monitor and provide substantive data on virtual and online visitors numbers and enquiries	200 000.00
	Marketing: Invest in marketing opportunities, printed and digital collateral to support the promotion of Destination Dwarsrivier.	100 000.00	The <b><u>Department supports this initiative</u></b> .	80 000.00
<b>Sub-Total</b>				<b>280 000.00</b>

<b>DWARSRIVIER: PROJECTS – GARDEN WEEK &amp; OTHER EVENTS</b>				
Linking in with garden day and Garden Week Stellenbosch, Dwarsrivier plans to activate on various fronts. Using events to create economic opportunities and showcase the treasures of the valley.	Garden Tours: Assist and support private gardeners to get their gardens ready to be included in the Private Garden Tour, signage, collateral, maps, admin and logistical assistance.	10 000.00	The <b><u>Department supports the initiative</u></b> . It is however requested that this initiative be undertaken in consultation with the Municipality's Parks and Recreation Department.	10 000.00
	Programme and workshops: Offer a speaking programme and several showcases such as chrysanthemum growing workshop, open garden at Johannesdal and other well-known gardens in the area.			20 000.00
	Community social cohesion: Activate several celebratory events, celebrating gardening on 17 September. Invite members of the community and general public to attend an event to share cultures and experiences and customs.	20 000.00	The <b><u>Department does not support this event</u></b> , as these activities must form part of the other initiatives recommended for funding.	0.00
<b>Sub-Total</b>				<b>30 000.00</b>
<b>OTHER EVENTS WITHIN TE DWARSRIVIER REGION</b>				
Use of events to drive positioning, economic opportunities and destination visibility for Dwarsrivier.	Adam Small Festival: A celebration of Small's contribution to Afrikaans. Event logistics and collateral, marketing, photography, speakers programme.	33 000.00	The <b><u>Department supports the initiative</u></b> , which is a unique event to the Dwarsrivier region.	33 000.00
	Chrysanthemum Festival: A highlight on the Dwarsrivier calendar – young and old, should attend the exhibition held at the Pniel Tea Garden and Museum.	34 000.00	The <b><u>Department supports the marketing of this event</u></b> .	34 000.00
	Slawedag / Slaveday	33 000.00	The <b><u>Department does not support this event</u></b> , as such event must clearly incorporate the other areas in the Municipal Area.	0.00
<b>Sub-Total</b>				<b>67 000.00</b>
<b>TOTAL FUNDING</b>		4 790 000.00		<b><u>3 452 000.00</u></b>

Visit Stellenbosch included all the required documentation and information to be considered for funding. The organisation also noted that it aims to generate additional funding of R2 800 000.00 from other funding resources which include but is not limited to donations, Cape Winelands District Municipality, Wine Tourism Membership, Other Members and Stellenbosch Publicity Marketing. Although, the total municipal funding proposed is R4 790 000.00 which include funding for Dwarsrivier Region, the Department had to carefully consider the economic impact the funding proposals would have within the Stellenbosch Municipal Area.

The proposals thus set out in the Stellenbosch “A Dynamic Marketing Approach for Stellenbosch” and specifically the “Visit Stellenbosch: Marketing & Communications Strategy, 2021”, to this report, is seen as the Stellenbosch Municipality “Tourism Strategic Plan” for the financial year 2021 / 2022, and it is recommended that Council adopt this

strategic plan, and that the outcomes be shared with Franschhoek Wine Valley Tourism Association to incorporate these proposals as part of future planning for the Franschhoek region.

**RECOMMENDATIONS FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2021-06-15: ITEM 7.10.2**

- (a) that the amount of R1 616 489.00 (of which R60 000 will be allocated to the Franschhoek literacy festival) be allocated to Franschhoek Wine Valley Tourism Association;
- (b) that the amount of R3 452 000.00 be allocated to Visit Stellenbosch;
- (c) that the Grants Committee recommends that Council approves and adopts the Franschhoek Wine Valley Tourism Performance Indicators 2021 – 2022, attached as **APPENDIX 2**, as the Stellenbosch Municipality's Tourism Strategic Plan for the 2021 / 2022 financial year for the area covered by the Franschhoek Wine Valley Tourism Association; and
- (d) that Council approves and adopts the Stellenbosch "A Dynamic Marketing Approach for Stellenbosch" and specifically the "Visit Stellenbosch: Marketing & Communications Strategy, 2021", the Dwarsrivier Tourism, attached as **APPENDIX 3**, as the Stellenbosch Municipality's Tourism Strategic Plan for the 2021 / 2022 financial year for the Visit Stellenbosch Area.

7.10.3	<b>CONSIDERATION ON APPLICATIONS RECEIVED: FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION (MANAGING AND UPDATING THE STELLENBOSCH MUNICIPALITY HERITAGE INVENTORY) AS PROVIDED FOR BY THE POLICY: FUNDING OF BODIES PERFORMING A MUNICIPAL FUNCTION, READ WITH SECTION 80(2) OF THE LOCAL GOVERNMENT SYSTEMS ACT, 32 OF 2000, FINANCIAL YEAR 2021 / 2022</b>
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Collaborator No: 708315  
 IDP KPA Ref No: Good Governance and Compliance  
 Meeting Date: 15 June 2021

**1. SUBJECT: CONSIDERATION ON APPLICATIONS RECEIVED: FUNDING OF EXTERNAL BODIES PERFORMING A MUNICIPAL FUNCTION (MANAGING AND UPDATING THE STELLENBOSCH MUNICIPALITY HERITAGE INVENTORY) AS PROVIDED FOR BY THE POLICY: FUNDING OF BODIES PERFORMING A MUNICIPAL FUNCTION, READ WITH SECTION 80(2) OF THE LOCAL GOVERNMENT SYSTEMS ACT, 32 OF 2000, FINANCIAL YEAR 2021 / 2022**

**2. PURPOSE**

To discuss and consider the funding applications for the 2021 / 2022 financial year received from external bodies performing a Municipal function as provided by the Policy for the Funding of External Bodies Performing a Municipal Function, read with Section 80(2) of the Municipal Systems Act No. 32 of 2000.

**3. DELEGATED AUTHORITY**

In terms of Section 7(2) of said policy the Grants Committee is delegated to allocate funds to External Bodies Performing a Municipal Function.

**4. EXECUTIVE SUMMARY**

In terms of Section 7(2) of the Policy relating to External Bodies Performing a Municipal Function of which budget allocation are delegated to the Grants Committee to make recommendations to Council, as approved by Council.

The notice of the applications for the funding of bodies performing a municipal function was advertised in the Eikestadnuus and the Paarl Post-dated 06 May 2021, respectively and the Die Burger dated 07 May 2021, attached as **Appendix 1** of which the closing date to submit such applications was at 12:00 midday, 21 May 2021.

The following body submitted applications by the closing date for funding to perform the Updating and Management of the Stellenbosch Municipality Heritage Inventory function for Council for the 2021 / 2022 financial year.

Applicant	2021 / 2022 Funding Requested in Rand Value
Stellenbosch Heritage Foundation	312 904.00 <i>Total for all projects (with the exclusion of Project 7) in the submission document attached as Appendix 2.</i>
Stellenbosch Heritage Foundation	492 904.00 <i>Total for all projects including project 7 in the submission document, attached as Appendix 2.</i>
<b>Total Funding Requested</b>	<b>492 904.00</b>



Currently, Council has budgeted for R5 561 393.00 for the 2021 / 2022 financial year. This includes funding for the Updating of the Stellenbosch Municipality Heritage Inventory. The requested amount by all the bodies is thus R6 708 000.00 (Local Tourism Organisations) and R492 904.00 (Stellenbosch Heritage Foundation), which is a total requested funding of R7 200 904.00. The requested funding is thus exceeding the budgeted amount by R1 639 511.00.

The Department has commissioned the Stellenbosch Heritage Inventory, which is only one of three complete heritage inventories within the Republic of South Africa. The inventory, which was approved by Heritage Western Cape, was updating on an ad hoc basis by the Stellenbosch Heritage Foundation through an “undocumented” agreement between the previous Director: Planning & Economic Development & the Stellenbosch Heritage Foundation. It must however be noted that due to the importance and value that Stellenbosch has with its heritage resource, it is of utmost importance that the heritage inventory remain updated.

In the light of the above and the reasons submitted in this report, the following is recommended to the Grants Committee for endorsement to Council for decision:

**RECOMMENDATION FROM THE EXECUTIVE MAYOR, IN CONSULTATION WITH THE EXECUTIVE MAYORAL COMMITTEE, TO COUNCIL: 2021-06-15: ITEM 7.10.3**

that the amount of R492 904.00 be allocated to the Stellenbosch Heritage Foundation to undertake the function of Updating the Stellenbosch Municipality’s Heritage Inventory for the 2021 / 2022 financial year.

**FOR FURTHER DETAILS, CONTACT:**

<b>NAME</b>	Craig Alexander
<b>POSITION</b>	Senior Manager: Development Planning
<b>DIRECTORATE</b>	PLANNING AND ECONOMIC DEVELOPMENT
<b>CONTACT NUMBERS</b>	021 808 8196
<b>E-MAIL ADDRESS</b>	Craig.Alexander@stellenbosch.gov.za
<b>REPORT DATE</b>	07 June 2021

8.	REPORTS SUBMITTED BY THE EXECUTIVE MAYOR
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NONE

9.	URGENT MATTERS
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NONE

10.	MATTERS TO BE CONSIDERED IN-COMMITTEE
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NONE

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The meeting adjourned at 13:15

**CHAIRPERSON:** .....

**DATE:** .....

**Confirmed on** .....

<b>6.</b>	<b>STATUTORY MATTERS</b>
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<b>6.1</b>	<b>APPROVED TOP LAYER (TL)SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2021/22</b>
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Collaborator No: 709628  
 IDP KPA Ref No: Good Governance and Compliance  
 Meeting Date: 21 July 2021

**1. SUBJECT:APPROVED TOP LAYER (TL) SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2021/22**

**2. PURPOSE**

To inform Council that the Executive Mayor has approved the Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) 2021/22.

**3. DELEGATED AUTHORITY**

Council.

**4. EXECUTIVE SUMMARY**

Section 53(1)(c)(ii) of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) requires 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 2021/22 was approved by the Executive Mayor on 23 June 2021, which falls within the prescribed 28 days after the approval of the Budget.

The TL SDBIP 2021/22 is herewith submitted to Council for notification.

**5. RECOMMENDATIONS**

- (a) that Council **TAKE NOTE** of the approved Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) 2021/22 attached hereto as ANNEXURE A;
- (b) that Council **TAKE NOTE** that the approved TL SDBIP 2021/22 has been made public within 10 working days after the approval of the TL SDBIP 2021/22 and duly submitted to the MEC for Local Government in the Province; and
- (c) that Council **TAKE NOTE** of the performance indicators and targets adjustment as contained in the approved Integrated Development Plan (2017 – 2022) in accordance with the performance indicators and targets contained in the approved TL SDBIP 2021/22 to ensure accurate technical alignment between the IDP 2017 – 2022 and TL SDBIP 2021/22.

**6. DISCUSSION**

**6.1. Background**

The Draft Top Layer SDBIP 2021/22 was made public for public participation during April 2021 as part of the Integrated Development Plan (IDP) and Budget consultative process.

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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 26 May 2021. As a result, the TL SDBIP 2021/22 was submitted to the Executive Mayor for consideration on 09 June 2021, which was subsequently approved on 23 June 2021.

Council should note that the provisions of the MFMA allows the Executive Mayor to approve the TL SDBIP within 28 days after the approval of the Budget. The TL SDBIP 2021/22 was published in draft form with the final IDP 2017 – 2022. Council is requested to approve the technical adjustments which has occurred with the finalisation of the TL SDBIP 2021/22 after the adoption of the IDP 2017 – 2022, to ensure appropriate alignment between the performance indicators and targets contained in the IDP and the TL SDBIP 2021/22. The approved TL SDBIP 2021/22 must be read together with approved IDP 2017 – 2022.

**6.2. Financial Implications**

There are no financial implications beyond that which was approved in the 2021/22 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 to the Municipality.

**6.5. Risk Implication**

None

**6.6. Comments from Senior Management**

**6.6.1. Director: Community and Protection Services**

Supported

**6.6.2. Chief Financial Officer**

Supported

**6.6.3. Director: Infrastructure Services**

Supported

**6.6.4. Director: Corporate Services**

Supported

**6.6.5. Director: Planning and Economic Development**

Supported

**6.6.6. Comments from the Municipal Manager**

Supported

**ANNEXURES**

Annexure A: Approved TL SDBIP 2021/22

**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 July 2021

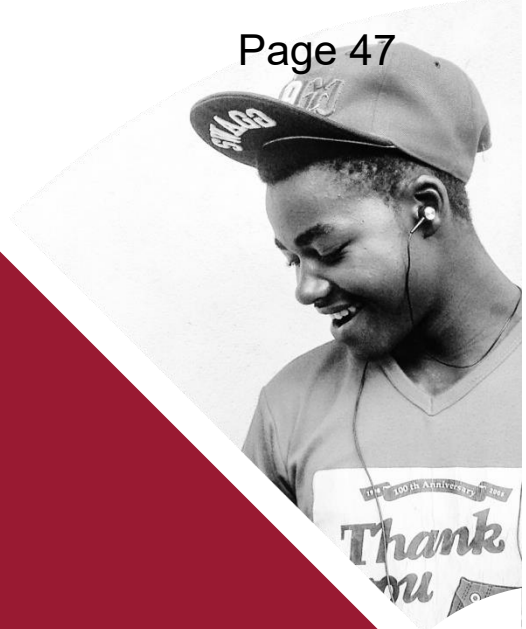
# **ANNEXURE A**



**STELLENBOSCH**

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY



# TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2021/22

(June 2021)

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**1. MUNICIPAL MANAGER'S QUALITY CERTIFICATE**

I, Geraldine Mettler, the Municipal Manager of the Stellenbosch Municipality, submits the Draft Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) for the 2021/22 financial year for approval by the Executive Mayor. This Draft TL SDBIP 2021/22 has been prepared in terms of the stipulated requirements as documented in the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) and regulations made under this Act.



**GERALDINE METTLER  
MUNICIPAL MANAGER**

Date: 08/06/2021

## 2. EXECUTIVE MAYOR'S CERTIFICATE OF APPROVAL

I, Gesie Van Deventer, in my capacity as the Executive Mayor of the Stellenbosch Municipality, hereby approves the Final Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) for the 2021/22 financial year as required in terms of the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) and regulations made under this Act.



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**CLLR ADV GESIE VAN DEVENTER  
EXECUTIVE MAYOR**

Date: 23/06/2021.

### **3. IMPLEMENTATION, MONITORING AND REVIEW – ONE YEAR**

The Local Government: Municipal Finance Management, 2003 (Act No. 56 of 2003) (MFMA) requires that municipalities prepare a Service Delivery and Budget Implementation Plan (SDBIP) as a strategic financial management tool to ensure that budgetary decisions that are adopted by municipalities for the financial year are aligned with their strategic planning tool, the Integrated Development Plan (IDP). The SDBIP is a contract between Council, administration and the community. It gives effect to the IDP and budget of the municipality.

The municipal budget shall give effect to the Strategic Focus Areas (SFAs) as contained in the IDP. The Top Layer (TL) Service Delivery and Budget Implementation Plan (SDBIP) shall contain details on the execution of the budget and information on programmes and projects. Quarterly, half-yearly and annual performance reports must also be submitted to Council as a means to monitor the implementation of the predetermined objectives as contained in the IDP.

The SDBIP is a one – year detailed implementation plan which gives effect to the IDP and Budget of the Municipality. It is a contract between the administration, Council and community expressing the goals and objectives set by Council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis of measuring the performance in service delivery against end year targets and implementing budget.

Indicators developed for the Stellenbosch Municipality addresses the SFAs of the municipality. The municipality utilises the one-year TL SDBIP to ensure that it delivers on its service delivery mandate by indicating clear indicators and targets. These indicators also form the basis of the performance plans of the Municipal Manager and Directors, hence, the Municipal Manager and Directors are being evaluated on the approved TL SDBIP indicators.

The five necessary components are:

1. Monthly projections of revenue to be collected for each month;
2. Monthly projections of expenditure (operating and capital) and revenue for each vote;
3. Quarterly projections of service delivery targets and performance indicators;
4. Ward information for expenditure and service delivery; and
5. Detailed capital works plan broken down by ward over three years.

## 4. TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2021/22: PER STRATEGIC FOCUS AREA (SFA)

### 4.1 SFA 1 - VALLEY OF POSSIBILITY

SFA 1 – Valley of Possibility														
IDP Ref No	TL Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2019/20)	Annual Target 2021/22	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2021/22				Delivery Indicator
										Q1	Q2	Q3	Q4	
KPI007	TBC	Planning and Economic Development	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	Programme	All	1 300 per annum	1 656	1 300 job opportunities created through the municipality's local economic development initiatives including capital projects by 30 June	400 (400)	900 (900)	1 100 (1 100)	1 300 (1 300)	Outcome
KPI008	TBC	Planning and Economic Development	Land-use applications considered by the Municipal Planning Tribunal (MPT) within 120 days from a complete land-use application	Percentage of land-use applications considered by the MPT within 120 days from a complete land-use application	Programme	All	75% per annum	0%	75% of land-use applications considered by the MPT within 120 days from a complete land-use application	75%	75%	75%	75%	Outcome
KPI009	TBC	Planning and Economic Development	Training opportunities provided for entrepreneurs and Small, Medium and Micro Enterprises (SMMEs)	Number of quarterly training opportunities provided for entrepreneurs and SMMEs	Programme	All	4 per annum	4	4 quarterly training opportunities provided for entrepreneurs and SMMEs	1 (1)	1 (2)	1 (3)	1 (4)	Output
KPI010	TBC	Planning and Economic Development	Revised Spatial Development Framework (SDF) submitted to Council	Number of Revised SDFs submitted to Council by 30 June	Programme	All	1 per annum	New KPI	1 Revised SDF submitted to Council by 30 June	N/A	N/A	N/A	1	Output
KPI012	TBC	Planning and Economic Development	Revised Housing Pipeline (document) submitted to the Mayoral Committee (MayCo)	Number of Revised Housing Pipelines (documents) submitted to the MayCo by 31 May	Programme	All	1 per annum	1	1 Revised Housing Pipeline (document) submitted to the MayCo by 31 May	N/A	N/A	N/A	1	Output

## SFA 1 – Valley of Possibility

IDP Ref No	TL Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2019/20)	Annual Target 2021/22	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2021/22				Delivery Indicator
										Q1	Q2	Q3	Q4	
KPI080	TBC	Planning and Economic Development	Submission of Tourism Strategic Plan to the Municipal Manager	Number of Tourism Strategic Plans submitted to the Municipal Manager by 30 June	Key Initiative	All	1 per annum	New KPI	1 Tourism Strategic Plan submitted to the Municipal Manager by 30 June	N/A	N/A	N/A	1	Output

## 4.2 SFA 2 - GREEN AND SUSTAINABLE VALLEY

SFA 2 - Green and Sustainable Valley														
IDP Ref No	TL Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2019/20)	Annual Target 2020/21	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2021/22				Delivery Indicator
										Q1	Q2	Q3	Q4	
KPI016	TBC	Infrastructure Services	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	Programme	All	1 per annum	1	1 external audit of the Stellenbosch Municipality Waste Disposal Facilities conducted by 30 June	N/A	N/A	N/A	1	Output
KPI073	TBC	Infrastructure Services	Implementation of identified waste minimisation projects	Number of identified waste minimisation projects implemented by 30 June	Key Initiative	All	2 per annum	1	2 identified waste minimisation projects implemented by 30 June	N/A	N/A	1 (1)	1 (2)	Output
KPI018	TBC	Planning and Economic Development	Building plan applications of <500sqm decided on within 30 days	Percentage of building plan applications of <500sqm decided on within 30 days after date of receipt	Programme	All	80% per annum	72.92%	80% of building plan applications of <500sqm decided on within 30 days after date of receipt	80%	80%	80%	80%	Outcome
KPI019	TBC	Infrastructure Services	Waste water quality managed and measured into the Department of Water and Sanitation's License Conditions for physical and micro parameters	Percentage waste water quality compliance as per analysis certificate, measured quarterly	Programme	All	70% per annum	60.70%	70% waste water quality compliance as per analysis certificate, measured quarterly	70%	70%	70%	70%	Outcome
KPI078	TBC	Corporate Services	Submission of the Revised Facility Management Plan to the MayCo	Number of Revised Facility Management Plans submitted to the MayCo by 31 May	Programme	All	1 per annum	1	1 Revised Facility Management Plan submitted to the MayCo by 31 May	N/A	N/A	N/A	1	Output
KPI081	TBC	Infrastructure Services	Reduce organic waste	Percentage of organic waste reduced by 30 June	Programme	All	20%	New KPI	20% of organic waste reduced by 30 June	N/A	N/A	N/A	20%	Outcome

## SFA 2 - Green and Sustainable Valley

IDP Ref No	TL Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2019/20)	Annual Target 2020/21	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2021/22				Delivery Indicator
										Q1	Q2	Q3	Q4	
KPI085	TBC	Community and Protection Services	Submission of a Friends Group Framework for the management of nature areas to the Municipal Manager	Number of Friends Group Frameworks for the management of nature areas submitted to the Municipal Manager by 31 March	Key Initiative	All	1 per annum	New KPI	1 Friends Group Framework for the management of nature areas submitted to the Municipal Manager by 31 March	N/A	N/A	1	N/A	Output

## 4.3 SFA 3 - SAFE VALLEY

SFA 3 - Safe Valley														
IDP Ref No	TL Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2019/20)	Annual Target 2021/22	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2021/22				Delivery Indicator
										Q1	Q2	Q3	Q4	
KPI025	TBC	Community and Protection Services	Revised Disaster Management Plan submitted to the Municipal Manager	Number of Revised Disaster Management Plans submitted to the Municipal Manager by 31 March	Programme	All	1 per annum	1	1 Revised Disaster Management Plan submitted to the Municipal Manager by 31 March	N/A	N/A	1	N/A	Output
KPI026	TBC	Community and Protection Services	Revised Safety and Security Strategy submitted to the Municipal Manager	Number of Revised Safety and Security Strategies submitted to the Municipal Manager by 30 April	Programme	All	1 per annum	1	1 Revised Safety and Security Strategy submitted to the Municipal Manager by 30 April	N/A	N/A	N/A	1	Output
KPI027	TBC	Community and Protection Services	Revised Traffic Management Plan submitted to the Municipal Manager	Number of Revised Traffic Management Plans submitted to the Municipal Manager by 31 March	Programme	All	1 per annum	1	1 Revised Traffic Management Plan submitted to the Municipal Manager by 31 March	N/A	N/A	1	N/A	Output



## 4.4 SFA 4 - DIGNIFIED LIVING

SFA 4 - Dignified Living														
IDP Ref No	TL Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2019/20)	Annual Target 2021/22	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2021/22				Delivery Indicator
										Q1	Q2	Q3	Q4	
KPI037	TBC	Infrastructure Services	Provision of waterborne toilet facilities in informal settlements as identified by the Department: Integrated Human Settlements	Number of waterborne toilet facilities provided in Informal settlements as identified by the Department: Integrated Human Settlements by 30 June	Programme	All	50 per annum	51	50 waterborne toilet facilities provided in informal settlements as identified by the Department: Integrated Human Settlements by 30 June	N/A	20 (20)	N/A	50 (50)	Output
KPI039	TBC	Financial Services	Registered indigent formal households with access to free basic water (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent formal households with access to free basic water, measured quarterly	Programme	All	100% per annum	100%	100% of registered indigent formal households with access to free basic water, measured quarterly	100%	100%	100%	100%	Outcome
KPI040	TBC	Infrastructure Services	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	Programme	All	<9% per annum	9.36%	<9% average electricity losses measured by 30 June	N/A	N/A	N/A	<9%	Outcome
KPI041	TBC	Infrastructure Services	Water quality managed and measured quarterly into the SANS 241 physical and micro parameters	Percentage water quality level as per analysis certificate, measured quarterly	Programme	All	90% per annum	90.96%	90% water quality level as per analysis certificate, measured quarterly	90%	90%	90%	90%	Outcome
KPI042	TBC	Infrastructure Services	Limit unaccounted water to less than 25%	Average percentage water losses measured quarterly	Programme	All	<25% per annum	20.50%	<25% average percentage water losses measured quarterly	<25%	<25%	<25%	<25%	Outcome

## SFA 4 - Dignified Living

IDP Ref No	TL Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2019/20)	Annual Target 2021/22	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2021/22				Delivery Indicator
										Q1	Q2	Q3	Q4	
KPI043	TBC	Financial Services	Registered indigent formal households with access to free basic electricity provided by the municipality (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent formal households with access to free basic electricity provided by the municipality, measured quarterly	Programme	All	65% per annum	73.99%	65% of registered indigent formal households with access to free basic electricity provided by the municipality, measured quarterly	65%	65%	65%	65%	Output
KPI044	TBC	Financial Services	Registered indigent formal households with access to free basic refuse removal (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent formal households with access to free basic refuse removal, measured quarterly	Programme	All	100% per annum	100%	100% of registered indigent formal households with access to free basic refuse removal, measured quarterly	100%	100%	100%	100%	Output
KPI045	TBC	Financial Services	Registered indigent formal households with access to free basic sanitation (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent formal households with access to free basic sanitation, measured quarterly	Programme	All	100% per annum	100%	100% of registered indigent formal households with access to free basic sanitation, measured quarterly	100%	100%	100%	100%	Output
KPI074	TBC	Financial Services	Formal households with access to water (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to water, measured quarterly	Programme	All	25 500 per annum	26 397	25 500 formal households with access to water, measured quarterly	25 500	25 500	25 500	25 500	Output
KPI075	TBC	Financial Services	Formal households with access to electricity (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to electricity, measured quarterly	Programme	All	24 000 per annum	26 397	24 000 formal households with access to electricity, measured quarterly	24 000	24 000	24 000	24 000	Output
KPI076	TBC	Financial Services	Formal households with access to refuse removal (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to refuse removal, measured quarterly	Programme	All	25 500 per annum	26 397	25 500 formal households with access to refuse removal, measured quarterly	25 500	25 500	25 500	25 500	Output

## SFA 4 - Dignified Living

IDP Ref No	TL Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2019/20)	Annual Target 2021/22	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2021/22				Delivery Indicator
										Q1	Q2	Q3	Q4	
KPI077	TBC	Financial Services	Formal households with access to sanitation (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to sanitation, measured quarterly	Programme	All	25 500 per annum	26 397	25 500 formal households with access to sanitation, measured quarterly	25 500	25 500	25 500	25 500	Output

## 4.5 SFA 5 - GOOD GOVERNANCE AND COMPLIANCE

SFA 5 - Good Governance and Compliance														
IDP Ref No	TL Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2019/20)	Annual Target 2021/22	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2021/22				Delivery Indicator
										Q1	Q2	Q3	Q4	
KPI055	TBC	Financial Services	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)	Programme	All	4 per annum	2.43	4 (months)	N/A	N/A	N/A	4 (months)	Outcome
KPI056	TBC	Financial Services	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	Programme	All	96% per annum	89.17%	96%	N/A	N/A	N/A	96%	Outcome
KPI057	TBC	Financial Services	Actual expenditure on the approved Capital Budget for the Municipality by 30 June (NKPI - MSA, Reg. S10(c))	Percentage of the approved Capital Budget for the municipality actually spent by 30 June	Programme	All	90% per annum	70.25%	90% of the approved Capital Budget for the municipality actually spent by 30 June	10%	30%	60%	90%	Input
KPI058	TBC	Office of the Municipal Manager	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	Programme	All	60% per annum	66.67%	60% of employment equity appointments made within the financial year in the three highest levels of management, measured by 30 June	N/A	N/A	N/A	60%	Outcome
KPI059	TBC	Corporate Services	The percentage of the actual payroll budget spent on implementing the Municipal Workplace Skills Plan (NKPI Proxy- MSA, Reg. S10(f))	Percentage of the municipality's payroll budget actually spent on implementing its Workplace Skills Plan ((Total Actual Training Expenditure / Total Annual	Programme	All	0.20% per annum	0.13%	0.20% of the municipality's payroll budget actually spent on implementing its Workplace Skills Plan, measured by 30 June	N/A	N/A	N/A	0.20%	Input

## SFA 5 - Good Governance and Compliance

IDP Ref No	TL Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2019/20)	Annual Target 2021/22	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2021/22				Delivery Indicator
										Q1	Q2	Q3	Q4	
				payroll Budget) x100), measured by 30 June										
KPI060	TBC	Financial Services	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	Programme	All	15% per annum	59.13%	15%	N/A	N/A	N/A	15%	Outcome
KPI061	TBC	Financial Services	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	Programme	All	27% per annum	12.38%	27%	N/A	N/A	N/A	27%	Outcome
KPI062	TBC	Office of the Municipal Manager	Revised Risk-Based Audit Plan (RBAP) submitted to the Audit Committee	Number of Revised RBAPs submitted to the Audit Committee by 30 June	Programme	All	1 per annum	1	1 Revised RBAP submitted to the Audit Committee by 30 June	N/A	N/A	N/A	1	Output
KPI063	TBC	Office of the Municipal Manager	AGSA Audit Action Plan (AAP) submitted to the Audit Committee	Number of AGSA Audit Action Plans submitted to the Audit Committee by 28 February	Programme	All	1 per annum	1	1 AGSA Audit Action Plan submitted to the Audit Committee by 28 February	N/A	N/A	1	N/A	Output
KPI064	TBC	Office of the Municipal Manager	Revised Strategic Risk Register (SRR) submitted to the Risk Management Committee	Number of Revised Strategic Risk Registers submitted to the Risk Management Committee by 30 June	Programme	All	1 per annum	1	1 Revised Strategic Risk Register submitted to the Risk Management Committee by 30 June	N/A	N/A	N/A	1	Output
KPI065	TBC	Corporate Services	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	Programme	All	1 per annum	1	1 Revised ICT Backup Disaster Recovery Plan submitted to the ICT Steering Committee by 31 March	N/A	N/A	1	N/A	Output

## SFA 5 - Good Governance and Compliance

IDP Ref No	TL Ref No	Directorate	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator Type	Wards	5 year target	Baseline (Actual result 2019/20)	Annual Target 2021/22	TOP LAYER: Service Delivery and Budget Implementation Plan (SDBIP) 2021/22				Delivery Indicator
										Q1	Q2	Q3	Q4	
KPI066	TBC	Corporate Services	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	Programme	All	1 per annum	1	1 Revised Strategic ICT Plan submitted to the ICT Steering Committee by 31 March	N/A	N/A	1	N/A	Output
KPI067	TBC	Office of the Municipal Manager	Draft Integrated Development Plan (IDP) submitted to Council	Number of Draft IDPs submitted to Council by 31 March	Programme	All	1 per annum	1	1 Draft IDP submitted to Council by 31 March	N/A	N/A	1	N/A	Output
KPI070	TBC	Office of the Municipal Manager	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	Programme	All	1 per annum	1	1 IDP / Budget / SDF time schedule (process plan) submitted to Council by 31 August	1	N/A	N/A	N/A	Output
KPI071	TBC	Infrastructure Services	Revised Electrical Master Plan submitted to Council	Number of Revised Electrical Master Plans submitted to Council by 30 June	Programme	All	1 per annum	1	1 Revised Electrical Master Plan submitted to Council by 30 June	N/A	N/A	N/A	1	Output
KPI072	TBC	Corporate Services	Submission of a Draft Smart City Framework to the MayCo	Number of Draft Smart City Frameworks submitted to the MayCo by 31 May	Key Initiative	All	1 per annum	0	1 Draft Smart City Framework submitted to the MayCo by 31 May	N/A	N/A	N/A	1	Output
KPI084	TBC	Infrastructure Services	Submission of a new Comprehensive Integrated Transport Plan (CITP) to the MayCo	Number of new Comprehensive Integrated Transport Plans (CITPs) submitted to the MayCo by 30 June	Programme		1 per annum	New KPI	1 New Comprehensive Integrated Transport Plan (CITPs) submitted to the MayCo by 30 June	N/A	N/A	N/A	1	Output

**Annexure A:**

**Revenue by source projections for the 2021/22 financial year**

## Revenue by source projections for the 2021/2022 financial year

Revenue By Source	July	August	September	October	November	December	January	February	March	April	May	June
Property rates	- 42 177 838	- 33 721 526	- 33 568 870	- 33 734 196	- 33 817 787	- 33 746 194	- 33 742 129	- 33 273 815	- 36 462 545	- 36 462 545	- 36 462 545	- 36 462 558
Service charges - electricity revenue	- 59 870 990	- 61 000 770	- 63 362 805	- 55 296 023	- 57 177 052	- 59 312 499	- 56 033 545	- 58 145 879	- 79 268 901	- 79 268 901	- 79 268 901	- 79 268 904
Service charges - water revenue	- 10 604 372	- 11 364 742	- 10 400 459	- 7 485 240	- 11 021 437	- 9 310 258	- 10 918 038	- 12 224 953	- 20 767 557	- 20 767 557	- 20 767 557	- 20 767 553
Service charges - sanitation revenue	- 12 072 626	- 5 519 896	- 5 542 087	- 5 444 729	- 5 550 273	- 5 392 334	- 5 446 686	- 5 421 951	- 16 023 689	- 16 023 689	- 16 023 689	- 16 023 683
Service charges - refuse revenue	- 13 355 645	- 3 616 149	- 3 892 021	- 3 756 195	- 3 664 796	- 3 698 263	- 3 683 657	- 3 691 825	- 12 144 475	- 12 144 475	- 12 144 475	- 12 144 471
Rental of facilities and equipment	- 755 131	- 827 436	- 935 413	- 824 978	- 797 434	- 750 595	- 754 567	- 805 423	- 1 180 943	- 1 180 943	- 1 180 943	- 1 180 933
Interest earned - external investments	- 282 096	- 4 428 647	- 2 254 794	- 2 110 583	- 251 102	- 1 516 893	- 2 682 476	- 1 143 684	- 367 569	- 367 569	- 367 569	- 367 568
Interest earned - outstanding debtors	- 440 930	- 1 029 701	- 1 033 652	- 1 031 099	- 1 053 297	- 1 077 153	- 1 108 293	- 1 073 922	- 1 546 591	- 1 546 591	- 1 546 591	- 1 546 580
Fines, penalties and forfeits	- 12 278 390	- 12 279 390	- 12 278 690	- 12 285 885	- 12 308 220	- 12 291 619	- 12 284 046	- 12 297 081	- 12 280 420	- 12 280 420	- 12 280 420	- 12 280 429
Licences and permits	- 16 810	- 16 994	- 481 180	- 542 676	- 1 332 997	- 466 765	- 124 424	- 445 093	- 587 776	- 587 776	- 587 776	- 587 782
Agency services	-	-	- 284 973	- 290 984	- 755 986	- 189 611	- 53 869	- 155 045	- 336 756	- 336 756	- 336 756	- 336 757
Transfers and subsidies	- 63 555 989	- 3 496 782	- 2 333 981	- 3 942 413	- 3 479 796	- 62 197 647	- 2 926 267	- 3 403 215	- 14 744 290	- 14 744 290	- 14 744 290	- 14 744 319
Other revenue	- 3 357 772	- 2 735 753	- 2 548 788	- 2 918 442	- 2 381 848	- 2 156 491	- 2 460 975	- 2 480 021	- 5 069 648	- 5 069 648	- 5 069 648	- 5 069 644
Transfers and subsidies - capital (monetary allocations) (National/ Provincial and District)	- 6 746 142	- 6 746 142	- 6 746 142	- 9 251 536	- 11 727 148	- 6 746 142	- 6 746 142	- 6 880 942	- 10 990 842	- 10 990 842	- 10 990 842	- 10 990 858
<b>Grand Total</b>	<b>- 225 514 731</b>	<b>- 146 783 928</b>	<b>- 145 663 855</b>	<b>- 138 914 979</b>	<b>- 145 319 173</b>	<b>- 198 852 464</b>	<b>- 138 965 114</b>	<b>- 141 442 849</b>	<b>- 211 036 864</b>	<b>- 211 036 864</b>	<b>- 211 036 864</b>	<b>- 211 036 903</b>



**Annexure B:**

**Expenditure by type projections for the 2021/22 financial year**

## Expenditure by type projections for the 2021/2022 financial year

Expenditure by Type	July	August	September	October	November	December	January	February	March	April	May	June
Employee related costs	40 611 329	40 702 043	43 041 910	41 641 312	56 526 141	43 889 205	43 368 087	41 689 480	52 262 303	52 262 303	52 262 303	99 201 881
Remuneration of councillors	1 852 075	1 852 075	1 836 948	1 836 948	1 836 948	1 836 948	1 771 882	1 667 737	1 863 740	1 863 740	1 863 740	1 895 107
Debt impairment	-	-	1 144 660	41 010 448	4 068	3 005 824	-	4 143	-	-	-	58 730 857
Depreciation and asset impairment	-	-	-	-	-	70 513 714	-	-	70 513 714	-	-	70 513 767
Finance charges	-	-	-	-	-	21 921 039	-	-	-	-	-	21 921 037
Bulk purchases	-	46 154 496	46 154 496	46 154 496	46 154 496	46 154 496	46 154 496	46 154 496	46 154 496	46 154 496	46 154 496	46 154 500
Other materials	764 875	1 529 422	4 749 658	5 129 439	6 271 949	3 754 473	6 650 879	7 203 139	8 416 006	8 418 489	8 417 084	8 327 039
Contracted services	1 375 536	7 345 786	16 955 650	23 572 673	16 577 894	16 046 984	23 846 322	21 867 884	34 998 015	35 198 015	34 998 015	44 697 917
Transfers and subsidies	559 282	6 324 282	647 282	559 282	559 282	559 282	559 282	989 282	559 282	559 282	559 282	1 165 354
Other expenditure	3 665 058	12 551 670	6 566 849	14 408 130	11 234 226	9 258 890	8 511 024	13 292 065	2 136 170	34 890 751	35 826 488	8 016 588
<b>Grand Total</b>	<b>48 828 155</b>	<b>116 459 774</b>	<b>121 097 453</b>	<b>174 312 728</b>	<b>139 165 004</b>	<b>216 940 855</b>	<b>130 861 972</b>	<b>132 868 226</b>	<b>216 903 726</b>	<b>179 347 076</b>	<b>180 081 408</b>	<b>360 624 047</b>

## Revenue by source projections for the 2021/2022 financial year

Revenue By Source	July	August	September	October	November	December	January	February	March	April	May	June
Property rates	-42 177 838	-33 721 526	-33 568 870	-33 734 196	-33 817 787	-33 746 194	-33 742 129	-33 273 815	-36 462 545	-36 462 545	-36 462 545	-36 462 558
Service charges - electricity revenue	-59 870 990	-61 000 770	-63 362 805	-55 296 023	-57 177 052	-59 312 499	-56 033 545	-58 145 879	-79 268 901	-79 268 901	-79 268 901	-79 268 904
Service charges - water revenue	-10 604 372	-11 364 742	-10 400 459	-7 485 240	-11 021 437	-9 310 258	-10 918 038	-12 224 953	-20 767 557	-20 767 557	-20 767 557	-20 767 553
Service charges - sanitation revenue	-12 072 626	-5 519 896	-5 542 087	-5 444 729	-5 550 273	-5 392 334	-5 446 686	-5 421 951	-16 023 689	-16 023 689	-16 023 689	-16 023 683
Service charges - refuse revenue	-13 355 645	-3 616 149	-3 892 021	-3 756 195	-3 664 796	-3 698 263	-3 683 657	-3 691 825	-12 144 475	-12 144 475	-12 144 475	-12 144 471
Rental of facilities and equipment	-755 131	-827 436	-935 413	-824 978	-797 434	-750 595	-754 567	-805 423	-1 180 943	-1 180 943	-1 180 943	-1 180 933
Interest earned - external investments	-282 096	-4 428 647	-2 254 794	-2 110 583	-251 102	-1 516 893	-2 682 476	-1 143 684	367 569	367 569	367 569	367 568
Interest earned - outstanding debtors	-440 930	-1 029 701	-1 033 652	-1 031 099	-1 053 297	-1 077 153	-1 108 293	-1 073 922	-1 546 591	-1 546 591	-1 546 591	-1 546 580
Fines, penalties and forfeits	-12 278 390	-12 279 390	-12 278 690	-12 285 885	-12 308 220	-12 291 619	-12 284 046	-12 297 081	-12 280 420	-12 280 420	-12 280 420	-12 280 429
Licences and permits	-16 810	-16 994	-481 180	-542 676	-1 332 997	-466 765	-124 424	-445 093	-587 776	-587 776	-587 776	-587 782
Agency services	-	-	-284 973	-290 984	-755 986	-189 611	-53 869	-155 045	-336 756	-336 756	-336 756	-336 757
Transfers and subsidies	-63 555 989	-3 496 782	-2 333 981	-3 942 413	-3 479 796	-62 197 647	-2 926 267	-3 403 215	-14 744 290	-14 744 290	-14 744 290	-14 744 319
Other revenue	-3 357 772	-2 735 753	-2 548 788	-2 918 442	-2 381 848	-2 156 491	-2 460 975	-2 480 021	-5 069 648	-5 069 648	-5 069 648	-5 069 644
Transfers and subsidies - capital (monetary allocations) (National/ Provincial and District)	-6 746 142	-6 746 142	-6 746 142	-9 251 536	-11 727 148	-6 746 142	-6 746 142	-6 880 942	-10 990 842	-10 990 842	-10 990 842	-10 990 858
<b>Grand Total</b>	<b>-225 514 731</b>	<b>-146 783 928</b>	<b>-145 663 855</b>	<b>-138 914 979</b>	<b>-145 319 173</b>	<b>-198 852 464</b>	<b>-138 965 114</b>	<b>-141 442 849</b>	<b>-211 036 864</b>	<b>-211 036 864</b>	<b>-211 036 864</b>	<b>-211 036 903</b>

## Expenditure by type projections for the 2021/2022 financial year

Expenditure by Type	July	August	September	October	November	December	January	February	March	April	May	June
Employee related costs	40 611 329.00	40 702 043.00	43 041 910.00	41 641 312.00	56 526 141.00	43 889 205.00	43 368 087.00	41 689 480.00	52 262 303.00	52 262 303.00	52 262 303.00	99 201 881.00
Remuneration of councillors	1 852 075.00	1 852 075.00	1 836 948.00	1 836 948.00	1 836 948.00	1 836 948.00	1 771 882.00	1 667 737.00	1 863 740.00	1 863 740.00	1 863 740.00	1 895 107.00
Debt impairment	-	-	1 144 660.00	41 010 448.00	4 068.00	3 005 824.00	-	4 143.00	-	-	-	58 730 857.00
Depreciation and asset impairment	-	-	-	-	-	70 513 714.00	-	-	70 513 714.00	-	-	70 513 767.00
Finance charges	-	-	-	-	-	21 921 039.00	-	-	-	-	-	21 921 037.00
Bulk purchases	-	46 154 496.00	46 154 496.00	46 154 496.00	46 154 496.00	46 154 496.00	46 154 496.00	46 154 496.00	46 154 496.00	46 154 496.00	46 154 496.00	46 154 500.00
Other materials	764 875.00	1 529 422.00	4 749 658.00	5 129 439.00	6 271 949.00	3 754 473.00	6 650 879.00	7 203 139.00	8 416 006.00	8 418 489.00	8 417 084.00	8 327 039.00
Contracted services	1 375 536.00	7 345 786.00	16 955 650.00	23 572 673.00	16 577 894.00	16 046 984.00	23 846 322.00	21 867 884.00	34 998 015.00	35 198 015.00	34 998 015.00	44 697 917.00
Transfers and subsidies	559 282.00	6 324 282.00	647 282.00	559 282.00	559 282.00	559 282.00	559 282.00	989 282.00	559 282.00	559 282.00	559 282.00	1 165 354.00
Other expenditure	3 665 058.00	12 551 670.00	6 566 849.00	14 408 130.00	11 234 226.00	9 258 890.00	8 511 024.00	13 292 065.00	2 136 170.00	34 890 751.00	35 826 488.00	8 016 588.00
<b>Grand Total</b>	<b>48 828 155</b>	<b>116 459 774</b>	<b>121 097 453</b>	<b>174 312 728</b>	<b>139 165 004</b>	<b>216 940 855</b>	<b>130 861 972</b>	<b>132 868 226</b>	<b>216 903 726</b>	<b>179 347 076</b>	<b>180 081 408</b>	<b>360 624 047</b>

**Annexure C:**  
**Projections for the 2021/22 financial year**

## Projections for the 2021/2022 financial year

## Operational Expenditure

Directorates	July	August	September	October	November	December	January	February	March	April	May	June
Municipal Manager	1 603 692	1 728 625	2 445 095	1 766 354	2 785 571	3 019 317	3 092 332	3 084 936	3 242 803	5 366 320	5 325 201	6 528 425
Planning and Development	5 382 195	10 138 537	5 739 469	6 705 467	6 072 474	7 945 887	5 577 607	6 456 632	9 990 756	9 635 213	9 221 155	18 009 449
Infrastructure Services	16 049 891	66 489 352	75 475 315	84 536 924	83 845 587	153 429 848	86 020 852	80 645 959	149 287 568	96 640 768	97 203 385	199 195 967
Community and Protection Services	11 497 520	16 453 152	17 805 245	57 759 191	22 060 284	26 889 417	17 615 275	20 547 441	30 445 242	28 168 843	27 568 445	97 670 951
Corporate Services	8 458 143	14 424 829	11 459 831	15 134 662	14 156 092	16 535 964	11 051 294	13 311 243	16 270 857	25 288 397	26 970 501	25 221 135
Financial Services	5 836 714	7 225 279	8 172 498	8 410 130	10 244 996	9 120 422	7 504 612	8 822 015	7 666 500	14 247 535	13 792 721	13 998 120
<b>Grand Total</b>	<b>48 828 155</b>	<b>116 459 774</b>	<b>121 097 453</b>	<b>174 312 728</b>	<b>139 165 004</b>	<b>216 940 855</b>	<b>130 861 972</b>	<b>132 868 226</b>	<b>216 903 726</b>	<b>179 347 076</b>	<b>180 081 408</b>	<b>360 624 047</b>

## Operational Revenue

Directorates	July	August	September	October	November	December	January	February	March	April	May	June
Municipal Manager	-	-	-	-	-	-	-	-	-	-	-	-
Planning and Development	- 1 505 887	- 1 699 038	- 1 419 486	- 3 585 404	- 6 243 986	- 1 086 144	- 1 270 881	- 1 254 746	- 3 097 078	- 3 097 078	- 3 097 078	- 3 097 085
Infrastructure Services	- 144 353 561	- 90 759 056	- 92 519 047	- 82 020 615	- 86 726 015	- 124 397 107	- 85 409 609	- 89 346 013	- 149 767 096	- 149 767 096	- 149 767 096	- 149 767 101
Community and Protection Services	- 14 183 413	- 15 107 414	- 14 763 439	- 16 278 939	- 17 173 744	- 14 672 276	- 14 808 160	- 15 374 386	- 17 041 114	- 17 041 114	- 17 041 114	- 17 041 133
Corporate Services	- 490 783	- 443 737	- 532 234	- 533 782	- 490 875	- 508 689	- 438 639	- 445 226	- 613 825	- 613 825	- 613 825	- 613 814
Financial Services	- 64 981 087	- 38 774 683	- 36 429 649	- 36 496 239	- 34 684 553	- 58 188 248	- 37 037 825	- 35 022 478	- 40 517 751	- 40 517 751	- 40 517 751	- 40 517 770
<b>Grand Total</b>	<b>- 225 514 731</b>	<b>- 146 783 928</b>	<b>- 145 663 855</b>	<b>- 138 914 979</b>	<b>- 145 319 173</b>	<b>- 198 852 464</b>	<b>- 138 965 114</b>	<b>- 141 442 849</b>	<b>- 211 036 864</b>	<b>- 211 036 864</b>	<b>- 211 036 864</b>	<b>- 211 036 903</b>

## Capital Expenditure

Directorates	July	August	September	October	November	December	January	February	March	April	May	June
Municipal Manager	3 667	3 667	3 667	3 667	3 667	3 667	3 667	3 667	3 667	3 667	3 667	3 663
Planning and Development	1 603 484	1 599 484	1 619 484	1 621 484	1 624 484	1 624 484	1 599 484	1 752 484	1 636 099	1 619 484	1 599 484	1 613 861
Infrastructure Services	20 944 564	26 009 501	26 694 564	30 020 925	25 853 777	21 618 755	26 940 877	28 702 945	28 273 292	32 719 072	33 451 067	33 285 406
Community and Protection Services	2 002 030	2 002 030	2 002 030	2 002 030	2 002 030	2 002 030	2 002 030	2 002 030	2 002 030	2 002 030	2 002 030	2 002 040
Corporate Services	2 313 083	2 313 083	2 313 083	2 313 083	2 313 083	2 313 083	2 313 083	2 313 083	2 313 083	2 313 083	2 313 083	2 313 087
Financial Services	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 667	16 663
<b>Grand Total</b>	<b>26 883 495</b>	<b>31 944 432</b>	<b>32 649 495</b>	<b>35 977 856</b>	<b>31 813 708</b>	<b>27 578 686</b>	<b>32 875 808</b>	<b>34 790 876</b>	<b>34 244 838</b>	<b>38 674 003</b>	<b>39 385 998</b>	<b>39 234 720</b>

**Annexure D:**  
**Consolidated Capital Budget**

Directorate	Department	Project name	Strategic Objectives	Final budget 2020/21	Final budget 2021/22	Final budget 2022/23	Total MTREF
Municipal Manager	Executive Support: Office of the	Furniture, Tools and Equipment	Good Governance and Compliance	40 000	44 000	49 000	133 000
<b>Total Municipal Manager</b>				<b>40 000</b>	<b>44 000</b>	<b>49 000</b>	<b>133 000</b>
Planning and Economic Development	Economic Development and Tourism	Local Economic Development Hub Jamestown	Valley of Possibility	-	-	3 000 000	4 500 000
Planning and Economic Development	Economic Development and Tourism	Furniture, Tools & Equipment	Good Governance and Compliance	180 000	100 000	150 000	35 000
Planning and Economic Development	Economic Development and Tourism	Establishment of the Kayamandi Informal Trading Area	Valley of Possibility	2 500 000	-	-	4 500 000
Planning and Economic Development	IHS: Housing Development	Kayamandi Town Centre	Dignified Living	3 000 000	3 000 000	6 000 000	1 000 000
Planning and Economic Development	IHS: Housing Development	Enkanini Planning and Implementation (Roads and Basic Services)	Dignified Living	-	-	3 000 000	135 600
Planning and Economic Development	IHS: Housing Development	Enkanini Planning and Implementation	Dignified Living	1 500 000	-	-	1 000 000
Planning and Economic Development	IHS: Housing Development	Furniture, Tools and Equipment	Good Governance and Compliance	58 800	25 000	50 000	1 000 000
Planning and Economic Development	IHS: Housing Development	Jamestown: Housing (Phase 2, 3 & 4)	Dignified Living	500 000	-	-	500 000
Planning and Economic Development	HIS: Housing Development	Northern Extension: Feasibility	Dignified Living	2 000 000	-	-	500 000
Planning and Economic Development	IHS: Housing Development	Erf 7001 and other possible sites for mix-used development in Cloetesville	Dignified Living	1 000 000	1 000 000	1 000 000	1 200 000
Planning and Economic Development	IHS: Housing Development	Erf 64 Kylemore	Dignified Living	200 000	-	-	1 000 000
Planning and Economic Development	Housing Administration	Furniture, Tools and Equipment: Housing Administration	Good Governance and Compliance	135 000	190 000	-	49 000 000
Planning and Economic Development	Spatial Planning: Planning and Development	Furniture, Tools & Equipment	Good Governance and Compliance	130 000	-	-	500 000
Planning and Economic Development	Land Use Management	Furniture, Tools & Equipment	Good Governance and Compliance	125 000	125 000	100 000	4 279 000
Planning and Economic Development	Building Development Management	Furniture, Tools & Equipment	Good Governance and Compliance	185 000	100 000	100 000	105 000
<b>Total Planning and Economic Development</b>	<b>TOTAL Planning and Development Services</b>			<b>11 513 800</b>	<b>4 540 000</b>	<b>13 400 000</b>	<b>69 254 600</b>
Infrastructure Services	Executive Support: Engineering Services: General	Furniture, Tools & Equipment	Good Governance and Compliance	75 000	75 000	50 000	200 000
Infrastructure Services	Electrical Services	Ad-Hoc Provision of Street lighting and Lighting of Public Spaces	Safe Valley	2 000 000	2 150 000	2 843 375	3 500 000
Infrastructure Services	Electrical Services	Alternative Energy	Green and Sustainable Valley	15 000 000	1 500 000	1 500 000	1 200 000
Infrastructure Services	Electrical Services	Automatic Meter Reader	Green and Sustainable Valley	-	400 000	400 000	70 000 000
Infrastructure Services	Electrical Services	Bien don 66/11kV substation new ( new development and demand)	Valley of Possibility	1 200 000	1 000 000	35 000 000	3 700 000
Infrastructure Services	Electrical Services	Buildings & Facilities Electrical Supply - Stellenbosch	Valley of Possibility	-	412 000	412 000	1 736 250
Infrastructure Services	Electrical Services	Cable replacement 66kV oil MN - US - MK	Valley of Possibility	-	-	480 000	480 000
Infrastructure Services	Electrical Services	Cloetesville - University New 66kV cable	Valley of Possibility	-	-	450 000	1 000 000
Infrastructure Services	Electrical Services	DSM Geyser Control	Green and Sustainable Valley	-	100 000	100 000	400 000
Infrastructure Services	Electrical Services	Electricity Network: Pniel	Valley of Possibility	3 500 000	3 500 000	3 000 000	1 601 009
Infrastructure Services	Electrical Services	Energy Balancing Between Metering and Mini-Substations	Valley of Possibility	-	250 000	250 000	10 231 988

Directorate	Department	Project name	Strategic Objectives	Final budget 2020/21	Final budget 2021/22	Final budget 2022/23	Total MTREF
Infrastructure Services	Electrical Services	Energy Efficiency and Demand Side Management	Green and Sustainable Valley	-	1 000 000	1 000 000	268 012
Infrastructure Services	Electrical Services	General System Improvements - Franschhoek	Valley of Possibility	2 000 000	2 000 000	2 000 000	1 000 000
Infrastructure Services	Electrical Services	General Systems Improvements - Stellenbosch	Valley of Possibility	6 392 000	3 542 126	3 600 000	2 000 000
Infrastructure Services	Electrical Services	Infrastructure Improvement - Franschhoek	Valley of Possibility	1 500 000	1 500 000	1 500 000	4 000 000
Infrastructure Services	Electrical Services	Integrated National Electrification Programme	Valley of Possibility	18 000 000	6 000 000	6 000 000	6 000 000
Infrastructure Services	Electrical Services	Jan Marais Upgrade: Remove Existing Tx 1 and 2 and replace with 20MVA units	Valley of Possibility	8 000 000	500 000	500 000	3 127 956
Infrastructure Services	Electrical Services	Kayamandi(Costa grounds)new substation 66/11 kV 2x 20MVA	Valley of Possibility	-	-	300 000	4 500 000
Infrastructure Services	Electrical Services	Kwarentyn Sub cables: 11kV 3 core 185mmsq PILC(Table19) copper cabling, 3.8km	Valley of Possibility	5 700 000	-	-	27 037 000
Infrastructure Services	Electrical Services	Laterra Substation	Valley of Possibility	8 371 553	427 286	-	5 500 000
Infrastructure Services	Electrical Services	Main substation - Tx upgrade: Remove Existing Tx 2 and 3 and replace with 10MVA units from Jan Marais	Valley of Possibility	-	27 571 200	-	5 500 000
Infrastructure Services	Electrical Services	Meter Panels	Green and Sustainable Valley	-	500 000	400 000	798 839
Infrastructure Services	Electrical Services	Network Cable Replace 11 Kv	Valley of Possibility	-	3 000 000	3 000 000	8 000 000
Infrastructure Services	Electrical Services	Replace Ineffective Meters	Green and Sustainable Valley	250 000	-	-	7 571 200
Infrastructure Services	Electrical Services	Small Capital: Fte Electrical Services	Good Governance and Compliance	500 000	500 000	500 000	1 950 000
Infrastructure Services	Electrical Services	Substation 66kV equipment, control, VT's, CT's, Isolator links and cable terminals	Valley of Possibility	-	1 950 000	2 184 000	1 400 000
Infrastructure Services	Electrical Services	Substation upgrade US 66 /11kv 20MVA Transformer TRFX #3	Valley of Possibility	-	-	450 000	850 000
Infrastructure Services	Electrical Services	Switchgear - Stellenbosch (11kV replace oil type with SF6)	Valley of Possibility	-	-	14 334 268	9 000 000
Infrastructure Services	Electrical Services	Switchgear 66kV US - MN - Outdoor Breakers(66kV)	Valley of Possibility	-	-	4 807 000	-
Infrastructure Services	Electrical Services	System Control Centre & Upgrade Telemetry	Good Governance and Compliance	1 559 300	1 568 656	500 000	450 000
Infrastructure Services	Electrical Services	Update Electrical Master document	Valley of Possibility	700 000	-	-	1 600 000
Infrastructure Services	Infrastructure Plan, Dev and Implement	Access to Basic Services	Dignified Living	1 745 900	600 000	2 000 000	1 000 000
Infrastructure Services	Infrastructure Plan, Dev and Implement	Adam Tas Transit Oriented Development (3500)	Dignified Living	-	-	3 500 000	200 000
Infrastructure Services	Infrastructure Plan, Dev and Implement	Basic Improvements: Langrug	Dignified Living	2 490 248	-	-	68 000
Infrastructure Services	Infrastructure Plan, Dev and Implement	Computer – Hardware/Equipment	Good Governance and Compliance	50 000	50 000	50 000	3 220 682
Infrastructure Services	Infrastructure Plan, Dev and Implement	Droe Dyke (1000)	Dignified Living	-	-	2 000 000	1 000 000
Infrastructure Services	Infrastructure Plan, Dev and Implement	Furniture, Tools and Equipment	Good Governance and Compliance	20 000	50 000	50 000	1 000 000
Infrastructure Services	Infrastructure Plan, Dev and Implement	Franschhoek Langrug (1900) UISP ERF 3229	Dignified Living	4 500 000	17 880 000	-	42 820 000
Infrastructure Services	Infrastructure Plan, Dev and Implement	Housing Projects	Dignified Living	3 468 991	-	500 000	1 980 000



Directorate	Department	Project name	Strategic Objectives	Final budget 2020/21	Final budget 2021/22	Final budget 2022/23	Total MTREF
Infrastructure Services	Infrastructure Plan, Dev and Implement	Kayamandi: Zone O (±711 services)	Dignified Living	4 680 000	32 140 000	9 000 000	13 560 000
Infrastructure Services	Infrastructure Plan, Dev and Implement	Kayamandi Watergang Basic Services	Dignified Living	6 500 000	-	-	15 820 000
Infrastructure Services	Infrastructure Plan, Dev and Implement	Stellenbosch Idas Valley (166) FLISP ERF 9445	Dignified Living	11 288 000	-	-	10 000 000
Infrastructure Services	Infrastructure Plan, Dev and Implement	Upgrading of The Steps/Orlean Lounge	Dignified Living	8 000 000	3 000 000	-	3 000 000
Infrastructure Services	Waste Management: Solid Waste Management	Expansion of the landfill site (New cells)	Green and Sustainable Valley	2 000 000	10 000 000	10 000 000	16 000 000
Infrastructure Services	Waste Management: Solid Waste Management	Formalize skip areas in Franschoek and Kayamandi	Green and Sustainable Valley	-	500 000	-	10 000 000
Infrastructure Services	Waste Management: Solid Waste Management	Furniture, Tools and Equipment : Solid Waste	Good Governance and Compliance	45 000	45 000	45 000	29 000 000
Infrastructure Services	Waste Management: Solid Waste Management	Integrated Waste Management Plan	Green and Sustainable Valley	-	100 000	-	500 000
Infrastructure Services	Waste Management: Solid Waste Management	Landfill Gas To Energy	Green and Sustainable Valley	2 000 000	8 000 000	6 000 000	600 000
Infrastructure Services	Waste Management: Solid Waste Management	Mini Waste drop-off facilities at inf. Settlements	Green and Sustainable Valley	-	100 000	200 000	135 000
Infrastructure Services	Waste Management: Solid Waste Management	Skips (5,5kl)	Green and Sustainable Valley	200 000	200 000	200 000	100 000
Infrastructure Services	Waste Management: Solid Waste Management	Street Refuse Bins	Green and Sustainable Valley	500 000	500 000	-	10 500 000
Infrastructure Services	Waste Management: Solid Waste Management	Transfer Station: Stellenbosch Planning and Design	Green and Sustainable Valley	1 000 000	3 000 000	3 000 000	100 000
Infrastructure Services	Waste Management: Solid Waste Management	Upgrade Refuse disposal site (Existing Cell)- Rehab	Green and Sustainable Valley	928 753	-	-	5 000 000
Infrastructure Services	Waste Management: Solid Waste Management	Vehicles	Good Governance and Compliance	-	2 000 000	3 000 000	14 000 000
Infrastructure Services	Waste Management: Solid Waste Management	Waste Biofuels	Green and Sustainable Valley	-	300 000	-	928 753
Infrastructure Services	Waste Management: Solid Waste Management	Waste Management Software	Green and Sustainable Valley	-	200 000	-	3 071 247
Infrastructure Services	Waste Management: Solid Waste Management	Waste Minimization Projects	Green and Sustainable Valley	500 000	500 000	-	5 000 000
Infrastructure Services	Waste Management: Solid Waste Management	Waste to Energy - Implementation	Green and Sustainable Valley	500 000	3 000 000	1 000 000	300 000
Infrastructure Services	Waste Management: Solid Waste Management	Waste to Energy - Planning	Green and Sustainable Valley	200 000	300 000	-	200 000
Infrastructure Services	Water and Wastewater Services: Water	Bulk water supply Klapmuts	Valley of Possibility	15 000 000	5 000 000	-	1 500 000
Infrastructure Services	Water and Wastewater Services: Water	Bulk water Supply Pipe : Cloetesville/ Idas Valley	Valley of Possibility	-	1 000 000	1 000 000	3 000 000
Infrastructure Services	Water and Wastewater Services: Water	Bulk water supply pipe and Reservoir: Kayamandi	Valley of Possibility	-	-	2 000 000	300 000
Infrastructure Services	Water and Wastewater Services: Water	Bulk water Supply Pipe Line & Pumpstations: Franschoek	Valley of Possibility	-	-	10 000 000	22 579 511
Infrastructure Services	Water and Wastewater Services: Water	Bulk Water Supply Pipe: Idas Valley/Papegaaiberg and Network Upgrades	Valley of Possibility	-	-	1 000 000	1 000 000

Directorate	Department	Project name	Strategic Objectives	Final budget 2020/21	Final budget 2021/22	Final budget 2022/23	Total MTREF
Infrastructure Services	Water and Wastewater Services: Water	Bulk Water Supply Pipeline & Reservoir - Jamestown	Valley of Possibility	10 000 000	9 000 000	9 000 000	19 500 000
Infrastructure Services	Water and Wastewater Services: Water	Chlorination Installation: Upgrade	Valley of Possibility	-	500 000	750 000	1 000 000
Infrastructure Services	Water and Wastewater Services: Water	Dwarsriver Bulk Supply Augmentation and Network Upgrades	Valley of Possibility	-	-	7 518 000	9 600 000
Infrastructure Services	Water and Wastewater Services: Water	Furniture, Tools and Equipment : Reticulation	Good Governance and Compliance	100 000	150 000	150 000	10 400 000
Infrastructure Services	Water and Wastewater Services: Water	New Developments Bulk Water Supply WC024	Valley of Possibility	-	1 000 000	3 000 000	1 500 000
Infrastructure Services	Water and Wastewater Services: Water	New Reservoir & Pipeline: Vlotenburg	Valley of Possibility	40 000 000	38 000 000	26 000 000	350 000
Infrastructure Services	Water and Wastewater Services: Water	Northern Extension: Phase 2 Water Infrastructure	Valley of Possibility	4 000 000	5 000 000	-	1 000 000
Infrastructure Services	Water and Wastewater Services: Water	Raithby WWTW	Valley of Possibility	-	5 000 000	-	30 000 000
Infrastructure Services	Water and Wastewater Services: Water	Reservoirs and Dam Safety	Valley of Possibility	-	1 500 000	2 000 000	12 000 000
Infrastructure Services	Water and Wastewater Services: Water	Stellenbosch WWTW	Valley of Possibility	-	-	6 000 000	14 300 000
Infrastructure Services	Water and Wastewater Services: Water	Update Water Masterplan and IMQS	Valley of Possibility	1 000 000	1 000 000	1 000 000	4 500 000
Infrastructure Services	Water and Wastewater Services: Water	Upgrade and Replace Water Meters	Valley of Possibility	2 000 000	2 500 000	2 500 000	3 850 000
Infrastructure Services	Water and Wastewater Services: Water	Upgrading of Koelenhof Water Scheme	Valley of Possibility	-	500 000	5 000 000	5 000 000
Infrastructure Services	Water and Wastewater Services: Water	Water Conservation & Demand Management	Valley of Possibility	3 000 000	3 000 000	3 000 000	7 000 000
Infrastructure Services	Water and Wastewater Services: Water	Water Telemetry Upgrade	Valley of Possibility	750 000	1 500 000	1 500 000	500 000
Infrastructure Services	Water and Wastewater Services: Water	Water Treatment Works: Idasvalley	Valley of Possibility	-	-	15 000 000	3 500 000
Infrastructure Services	Water and Wastewater Services: Water	Water Treatment Works: Paradyskloof and Associated works	Valley of Possibility	-	500 000	5 000 000	2 250 000
Infrastructure Services	Water and Wastewater Services: Water	Waterpipe Replacement	Valley of Possibility	4 000 000	4 000 000	4 000 000	500 000
Infrastructure Services	Water and Wastewater Services: Water	WSDP (tri-annually)	Valley of Possibility	-	400 000	400 000	28 000 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Bulk Sewer Outfall: Jamestown	Dignified Living	6 400 000	-	-	500 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Bulk Sewer Upgrade: Dwarsriver Area (Kylemore, Boschendal, Pniel)	Dignified Living	-	-	6 000 000	12 000 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Cloetesville Bulk Sewer Upgrade	Dignified Living	-	-	1 000 000	800 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Effluent Recycling of Waste Water 10Ml per day	Dignified Living	-	500 000	-	2 045 900
Infrastructure Services	Water and Wastewater Services: Sanitation	Franschhoek Sewer Network Upgrade	Dignified Living	-	6 000 000	6 000 000	5 535 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Furniture, Tools and Equipment : Sanitation	Good Governance and Compliance	200 000	300 000	300 000	8 367 530

Directorate	Department	Project name	Strategic Objectives	Final budget 2020/21	Final budget 2021/22	Finald budget 2022/23	Total MTREF
Infrastructure Services	Water and Wastewater Services: Sanitation	Industrial Effluent Monitoring	Dignified Living	-	1 500 000	1 500 000	22 097 470
Infrastructure Services	Water and Wastewater Services: Sanitation	Kayamandi Bulk Sewer	Dignified Living	-	-	5 000 000	16 371 200
Infrastructure Services	Water and Wastewater Services: Sanitation	Klapmuts Bulk Sewer Upgrade	Dignified Living	-	1 000 000	4 000 000	14 628 800
Infrastructure Services	Water and Wastewater Services: Sanitation	Northern Extension: Phase 2 Sanitation Infrastructure	Dignified Living	-	-	2 000 000	1 000 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Sewer Pumpstation & Telemetry Upgrade	Dignified Living	100 000	1 500 000	2 000 000	500 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Sewerpipe Replacement	Dignified Living	-	4 000 000	7 000 000	6 000 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Sewerpipe Replacement: Dorp Straat	Dignified Living	-	-	20 000 000	5 000 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Update Sewer Masterplan and IMQS	Dignified Living	-	500 000	500 000	800 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Upgrade Auto-Samplers	Dignified Living	-	200 000	200 000	1 750 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Upgrade of WWTW Wemmershoek	Dignified Living	30 000 000	30 000 000	30 000 000	500 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Upgrade of WWTW: Klapmuts	Dignified Living	-	10 000 000	6 000 000	1 000 000
Infrastructure Services	Water and Wastewater Services: Sanitation	Upgrade of WWTW: Pniel & Decommissioning Of Franschoek	Dignified Living	48 000 000	-	-	5 000 000
Infrastructure Services	Roads and Stormwater	Adhoc Reconstruction Of Roads (WC024)	Valley of Possibility	2 000 000	2 000 000	-	5 000 000
Infrastructure Services	Roads and Stormwater	Bridge Construction	Valley of Possibility	30 000 000	30 000 000	-	1 500 000
Infrastructure Services	Roads and Stormwater	Furniture, Tools and Equipment : Tr&Stw	Good Governance and Compliance	250 000	500 000	300 000	-
Infrastructure Services	Roads and Stormwater	Reseal Roads - Jamestown & Technopark	Valley of Possibility	-	1 100 000	-	450 000
Infrastructure Services	Roads and Stormwater	Reseal Roads - Klapmuts, Raithby, Meerlust, wemmershoek, LaMotte, Maasdorp	Valley of Possibility	-	1 000 000	-	-
Infrastructure Services	Roads and Stormwater	Reseal Roads - Kylemore & Surrounding	Valley of Possibility	-	1 000 000	-	15 000 000
Infrastructure Services	Roads and Stormwater	Reseal Roads - Stellenbosch & Surrrounding	Valley of Possibility	2 500 000	2 500 000	-	17 655 000
Infrastructure Services	Roads and Stormwater	Reseal Roads - Franschoek & Surrrounding	Valley of Possibility	2 000 000	1 000 000	2 000 000	20 000 000
Infrastructure Services	Roads and Stormwater	Technopark Access Road	Valley of Possibility	1 000 000	1 000 000	-	17 715 482
Infrastructure Services	Transport Planning	Adam Tas Road	Valley of Possibility	-	750 000	-	52 684 431
Infrastructure Services	Transport Planning	Bicycle Lockup Facilities	Safe Valley	200 000	200 000	-	4 284 518
Infrastructure Services	Transport Planning	Comprehensive Integrated Transport Plan	Green and Sustainable Valley	600 000	1 000 000	600 000	1 000 000
Infrastructure Services	Transport Planning	Cycle Plan - Design & Implementation	Valley of Possibility	500 000	500 000	-	3 000 000
Infrastructure Services	Transport Planning	Freight Strategy for Stellenbosch & Franschoek	Valley of Possibility	-	200 000	-	1 500 000
Infrastructure Services	Transport Planning	Jamestown Transport Network	Green and Sustainable Valley	3 000 000	-	-	2 500 000
Infrastructure Services	Transport Planning	Non-Motorised Transport Implementation	Good Governance and Compliance	1 000 000	1 000 000	1 000 000	13 500 000
Infrastructure Services	Transport Planning	Pedestrian and Cycle paths Design and Phased implementation	Valley of Possibility	500 000	-	-	4 500 000
Infrastructure Services	Transport Planning	Public Transport Facilities	Valley of Possibility	-	2 000 000	-	2 500 000
Infrastructure Services	Transport Planning	Public Transport Infrastructure ( Public Transport Shelters & Embayments)	Valley of Possibility	400 000	500 000	-	2 000 000

Directorate	Department	Project name	Strategic Objectives	Final budget 2020/21	Final budget 2021/22	Final budget 2022/23	Total MTREF
Infrastructure Services	Transport Planning	Public Transport Service (Inclusive of Disabled)	Valley of Possibility	500 000	-	-	4 000 000
Infrastructure Services	Transport Planning	Re-design of Bergzicht Public Transport Facility	Valley of Possibility	1 500 000	2 500 000	-	1 000 000
Infrastructure Services	Transport Planning	Stellenbosch NMT: Jamestown - new sidewalks	Good Governance and Compliance	1 000 000	-	-	1 000 000
Infrastructure Services	Transport Planning	Taxi Rank - Franschoek	Valley of Possibility	100 000	-	-	2 000 000
Infrastructure Services	Transport Planning	Taxi Rank: Klipmuts	Valley of Possibility	250 000	250 000	-	2 000 000
Infrastructure Services	Transport Planning	Tour Bus Parking	Valley of Possibility	-	400 000	-	2 000 000
Infrastructure Services	Transport Planning	Update Roads Master Plan for WC024	Valley of Possibility	-	1 000 000	-	1 500 000
Infrastructure Services	Traffic Engineering	Furniture tool and equipment	Good Governance and Compliance	100 000	100 000	100 000	1 000 000
Infrastructure Services	Traffic Engineering	Main road intersection improvements: Helshoogte rd/La Colline	Valley of Possibility	-	3 000 000	-	1 200 000
Infrastructure Services	Traffic Engineering	Main road intersection improvements: R44 / Helshoogte	Valley of Possibility	100 000	100 000	-	1 800 000
Infrastructure Services	Traffic Engineering	Main Road Intersection Improvements: R44 / Merriman Street	Valley of Possibility	500 000	3 000 000	-	750 000
Infrastructure Services	Traffic Engineering	Main Road Intersection Improvements: Strand / Adam Tas / Alexander	Valley of Possibility	1 000 000	3 000 000	-	200 000
Infrastructure Services	Traffic Engineering	Pedestrian Crossing Implementation	Safe Valley	300 000	300 000	300 000	1 500 000
Infrastructure Services	Traffic Engineering	Road Transport Safety Master Plan - WC024	Safe Valley	500 000	-	-	200 000
Infrastructure Services	Traffic Engineering	Signalisation implementation	Good Governance and Compliance	500 000	500 000	500 000	9 000 000
Infrastructure Services	Traffic Engineering	Traffic Calming Projects: Implementation	Safe Valley	500 000	300 000	300 000	1 000 000
Infrastructure Services	Traffic Engineering	Traffic Management Improvement Programme	Safe Valley	1 000 000	1 000 000	1 000 000	1 000 000
Infrastructure Services	Traffic Engineering	Traffic Signal Control: Installation and Upgrading of Traffic Signals and Associated Components	Safe Valley	500 000	500 000	500 000	2 500 000
Infrastructure Services	Traffic Engineering	Universal Access Implementation	Valley of Possibility	300 000	200 000	200 000	2 000 000
<b>Total Infrastructure Services</b>				<b>342 514 745</b>	<b>339 361 268</b>	<b>330 223 643</b>	<b>861 170 778</b>
Corporate Services	Information and Communications Technology (ICT)	Public Wi-Fi Network	Valley of Possibility	600 000	700 000	700 000	1 900 000
Corporate Services	Information and Communications Technology (ICT)	Purchase and Replacement of Computer/software and Peripheral devices	Good Governance and Compliance	1 800 000	600 000	800 000	1 700 000
Corporate Services	Information and Communications Technology (ICT)	Upgrade and Expansion of IT Infrastructure Platforms	Good Governance and Compliance	3 500 000	3 500 000	3 500 000	12 000 000
Corporate Services	Properties and Municipal Building Maintenance	Airconditioners	Dignified Living	300 000	300 000	300 000	1 000 000
Corporate Services	Properties and Municipal Building Maintenance	Furniture Tools and Equipment: Property Management	Good Governance and Compliance	250 000	500 000	250 000	750 000
Corporate Services	Properties and Municipal Building Maintenance	Kaymandi: Upgrading of Makapula Hall	Dignified Living	2 000 000	-	-	2 000 000
Corporate Services	Properties and Municipal Building Maintenance	Purchasing of land	Dignified Living	2 700 000	500 000	-	22 000 000
Corporate Services	Properties and Municipal Building Maintenance	Structural Improvement: General	Valley of Possibility	1 000 000	1 000 000	2 000 000	800 000
Corporate Services	Properties and Municipal Building Maintenance	Structural improvements at the Van der Stel Sport grounds	Valley of Possibility	2 600 000	1 000 000	-	3 000 000

Directorate	Department	Project name	Strategic Objectives	Final budget 2020/21	Final budget 2021/22	Finald budget 2022/23	Total MTREF
Corporate Services	Properties and Municipal Building Maintenance	Structural Upgrade: Heritage Building	Valley of Possibility	1 807 000	3 000 000	2 000 000	1 600 000
Corporate Services	Properties and Municipal Building Maintenance	Structural Upgrade: Jamestown Ward Office	Valley of Possibility	1 000 000	1 000 000	-	3 000 000
Corporate Services	Properties and Municipal Building Maintenance	Structural Upgrade: Kayamandi Corridor	Valley of Possibility	1 000 000	500 000	-	-
Corporate Services	Properties and Municipal Building Maintenance	Upgrading Fencing	Safe Valley	200 000	200 000	1 000 000	600 000
Corporate Services	Properties and Municipal Building Maintenance	Upgrading of New Office Space: Ryneveld Street	Valley of Possibility	9 000 000	5 000 000	-	-
Corporate Services	Properties and Municipal Building Maintenance	Upgrading of Traffic Offices: Stellenbosch	Valley of Possibility	-	-	5 000 000	2 000 000
<b>Total Corporate Services</b>				<b>27 757 000</b>	<b>17 800 000</b>	<b>15 550 000</b>	<b>52 350 000</b>
Community and Protection Services	Community and Protection Services: General	Enlarge Office Space (Jan Marais Reserve)	Valley of Possibility	250 000	-	-	185 000
Community and Protection Services	Community Development	Furniture Tools and Equipment	Good Governance and Compliance	85 000	50 000	55 000	500 000
Community and Protection Services	Community Services: Library Services	Pniel: Furniture, Tools and Equipment	Good Governance and Compliance	-	-	20 000	45 000
Community and Protection Services	Community Services: Library Services	Upgrading: Cloetesville Library	Valley of Possibility	200 000	-	180 000	50 000
Community and Protection Services	Community Services: Library Services	Libraries: Small Capital	Valley of Possibility	100 000	-	-	30 000
Community and Protection Services	Community Services: Library Services	Library Books	Valley of Possibility	170 000	180 000	-	20 000
Community and Protection Services	Disaster Management	Specialized Vehicles: Incident command vehicle	Good Governance and Compliance	-	-	1 500 000	25 000
Community and Protection Services	Disaster Management	Vehicle Fleet	Good Governance and Compliance	600 000	-	-	500 000
Community and Protection Services	Environmental Management: Nature Conservation	Hiking Trails in Nature Areas	Green and Sustainable Valley	-	1 000 000	-	150 000
Community and Protection Services	Environmental Management: Nature Conservation	Jan Marais Nature Reserve: Upgrading and maintenance of the reserve	Green and Sustainable Valley	500 000	2 000 000	-	50 000
Community and Protection Services	Environmental Management: Nature Conservation	Mont Rochelle Nature Reserve: Upgrade of Facilities.	Green and Sustainable Valley	1 504 347	-	1 000 000	510 000
Community and Protection Services	Environmental Management: Nature Conservation	Papegaaiberg Nature Reserve	Green and Sustainable Valley	870 000	-	-	100 000
Community and Protection Services	Environmental Management: Nature Conservation	Upgrade office space: Simonsberg Road	Valley of Possibility	800 000	-	-	300 000
Community and Protection Services	Environmental Management: Nature Conservation	Furniture, Tools and Equipment	Good Governance and Compliance	100 000	100 000	-	1 500 000
Community and Protection Services	Environmental Management: Nature Conservation	Workshop: Furniture, Tools and Equipment	Good Governance and Compliance	100 000	-	-	800 000

Directorate	Department	Project name	Strategic Objectives	Final budget 2020/21	Final budget 2021/22	Finald budget 2022/23	Total MTREF
Community and Protection Services	Environmental Management: Nature Conservation	Workshop: Community Services Tractors	Good Governance and Compliance	-	800 000	800 000	1 000 000
Community and Protection Services	Environmental Management: Nature Conservation	Workshop: Specialized equipment	Good Governance and Compliance	1 000 000	1 500 000	-	2 000 000
Community and Protection Services	Environmental Management: Urban Greening	Design and implement electronic Urban Forestry management tool	Green and Sustainable Valley	-	250 000	250 000	1 504 347
Community and Protection Services	Environmental Management: Urban Greening	Irrigation Systems	Green and Sustainable Valley	-	100 000	-	1 000 000
Community and Protection Services	Environmental Management: Urban Greening	Storage Containers: Fertilisers & Pesticides.	Green and Sustainable Valley	-	30 000	-	800 000
Community and Protection Services	Environmental Management: Urban Greening	Urban Forestry: Furniture, Tools and Equipment	Good Governance and Compliance	-	500 000	-	1 000 000
Community and Protection Services	Environmental Management: Urban Greening	Urban Forestry Specialized equipment	Good Governance and Compliance	-	1 200 000	-	220 000
Community and Protection Services	Environmental Management: Urban Greening	Urban Forestry: Vehicle Fleet	Good Governance and Compliance	1 500 000	-	-	200 000
Community and Protection Services	Fire and Rescue Services	Furniture Tools and Equipment	Good Governance and Compliance	200 000	200 000	200 000	800 000
Community and Protection Services	Fire and Rescue Services	Upgrading of Stellenbosch Fire Station	Safe Valley	4 445 023	-	-	3 000 000
Community and Protection Services	Fire and Rescue Services	Rapid Response Vehicle	Safe Valley	-	-	2 500 000	250 000
Community and Protection Services	Fire and Rescue Services	Rescue equipment	Safe Valley	300 000	300 000	300 000	100 000
Community and Protection Services	Law Enforcement and Security	Furniture Tools and Equipment	Good Governance and Compliance	150 000	150 000	150 000	30 000
Community and Protection Services	Law Enforcement and Security	Install and Upgrade CCTV/ LPR Cameras In WC024	Safe Valley	1 000 000	1 000 000	1 000 000	500 000

Directorate	Department	Project name	Strategic Objectives	Final budget 2020/21	Final budget 2021/22	Final budget 2022/23	Total MTREF
Community and Protection Services	Law Enforcement and Security	Install Computerized Access Security Systems and CCTV Cameras At Municipal Buildings	Safe Valley	500 000	500 000	500 000	1 200 000
Community and Protection Services	Law Enforcement and Security	Law Enforcement Tools and Equipment	Safe Valley	750 000	300 000	-	1 000 000
Community and Protection Services	Law Enforcement and Security	Vehicle Fleet	Good Governance and Compliance	2 750 000	-	-	400 000
Community and Protection Services	Law Enforcement and Security	Neighbourhood Watch Safety equipment	Safe Valley	300 000	500 000	250 000	800 000
Community and Protection Services	Parks and Cemeteries	Artificial grass on parks and gardens	Green and Sustainable Valley	-	-	300 000	-
Community and Protection Services	Parks and Cemeteries	Extension of Cemetery Infrastructure	Dignified Living	1 000 000	7 000 000	9 000 000	2 500 000
Community and Protection Services	Parks and Cemeteries	Facilities upgrade- Nursery	Green and Sustainable Valley	-	50 000	-	1 000 000
Community and Protection Services	Parks and Cemeteries	Fencing on Various Parks and Gardens	Safe Valley	-	-	200 000	600 000
Community and Protection Services	Parks and Cemeteries	Pathways on Parks & gardens	Green and Sustainable Valley	100 000	200 000	-	-
Community and Protection Services	Parks and Cemeteries	Upgrading of Parks	Green and Sustainable Valley	1 000 000	1 000 000	-	800 000
Community and Protection Services	Parks and Cemeteries	Integrated and Spray Parks	Green and Sustainable Valley	2 000 000	2 000 000	2 000 000	3 200 000
Community and Protection Services	Parks and Cemeteries	Urban Greening: Beautification: Main Routes and Tourist Routes	Green and Sustainable Valley	200 000	-	-	1 500 000
Community and Protection Services	Recreation, Sports Grounds & Halls	Upgrading of swimming pool	Valley of Possibility	50 000	-	-	900 000
Community and Protection Services	Recreation, Sports Grounds & Halls	Furniture, Tools & Equipment	Good Governance and Compliance	150 000	150 000	-	2 400 000
Community and Protection Services	Recreation, Sports Grounds & Halls	Recreational Equipment Sport	Valley of Possibility	50 000	50 000	-	1 500 000
Community and Protection Services	Recreation, Sports Grounds & Halls	Re-Surface of Netball/Tennis Courts	Valley of Possibility	-	550 000	-	1 000 000
Community and Protection Services	Recreation, Sports Grounds & Halls	Sight Screens/Pitch Covers Sports Grounds	Valley of Possibility	100 000	100 000	-	300 000
Community and Protection Services	Recreation, Sports Grounds & Halls	Cricket/Tennis Nets	Valley of Possibility	150 000	150 000	-	18 500 000
Community and Protection Services	Recreation, Sports Grounds & Halls	Sport: Community Services Special Equipment	Valley of Possibility	200 000	300 000	-	150 000
Community and Protection Services	Recreation, Sports Grounds & Halls	Upgrade of Irrigation System	Green and Sustainable Valley	50 000	200 000	-	200 000
Community and Protection Services	Recreation, Sports Grounds & Halls	Upgrade of Sport Facilities	Valley of Possibility	600 000	-	-	400 000
Community and Protection Services	Traffic Services	Furniture, Tools & Equipment	Good Governance and Compliance	100 000	100 000	100 000	3 000 000
Community and Protection Services	Traffic Services	Mobile Radios	Safe Valley	100 000	-	-	6 500 000
Community and Protection Services	Traffic Services	Towing Vehicles	Safe Valley	-	-	1 750 000	150 000
<b>Total Community Services</b>				<b>24 024 370</b>	<b>22 510 000</b>	<b>22 055 000</b>	<b>65 169 347</b>
Financial Services	Financial Services: General	Furniture, Tools & Equipment	Good Governance and Compliance	200 000	200 000	210 000	1 000 000
<b>Total Financial Services</b>				<b>200 000</b>	<b>200 000</b>	<b>210 000</b>	<b>1 000 000</b>
<b>Grand Total</b>				<b>406 053 915</b>	<b>384 460 268</b>	<b>381 494 643</b>	<b>1 172 008 826</b>

<b>6.2</b>	<b>SIGNED PERFORMANCE AGREEMENTS 2021/22 OF THE MUNICIPAL MANAGER AND MANAGERS DIRECTLY ACCOUNTABLE TO THE MUNICIPAL MANAGER</b>
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**Collaborator No:** 708364  
**IDP KPA Ref No:** Good Governance and Compliance  
**Meeting Date:** 21 July 2021

**1. SUBJECT: SIGNED PERFORMANCE AGREEMENTS 2021/22 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 2021/22 of the Municipal Manager and Managers Directly Accountable to the Municipal Manager.

**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) (MSA) the performance agreement must be concluded annually:

“(a) ...within one month after the beginning of each financial year of the municipality.”

The Performance Agreements 2021/22 was developed in consultation with the Municipal Manager and each Director and signed on 07 July 2021.

**5. RECOMMENDATION**

that the signed Performance Agreements 2021/22 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 2021/22 of the Municipal Manager and Directors was concluded on 07 July 2021. 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 2021/22 MTREF Budget.



**6.3 Legal Implications**

According to Section 57(2) of the MSA the performance agreement must be concluded annually: "(a) ...within one month after the beginning of each financial year of the municipality."

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."

The MFMA also requires the Municipality, in terms of Section 53(3)(b) to make public the signed performance agreements.

According to Regulation 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."

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.

**6.4 Staff Implications**

This report has no staff implications to the Municipality.

**6.5 Risk Implication**

None

**6.6 Comments from Senior Management****6.6.1 Director: Community and Protection Services**

Supported

**6.6.2 Chief Financial Officer**

Supported

**6.6.3 Director: Infrastructure Services**

Supported

**6.6.4 Director: Corporate Services**

Supported

**6.6.5 Director: Planning and Economic Development**

Supported

**6.6.6 Comments from the Municipal Manager**

Supported

**ANNEXURES**

Performance Agreements 2021/22 for:

- Geraldine Mettler- Municipal Manager (Annexure 1);
- Kevin Carolus – Chief Financial Officer (Annexure 2);
- Annalene de Beer- Director: Corporate Services (Annexure 3);
- Anthony Barnes- 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 July 2021

# **ANNEXURE 1**



**STELLENBOSCH**

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

# **Performance Agreement**

## **2021 – 2022**

**Municipal Manager**

*at  
Jim*



**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 2021 – 30 JUNE 2022**

  
.....  
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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.....  
Executive Mayor:  
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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 2021** and will remain in force until **30 June 2022** 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 31<sup>st</sup> 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;
  - 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.

**Table 1: Strategic Focus Areas**

Strategic Focus Areas
SFA 1 – Valley of Possibility
SFA 2 - Green and Sustainable Valley
SFA 3 - Safe Valley
SFA 4 - Dignified Living
SFA 5 - Good Governance and Compliance

  
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- 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).

**Table 2: Leading and Core Competencies**

Leading and Core Competencies		
1.	<b>Strategic direction and leadership</b>	<ul style="list-style-type: none"> <li>• Impact and influence</li> <li>• Institutional performance management</li> <li>• Strategic planning and management</li> <li>• Organisational awareness</li> </ul>
2.	<b>People management</b>	<ul style="list-style-type: none"> <li>• Human capital planning and development</li> <li>• Diversity management</li> <li>• Employee relations management</li> <li>• Negotiation and dispute management</li> </ul>
3.	<b>Programme and project management</b>	<ul style="list-style-type: none"> <li>• Programme and project planning and implementation</li> <li>• Service delivery management</li> <li>• Program and project monitoring and evaluation</li> </ul>
4.	<b>Financial management</b>	<ul style="list-style-type: none"> <li>• Budget planning and execution</li> <li>• Financial strategy and delivery</li> <li>• Financial reporting and delivery</li> </ul>
5.	<b>Change leadership</b>	<ul style="list-style-type: none"> <li>• Change vision and strategy</li> <li>• Process design and improvement</li> <li>• Change impact monitoring and evaluation</li> </ul>
6.	<b>Governance leadership</b>	<ul style="list-style-type: none"> <li>• Policy formulation</li> <li>• Risk and compliance management</li> <li>• Cooperative governance</li> </ul>
7.	<b>Moral competence</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
8.	<b>Planning and organising</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
9.	<b>Analysis and innovation</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
10.	<b>Knowledge and information management</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
11.	<b>Communication</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
12.	<b>Results and quality focus</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>

## 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.
- 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:

Table 3: Performance rating scale

Level	Terminology	Description
5	<b>Outstanding performance</b>	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	<b>Performance significantly above expectations</b>	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	<b>Fully effective</b>	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	<b>Not fully effective</b>	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	<b>Unacceptable performance</b>	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:

Table 4: Rating scale for Competencies

Level	Achievement Levels	Description
5	<b>Superior</b>	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	<b>Advanced</b>	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	<b>Competent</b>	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	<b>Basic</b>	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	<b>Sub Standard</b>	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 1<sup>st</sup>, and 3<sup>rd</sup> 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.

**Table 5: Schedule for performance reviews**

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2021 (Informal)
2	October – December	January / February 2022 (Formal)
3	January – March	April / May 2022 (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
  - 10.1.3 A substantial financial effect on the Employer.

  
.....  
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Executive Mayor:  
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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 4<sup>th</sup> 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:

**Table 6: Performance bonus calculations**

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.





Thus, done and signed at Stellenbosch on the 07 day of July 2021.

[Signature]  
**MUNICIPAL MANAGER**

**AS WITNESSES:**

- 1. [Signature]
- 2. [Signature]

Thus, done and signed at Stellenbosch on the 07 day of July 2021.

[Signature]  
**EXECUTIVE MAYOR**

**AS WITNESSES:**

- 1. [Signature]
- 2. [Signature]

[Signature]  
Municipal Manager  
**Ms Geraldine Mettler**

[Signature]  
Executive Mayor:  
**Clr Adv Gesie Van Deventer**



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# Annexure A

## Performance Plan

**MUNICIPAL MANAGER**

  
.....  
Municipal Manager  
**Ms Geraldine Mettler**

  
.....  
Executive Mayor:  
**Cllr Adv Gesie Van Deventer**

**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%)**

MUNICIPAL MANAGER													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: 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	50.27%	80% per annum	80%	SM	80%	80%	80%	80%	5
TBC	SFA 5: 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	85.72%	80% per annum	80%	SM	80%	80%	80%	80%	5

  
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MUNICIPAL MANAGER													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: 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	55.76%	80% per annum	80%	SM	80%	80%	80%	80%	5
TBC	SFA 5: 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	43.75%	80% per annum	80%	SM	80%	80%	80%	80%	5
TBC	SFA 5: 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	57.14%	80% per annum	80%	SM	80%	80%	80%	80%	5
TBC	SFA 5: 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	93.33%	80% per annum	80%	SM	80%	80%	80%	80%	4
TBC	SFA 5: 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	92.86%	80% per annum	80%	SM	80%	80%	80%	80%	4
KPI058	SFA 5: 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	66.67%	60% per annum	60%	SM	N/A	N/A	N/A	60%	2

  
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MUNICIPAL MANAGER													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
KPI062	SFA 5: 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	SM	N/A	N/A	N/A	1	4
KPI063	SFA 5: Good Governance and Compliance	AGSA Audit Action Plan (AAP) submitted to the Audit Committee	Number of AGSA Audit Action Plans submitted to the Audit Committee by 28 February	Output	1	1 per annum	1	SM	N/A	N/A	1	N/A	6
KPI064	SFA 5: Good Governance and Compliance	Revised Strategic Risk Register (SRR) submitted to the Risk Management Committee	Number of Revised Strategic Risk Registers submitted to the Risk Management Committee by 30 June	Output	1	1 per annum	1	SM	N/A	N/A	N/A	1	4
KPI067	SFA 5: 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	SM	N/A	N/A	1	N/A	6
KPI070	SFA 5: 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	SM	1	N/A	N/A	N/A	4
TBC	SFA 5: Good Governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	7	7 per annum	7	SM	7	N/A	N/A	N/A	2
TBC	SFA 5: Good Governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	14	14 per annum	14	SM	N/A	N/A	14	N/A	2
TBC	SFA 5: Good Governance and Compliance	Facilitation of Strategic Management Meetings	Number of Strategic Management Meetings facilitated per month	Output	28	20 per annum	20	SM	5	5	5	5	2

  
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MUNICIPAL MANAGER													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Implementation of Directors Forum resolutions	Percentage of Directors Forum Resolutions implemented, measured quarterly	Output	80%	80% per annum	80%	SM	80%	80%	80%	80%	2
TBC	SFA 5: Good Governance and Compliance	Spend the Office of the Municipal Manager approved Capital Budget	Percentage of approved Capital Budget of the Office of the Municipal Manager actually spent by 30 June	Input	84.99%	90% per annum	90%	SM	10%	30%	60%	90%	2
TBC	SFA 5: Good Governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Departmental Risk Registers developed by 31 July	Output	1	1 per annum	1	SM	1	N/A	N/A	N/A	3
TBC	SFA 5: Good Governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	2	2 per annum	2	SM	N/A	1 (1)	N/A	1 (2)	1
TBC	SFA 5: Good Governance and Compliance	Implementation of Council resolutions	Percentage of Council resolutions implemented measured quarterly	Output	74.38%	70% per annum	70%	SM	70%	70%	70%	70%	5
TBC	SFA 5: 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	4	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	1
TBC	SFA 5: Good Governance and Compliance	Implementation of the Directorate's actions as per the AGSA Audit Action Plan	Percentage of the Directorate's actions as per the AGSA Audit Action Plan implemented by 30 June	Outcome	New KPI	100% per annum	100%	SM	N/A	N/A	50%	100%	1
												<b>Total</b>	<b>80</b>

  
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**Part 2: Competency Requirements (20%)**

Ref	Leading and Core Competencies	(January) 1 <sup>st</sup> 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%	
<b>Total</b>				<b>20%</b>	

  
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## Annexure B

# Competency Framework

**MUNICIPAL MANAGER**


  
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Municipal Manager  
**Ms Geraldine Mettler**

  
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**Cllr Adv Gesie Van Deventer**





<b>CLUSTER :</b>		<b>LEADING COMPETENCIES</b>	
<b>COMPETENCY NAME :</b>		<b>Strategic Direction and Leadership</b>	
<b>COMPETENCY DEFINITION :</b>		<b>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.</b>	
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand Institutional and departmental strategic objectives, but</li> <li>lacks the ability to inspire others to achieve set mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Give direction to a team in realising the institution's strategic mandate and set objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate all activities to determine value and alignment to strategic intent.</li> </ul>	<ul style="list-style-type: none"> <li>Structure and position the institution to local government priorities.</li> </ul>
<ul style="list-style-type: none"> <li>Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Has a positive impact and influence on the morale, engagement and participation of team members.</li> </ul>	<ul style="list-style-type: none"> <li>Display in-depth knowledge and understanding of strategic planning.</li> </ul>	<ul style="list-style-type: none"> <li>Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.</li> </ul>
<ul style="list-style-type: none"> <li>Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.</li> </ul>	<ul style="list-style-type: none"> <li>Develop action plans to execute and guide strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Align strategy and goals across all functional areas.</li> </ul>	<ul style="list-style-type: none"> <li>Hold self-accountable for strategy execution and results.</li> </ul>
<ul style="list-style-type: none"> <li>Demonstrate basic understanding of key decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Assist in defining performance measures to monitor the progress and effectiveness of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Actively define performance measures to monitor the progress and effectiveness of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Provide impact and influence through building and maintaining strategic relationships.</li> </ul>
	<ul style="list-style-type: none"> <li>Displays an awareness of institutional structures and political factors.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently challenge strategic plans to ensure relevance.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.</li> </ul>
	<ul style="list-style-type: none"> <li>Effectively communicate barriers to execution to relevant parties.</li> </ul>	<ul style="list-style-type: none"> <li>Understand institutional structures and political factors, and the consequences of actions.</li> </ul>	<ul style="list-style-type: none"> <li>Integrate various systems into a collective whole to optimise institutional performance management.</li> </ul>
	<ul style="list-style-type: none"> <li>Provide guidance to all stakeholders in the achievement of the strategic mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Empower others to follow the strategic direction and deal with complex situations.</li> </ul>	<ul style="list-style-type: none"> <li>Uses understanding of competing interests to maneuver successfully to a win/win outcome.</li> </ul>
	<ul style="list-style-type: none"> <li>Understand the aim and objectives of the institution and relate it to own work.</li> </ul>	<ul style="list-style-type: none"> <li>Guide the institution through complex and ambiguous concern.</li> <li>Use understanding of power relationships and dynamic tensions among key players</li> </ul>	

  
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<b>COMPETENCY NAME :</b>	<b>Strategic Direction and Leadership</b>		
<b>COMPETENCY DEFINITION :</b>	<b>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
		to frame communications and develop strategies, positions and alliances.	

  
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<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>People Management</b>		
<b>COMPETENCY DEFINITION :</b>	<b>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Participate in team goalsetting and problem solving.</li> </ul>	<ul style="list-style-type: none"> <li>Seek opportunities to increase team contribution and responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>Identify ineffective team and work processes and recommend remedial interventions.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and incorporate best practice people management processes, approaches and tools across the institution.</li> </ul>
<ul style="list-style-type: none"> <li>Interact and collaborate with people of diverse backgrounds.</li> </ul>	<ul style="list-style-type: none"> <li>Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.</li> </ul>	<ul style="list-style-type: none"> <li>Recognise and reward effective and desired behavior.</li> </ul>	<ul style="list-style-type: none"> <li>Foster a culture of discipline, responsibility and accountability.</li> </ul>
<ul style="list-style-type: none"> <li>Aware of guidelines for employee development, but requires support in implementing development initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively delegate tasks and empower others to increase contribution and execute functions optimally.</li> </ul>	<ul style="list-style-type: none"> <li>Provide mentoring and guidance to others in order to increase personal effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.</li> </ul>
	<ul style="list-style-type: none"> <li>Apply relevant employee legislation fairly and consistently.</li> </ul>	<ul style="list-style-type: none"> <li>Identify development and learning needs within the team.</li> </ul>	<ul style="list-style-type: none"> <li>Develop comprehensive integrated strategies and approaches to human capital development and management.</li> </ul>
	<ul style="list-style-type: none"> <li>Effectively identify capacity requirements to fulfill the strategic mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Inspire a culture of performance excellence by giving positive and constructive feedback to the team.</li> <li>Achieve agreement or consensus in adversarial environments.</li> <li>Lead and unite diverse teams across divisions to achieve institutional objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.</li> </ul>

  
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<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Programme and Project Management</b>		
<b>COMPETENCY DEFINITION :</b>	<b>Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Initiate projects after approval from higher authorities.</li> </ul>	<ul style="list-style-type: none"> <li>Establish broad stakeholder involvement and communicate the project status and key milestones.</li> </ul>	<ul style="list-style-type: none"> <li>Manage multiple programs and balance priorities and conflicts according to institutional goals.</li> </ul>	<ul style="list-style-type: none"> <li>Understand and conceptualise the long-term implications of desired project outcomes.</li> </ul>
<ul style="list-style-type: none"> <li>Understand procedures of program and project management methodology, implications and stakeholder involvement.</li> </ul>	<ul style="list-style-type: none"> <li>Define the roles and responsibilities of the project team and create clarity around expectations.</li> </ul>	<ul style="list-style-type: none"> <li>Apply effective risk management strategies through impact assessment and resource requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives.</li> </ul>
<ul style="list-style-type: none"> <li>Understand the rationale of projects in relation to the institution's strategic objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Find a balance between project deadline and the quality of deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Modify project scope and budget when required without compromising the quality and objectives of the project.</li> </ul>	<ul style="list-style-type: none"> <li>Influence people in positions of authority to implement outcomes of projects</li> </ul>
<ul style="list-style-type: none"> <li>Document and communicate factors and risk associated with own work.</li> </ul>	<ul style="list-style-type: none"> <li>Identify appropriate project resources to facilitate the effective completion of the deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Involve top-level authorities and relevant stakeholders in seeking project buy-in.</li> </ul>	<ul style="list-style-type: none"> <li>Lead and direct translation of policy into workable action plans</li> </ul>
<ul style="list-style-type: none"> <li>Use results and approaches of successful project implementation as guide.</li> </ul>	<ul style="list-style-type: none"> <li>Comply with statutory requirements and apply policies in a consistent manner.</li> <li>Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and apply contemporary project management methodology</li> <li>Influence and motivate project team to deliver exceptional results.</li> <li>Monitor policy implementation and apply procedures to manage risks.</li> </ul>	<ul style="list-style-type: none"> <li>Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.</li> </ul>

  
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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"> <li>Display an awareness of change interventions and the benefits of transformation initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Perform an analysis of the change impact on the social, political and economic environment.</li> </ul>	<ul style="list-style-type: none"> <li>Actively monitor change impact and results and convey progress to relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Sponsor change agents and create a network of change leaders who support the interventions.</li> </ul>	
<ul style="list-style-type: none"> <li>Able to identify basic needs for change.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain calm and focus during change.</li> </ul>	<ul style="list-style-type: none"> <li>Secure buy-in and sponsorship for change initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Actively adapt current structures and processes to incorporate the change interventions.</li> </ul>	
<ul style="list-style-type: none"> <li>Identify gaps between the current and desired state.</li> </ul>	<ul style="list-style-type: none"> <li>Able to assist team members during change and keep them focused on the deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Mentor and guide team members on the effects of change, resistance factors and how to integrate change.</li> </ul>	
<ul style="list-style-type: none"> <li>Identify potential risk and challenges to transformation, including resistance to change factors.</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer to lead change efforts outside of own work team.</li> </ul>	<ul style="list-style-type: none"> <li>Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.</li> </ul>	<ul style="list-style-type: none"> <li>Motivate and inspire others around change initiatives.</li> </ul>	
<ul style="list-style-type: none"> <li>Participate in change programs and piloting change interventions.</li> </ul>	<ul style="list-style-type: none"> <li>Able to gain buy-in and approval for change from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Take the lead in impactful change programmes.</li> </ul>		
<ul style="list-style-type: none"> <li>Understand the impact of change interventions on the institution within the broader scope of local government.</li> </ul>	<ul style="list-style-type: none"> <li>Identify change readiness levels and assist in resolving resistance to change factors.</li> </ul>	<ul style="list-style-type: none"> <li>Benchmark change interventions against best change practices.</li> </ul>		
	<ul style="list-style-type: none"> <li>Design change interventions that are aligned with the institution's strategic objectives and goals.</li> </ul>	<ul style="list-style-type: none"> <li>Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.</li> <li>Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.</li> </ul>		

  
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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 recognised 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"> <li>Understand basic financial concepts and methods as they relate to institutional processes and activities</li> </ul>	<ul style="list-style-type: none"> <li>Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate</li> </ul>	<ul style="list-style-type: none"> <li>Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>Develop planning tools to assist in evaluating and monitoring future expenditure trends.</li> </ul>	
<ul style="list-style-type: none"> <li>Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems</li> </ul>	<ul style="list-style-type: none"> <li>Assess, identify and manage financial risks.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare budgets that are aligned to the strategic objectives of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Set budget frameworks for the institution.</li> </ul>	
<ul style="list-style-type: none"> <li>Understand the importance of financial accountability</li> </ul>	<ul style="list-style-type: none"> <li>Assume a cost-saving approach to financial management.</li> </ul>	<ul style="list-style-type: none"> <li>Address complex budgeting and financial management concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Set strategic direction for the institution on expenditure and other financial processes.</li> </ul>	
<ul style="list-style-type: none"> <li>Understand the importance of asset control.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare financial reports based on specified formats.</li> </ul>	<ul style="list-style-type: none"> <li>Put systems and processes in place to enhance the quality and integrity of financial management practices.</li> </ul>	<ul style="list-style-type: none"> <li>Build and nurture partnerships to improve financial management and achieve financial savings.</li> </ul>	
	<ul style="list-style-type: none"> <li>Consider and understand the financial implications of decisions and suggestions.</li> </ul>	<ul style="list-style-type: none"> <li>Advise on policies and procedures regarding asset control.</li> </ul>	<ul style="list-style-type: none"> <li>Actively identify and implement new methods to improve asset control.</li> </ul>	
	<ul style="list-style-type: none"> <li>Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.</li> <li>Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.</li> </ul>	<ul style="list-style-type: none"> <li>Promote National Treasury's regulatory framework for Financial Management.</li> </ul>	<ul style="list-style-type: none"> <li>Display professionalism in dealing with financial data and processes.</li> </ul>	

  
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<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Governance Leadership</b>		
<b>COMPETENCY DEFINITION:</b>	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 conceptualisation of relevant policies and enhance cooperative governance relationships.		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.</li> </ul>	<ul style="list-style-type: none"> <li>Able to link risk initiatives into key institutional objectives and drivers.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a high level of commitment in complying with governance requirements.</li> </ul>
<ul style="list-style-type: none"> <li>Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.</li> </ul>	<ul style="list-style-type: none"> <li>Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.</li> </ul>
<ul style="list-style-type: none"> <li>Provide input into policy formulation.</li> </ul>	<ul style="list-style-type: none"> <li>Actively drive policy formulation within the institution to ensure the achievement of objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Able to advise local government on risk management, best practice interventions and compliance management.</li> </ul>
		<ul style="list-style-type: none"> <li>Demonstrate a thorough understanding of risk retention plans.</li> </ul>	<ul style="list-style-type: none"> <li>Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.</li> </ul>
		<ul style="list-style-type: none"> <li>Identify and implement comprehensive risk management systems and processes.</li> </ul>	<ul style="list-style-type: none"> <li>Able to shape, direct and drive the formulation of policies on a macro level.</li> </ul>
		<ul style="list-style-type: none"> <li>Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.</li> </ul>	

  
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<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Moral Competence</b>		
<b>COMPETENCY DEFINITION :</b>	<b>Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Realise the impact of acting with integrity, but requires guidance and development in implementing principles.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct self in alignment with the values of local government and the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Identify, develop and apply measures of self-correction.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment conducive of moral practices.</li> </ul>
<ul style="list-style-type: none"> <li>Follow basic rules and regulations of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.</li> </ul>	<ul style="list-style-type: none"> <li>Able to gain trust and respect through aligning actions with commitments.</li> </ul>	<ul style="list-style-type: none"> <li>Actively develop and implement measures to combat fraud and corruption.</li> </ul>
<ul style="list-style-type: none"> <li>Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.</li> </ul>	<ul style="list-style-type: none"> <li>Actively report fraudulent activity and corruption with local government.</li> </ul>	<ul style="list-style-type: none"> <li>Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Set integrity standards and shared accountability measures across the institution to support the objectives of local government.</li> </ul>
	<ul style="list-style-type: none"> <li>Understand and honor the confidential nature of matters without seeking personal gain.</li> </ul>	<ul style="list-style-type: none"> <li>Present values, beliefs and ideas that are congruent with the institution's rules and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Take responsibility for own actions and decisions, even if the consequences are unfavorable.</li> </ul>
	<ul style="list-style-type: none"> <li>Able to deal with situations of conflict of interest promptly and in the best interest of local government.</li> </ul>	<ul style="list-style-type: none"> <li>Takes an active stance against corruption and dishonesty when noted.</li> </ul>	
		<ul style="list-style-type: none"> <li>Actively promote the value of the institution to internal and external stakeholders.</li> </ul>	
		<ul style="list-style-type: none"> <li>Able to work in unity with a team and not seek personal gain.</li> </ul>	
		<ul style="list-style-type: none"> <li>Apply universal moral principles consistently to achieve moral decisions.</li> </ul>	

  
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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"> <li>• Able to follow basic plans and organise tasks around set objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Actively and appropriately organise information and resources required for a task.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on broad strategies and initiatives when developing plans and actions.</li> </ul>		
<ul style="list-style-type: none"> <li>• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Recognise the urgency and importance of tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify in advance required stages and actions to complete tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to protect and forecast short, medium and long term requirements of the institution and local government.</li> </ul>		
<ul style="list-style-type: none"> <li>• Able to follow existing plans and ensure that objectives are met.</li> </ul>	<ul style="list-style-type: none"> <li>• Balance short and long-term plans and goals and incorporate into the team's performance objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule realistic timelines, objectives and milestones for tasks and projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Translate policy into relevant projects to facilitate the achievement of institutional objectives.</li> </ul>		
<ul style="list-style-type: none"> <li>• Focus on short-term objectives in developing plans and actions</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Produce clear, detailed and comprehensive plans to achieve institutional objectives.</li> </ul>			
<ul style="list-style-type: none"> <li>• Arrange information and resources required for a task, but require further structure and organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Measures progress and monitor performance results.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify possible risk factors and design and implement appropriate contingency plans.</li> <li>• Adapt plans in light of changing circumstances.</li> <li>• Prioritise tasks and projects according to their relevant urgency and importance.</li> </ul>			

  
 .....  
 Municipal Manager  
**Ms Geraldine Mettler**

  
 .....  
 Executive Mayor:  
**Cllr Adv Gesie Van Deventer**



<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Analysis and Innovation</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand the basic operation of analysis, but lack detail and thoroughness.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches team members on analytical and innovative approaches and techniques.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate complex analytical and problem solving approaches and techniques.</li> </ul>
<ul style="list-style-type: none"> <li>Able to balance independent analysis with requesting assistance from others.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate objectivity, insight and thoroughness when analysing problems.</li> </ul>	<ul style="list-style-type: none"> <li>Engage with appropriate individuals in analysing and resolving complex problems.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment conducive to analytical and fact-based problem solving.</li> </ul>
<ul style="list-style-type: none"> <li>Recommend new ways to perform tasks within own function.</li> </ul>	<ul style="list-style-type: none"> <li>Able to break down complex problems into manageable parts and identify solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Identify solutions on various areas in the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.</li> </ul>
<ul style="list-style-type: none"> <li>Propose simple remedial interventions that marginally challenges the status quo.</li> </ul>	<ul style="list-style-type: none"> <li>Consult internal and external stakeholders on opportunities to improve processes and service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Formulate and implement new ideas throughout the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment that fosters innovative thinking and follows a learning organisation approach.</li> </ul>
<ul style="list-style-type: none"> <li>Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.</li> </ul>	<ul style="list-style-type: none"> <li>Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Able to gain approval and buy-in for proposed interventions from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Be a thought leader on innovative customer service delivery and process optimisation.</li> </ul>
	<ul style="list-style-type: none"> <li>Continuously identify opportunities to enhance internal processes.</li> </ul>	<ul style="list-style-type: none"> <li>Identify trends and best practices in process and service delivery and propose institutional application.</li> </ul>	<ul style="list-style-type: none"> <li>Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously engage in research to identify client needs.</li> </ul>	

  
 .....  
 Municipal Manager  
**Ms Geraldine Mettler**

  
 .....  
 Executive Mayor:  
**Clr Adv Gesie Van Deventer**



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"> <li>Collect, categorise and track relevant information required for specific tasks and projects.</li> </ul>	<ul style="list-style-type: none"> <li>Use appropriate information systems and technology to manage institutional knowledge and information sharing.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively predict future information and knowledge management requirements and systems.</li> </ul>	<ul style="list-style-type: none"> <li>Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.</li> </ul>		
<ul style="list-style-type: none"> <li>Analyse and interpret information to draw conclusions.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate data from various sources and use information effectively to influence decisions and provide solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Develop standards and processes to meet future knowledge management needs.</li> </ul>	<ul style="list-style-type: none"> <li>Establish partnerships across local government to facilitate knowledge management.</li> </ul>		
<ul style="list-style-type: none"> <li>Seek new sources of information to increase the knowledge base.</li> </ul>	<ul style="list-style-type: none"> <li>Actively create mechanisms and structures for sharing information.</li> </ul>	<ul style="list-style-type: none"> <li>Share and promote best-practice knowledge management across various institutions.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a mature approach.</li> </ul>		
<ul style="list-style-type: none"> <li>Regularly share information and knowledge with internal stakeholders and team members.</li> </ul>	<ul style="list-style-type: none"> <li>Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Establish accurate measures and monitoring systems for knowledge and information management.</li> <li>Create a culture conducive of learning and knowledge sharing.</li> <li>Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.</li> </ul>	<ul style="list-style-type: none"> <li>Recognise and exploit knowledge points in interactions with internal and external stakeholders.</li> </ul>		

  
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 Municipal Manager  
**Ms Geraldine Mettler**

  
 .....  
 Executive Mayor:  
**Cllr Adv Gesie Van Deventer**



<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Communication</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively communicate high-risk and sensitive matters to relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Regarded as a specialist in negotiations and representing the institution.</li> </ul>
<ul style="list-style-type: none"> <li>• Express ideas in a clear and focused manner, but does not always take the audience into consideration.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a well-defined communication strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to inspire and motivate others through positive communication that is impactful and relevant.</li> </ul>
<ul style="list-style-type: none"> <li>• Disseminate and convey information and knowledge adequately.</li> </ul>	<ul style="list-style-type: none"> <li>• Adapt communication content and style to suit the audience and facilitate optimal information transfer.</li> </ul>	<ul style="list-style-type: none"> <li>• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.</li> </ul>
	<ul style="list-style-type: none"> <li>• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to effectively direct negotiations around complex.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Compile clear, focused, concise and well-structured written documents.</li> </ul>	<ul style="list-style-type: none"> <li>• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.</li> <li>• Able to communicate with the media with high levels of moral competence and discipline.</li> </ul>	
			<ul style="list-style-type: none"> <li>• Able to coordinate negotiations at different levels within local government and externally.</li> </ul>

  
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 Municipal Manager  
**Ms Geraldine Mettler**

  
 .....  
 Executive Mayor:  
**Clr Adv Gesie Van Deventer**



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"> <li>Understand quality of work but requires guidance in attending to important matters.</li> </ul>	<ul style="list-style-type: none"> <li>Focus on high-priority actions and does not become distracted by lower-priority activities.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently verify own standards and outcomes to ensure quality output.</li> </ul>	<ul style="list-style-type: none"> <li>Coach and guide others to exceed quality standards and results.</li> </ul>		
<ul style="list-style-type: none"> <li>Show a basic commitment to achieving the correct results.</li> </ul>	<ul style="list-style-type: none"> <li>Display firm commitment and pride in achieving the correct results.</li> </ul>	<ul style="list-style-type: none"> <li>Focus on the end result and avoids being distracted</li> </ul>	<ul style="list-style-type: none"> <li>Develop challenging, client-focused goals and sets high standards for personal performance.</li> </ul>		
<ul style="list-style-type: none"> <li>Produce the minimum level of results required in the role.</li> </ul>	<ul style="list-style-type: none"> <li>Set quality standards and design processes and tasks around achieving set standards.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a determined and committed approach to achieving results and quality standards.</li> </ul>	<ul style="list-style-type: none"> <li>Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.</li> </ul>		
<ul style="list-style-type: none"> <li>Produce outcomes that is of a good standard.</li> </ul>	<ul style="list-style-type: none"> <li>Produce output of high quality.</li> </ul>	<ul style="list-style-type: none"> <li>Follow task and projects through to completion.</li> </ul>	<ul style="list-style-type: none"> <li>Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.</li> </ul>		
<ul style="list-style-type: none"> <li>Focus on the quantity of output but requires development in incorporating the quality of work.</li> </ul>	<ul style="list-style-type: none"> <li>Able to balance the quantity and quality and quality of results in order to achieve objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Set challenging goals and objectives to self and team and display commitment to achieving expectations.</li> </ul>	<ul style="list-style-type: none"> <li>Take appropriate risks to accomplish goals.</li> </ul>		
<ul style="list-style-type: none"> <li>Produce quality work in general circumstances, but fails to meet expectation when under pressure.</li> </ul>	<ul style="list-style-type: none"> <li>Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a focus on quality outputs when placed under pressure.</li> </ul>	<ul style="list-style-type: none"> <li>Overcome setbacks and adjust action plans to realise goals.</li> </ul>		
		<ul style="list-style-type: none"> <li>Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Focus people on critical activities that yield a high impact.</li> </ul>		

  
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 Municipal Manager  
**Ms Geraldine Mettler**

  
 .....  
 Executive Mayor:  
**Cllr Adv Gesie Van Deventer**



**STELLENBOSCH**

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

## Annexure C: Personal Development Plan

**MUNICIPAL MANAGER**

  
.....  
Municipal Manager  
**Ms Geraldine Mettler**

  
.....  
Executive Mayor:  
**Clr 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: 07/07/2021

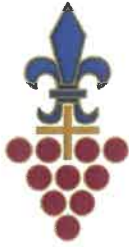
Signed by the Executive Mayor on behalf of the Municipality

  
\_\_\_\_\_

Date: 07/07/2021

# **ANNEXURE 2**





**STELLENBOSCH**

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

# **Performance Agreement**

## **2021 – 2022**

**Chief Financial Officer**

KC  
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 2021 – 30 JUNE 2022**

  
.....  
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, 2000 (Act No. 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;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

  
.....  
Chief Financial Officer  
**Mr Kevin Carolus**

  
.....  
Municipal Manager:  
**Ms Geraldine Mettler**



- 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 2021** and will remain in force until **30 June 2022** 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 31<sup>st</sup> 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;
  - 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.

  
.....  
Chief Financial Officer  
**Mr Kevin Carolus**

  
.....  
Municipal Manager:  
**Ms Geraldine Mettler**



- 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.

**Table 1: Strategic Focus Areas**

Strategic Focus Areas
SFA 1 - Valley of Possibility
SFA 2 - Green and Sustainable Valley
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

  
 .....  
 Chief Financial Officer  
**Mr Kevin Carolus**

  
 .....  
 Municipal Manager:  
**Ms Geraldine Mettler**



score. The competencies will be assessed every six (6) months (January and July).

**Table 2: Leading and Core Competencies**

Leading and Core Competencies		
1.	<b>Strategic direction and leadership</b>	<ul style="list-style-type: none"> <li>Impact and influence</li> <li>Institutional performance management</li> <li>Strategic planning and management</li> <li>Organisational awareness</li> </ul>
2.	<b>People management</b>	<ul style="list-style-type: none"> <li>Human capital planning and development</li> <li>Diversity management</li> <li>Employee relations management</li> <li>Negotiation and dispute management</li> </ul>
3.	<b>Programme and project management</b>	<ul style="list-style-type: none"> <li>Programme and project planning and implementation</li> <li>Service delivery management</li> <li>Programme and project monitoring and evaluation</li> </ul>
4.	<b>Financial management</b>	<ul style="list-style-type: none"> <li>Budget planning and execution</li> <li>Financial strategy and delivery</li> <li>Financial reporting and delivery</li> </ul>
5.	<b>Change leadership</b>	<ul style="list-style-type: none"> <li>Change vision and strategy</li> <li>Process design and improvement</li> <li>Change impact monitoring and evaluation</li> </ul>
6.	<b>Governance leadership</b>	<ul style="list-style-type: none"> <li>Policy formulation</li> <li>Risk and compliance management</li> <li>Cooperative governance</li> </ul>
7.	<b>Moral competence</b>	<ul style="list-style-type: none"> <li>Core Competency</li> </ul>
8.	<b>Planning and organising</b>	<ul style="list-style-type: none"> <li>Core Competency</li> </ul>
9.	<b>Analysis and innovation</b>	<ul style="list-style-type: none"> <li>Core Competency</li> </ul>
10.	<b>Knowledge and information management</b>	<ul style="list-style-type: none"> <li>Core Competency</li> </ul>
11.	<b>Communication</b>	<ul style="list-style-type: none"> <li>Core Competency</li> </ul>
12.	<b>Results and quality focus</b>	<ul style="list-style-type: none"> <li>Core Competency</li> </ul>

## 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

  
 .....  
 Chief Financial Officer  
 Mr Kevin Carolus

  
 .....  
 Municipal Manager:  
 Ms Geraldine Mettler



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

  
.....  
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Mr Kevin Carolus

  
.....  
Municipal Manager:  
Ms Geraldine Mettler





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:

**Table 3: Performance rating scale**

Level	Terminology	Description
5	<b>Outstanding performance</b>	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	<b>Performance significantly above expectations</b>	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	<b>Fully effective</b>	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	<b>Not fully effective</b>	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	<b>Unacceptable performance</b>	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:

**Table 4: Rating scale for Competencies**

Level	Achievement Levels	Description
5	<b>Superior</b>	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	<b>Advanced</b>	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	<b>Competent</b>	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	<b>Basic</b>	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	<b>Sub Standard</b>	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 1<sup>st</sup>, and 3<sup>rd</sup> 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.

**Table 5: Schedule for performance reviews**

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2021 (Informal)
2	October – December	January / February 2022 (Formal)
3	January – March	April / May 2022 (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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**Mr Kevin Carolus**

  
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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.
- 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.

  
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Municipal Manager:  
Ms Geraldine Mettler

**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 4<sup>th</sup> 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:

**Table 6: Performance bonus calculations**

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

  
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 .....  
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- 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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Chief Financial Officer  
Mr Kevin Carolus

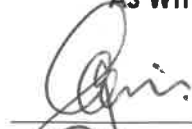

  
.....  
Municipal Manager:  
Ms Geraldine Mettler



Thus, done and signed at STELLENBOSCH on the 07 day of July 2021

  
CHIEF FINANCIAL OFFICER

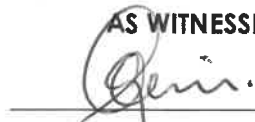

AS WITNESSES:

- 1.   
\_\_\_\_\_
- 2.   
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Thus, done and signed at Stellenbosch on the 07 day of July 2021

  
MUNICIPAL MANAGER

AS WITNESSES:

- 1.   
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- 2.   
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Chief Financial Officer  
Mr Kevin Carolus

  
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Municipal Manager:  
Ms Geraldine Mettler



**MEMBER OF MAYORAL COMMITTEE**  
(Portfolio: Financial Services)  
**Cllr P Crawley**

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Chief Financial Officer  
**Mr Kevin Carolus**

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Municipal Manager:  
**Ms Geraldine Mettler**



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## **Annexure A**

# **Performance Plan**

**CHIEF FINANCIAL OFFICER**

  
.....  
Chief Financial Officer  
**Mr Kevin Carolus**

  
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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 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: 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	90%	80% per annum	80%	SM	80%	80%	80%	80%	4
TBC	SFA 5: 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	90.50%	80% per annum	80%	SM	80%	80%	80%	80%	4
TBC	SFA 5: 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	90%	80% per annum	80%	SM	80%	80%	80%	80%	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 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
KPI039	SFA 4 - Dignified Living	Registered indigent formal households with access to free basic water (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage registered indigent formal households with access to free basic water, measured quarterly	Outcome	100%	100% per annum	100%	SM	100%	100%	100%	100%	1
KPI043	SFA 4 - Dignified Living	Registered indigent formal households with access to free basic electricity provided by the Municipality (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent formal households with access to free basic electricity provided by the Municipality, measured quarterly	Output	73,99%	65% per annum	65%	SM	65%	65%	65%	65%	1
KPI044	SFA 4 - Dignified Living	Registered indigent formal households with access to free basic refuse removal (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent formal households with access to free basic refuse removal, measured quarterly	Output	100%	100% per annum	100%	SM	100%	100%	100%	100%	1
KPI045	SFA 4 - Dignified Living	Registered indigent formal households with access to free basic sanitation (NKPI Proxy - MSA, Reg. S10(a), (b))	Percentage of registered indigent formal households with access to free basic sanitation, measured quarterly	Output	100%	100% per annum	100%	SM	100%	100%	100%	100%	1
KPI074	SFA 4 - Dignified Living	Formal households with access to water (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to water, measured quarterly	Output	26 397	25 500 per annum	25 500	SM	25 500	25 500	25 500	25 500	1
KPI075	SFA 4 - Dignified Living	Formal households with access to electricity (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to electricity, measured quarterly	Output	26 397	24 000 per annum	24 000	SM	24 000	24 000	24 000	24 000	1
KPI076	SFA 4 - Dignified Living	Formal households with access to refuse removal (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to refuse removal, measured quarterly	Output	26 397	25 500 per annum	25 500	SM	25 500	25 500	25 500	25 500	1
KPI077	SFA 4 - Dignified Living	Formal households with access to sanitation (NKPI Proxy - MSA, Reg. S10(a))	Number of formal households with access to sanitation, measured quarterly	Output	26 397	25 500 per annum	25 500	SM	25 500	25 500	25 500	25 500	1

  
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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
KPI055	SFA 5: 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	2.43	4 per annum	4 (months)	SM	N/A	N/A	N/A	4 (months)	2
KPI056	SFA 5: 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	89.17%	96% per annum	96%	SM	N/A	N/A	N/A	96%	2
KPI057	SFA 5: 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	70.25%	90% per annum	90%	SM	10%	30%	60%	90%	3
KPI060	SFA 5: 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	59.13%	15% per annum	15%	SM	N/A	N/A	N/A	15%	1
KPI061	SFA 5: Good Governance and Compliance	Financial viability measured in terms of the outstanding service debtors (NKPI Proxy - MSA, Reg. S10(g)(iii))	Service debtors to revenue ratio - (Total outstanding service debtors / revenue received for services) measured by 30 June	Outcome	12.38%	27% per annum	27%	SM	N/A	N/A	N/A	27%	1
TBC	SFA 5: 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	47.13%	90% per annum	90%	SM	10%	30%	60%	90%	15

  
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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2022/23)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2022 and 100% by 30 June 2022. For the 2022/23 financial year)	Output	100%	100% per annum	100%	SM	N/A	N/A	50%	100%	10
TBC	SFA 5: 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	5	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	2
TBC	SFA 5: Good Governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	3	3 per annum	3	SM	3	N/A	N/A	N/A	1
TBC	SFA 5: Good Governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	9	6 per annum	6	SM	N/A	N/A	6	N/A	1
TBC	SFA 5: Good Governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Departmental Risk Registers developed by 31 July	Output	1	1 per annum	1	SM	1	N/A	N/A	N/A	1
TBC	SFA 5: Good Governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	2	2 per annum	2	SM	N/A	1 (1)	N/A	1 (2)	1
TBC	SFA 5: Good Governance and Compliance	Implementation of Council resolutions	Percentage of Council resolutions implemented measured quarterly	Output	77.50%	70% per annum	70%	SM	70%	70%	70%	70%	3
TBC	SFA 5: 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	6	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	1

  
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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Establishment of a Municipal Vehicle Fleet System	Number of Municipal Vehicle Fleets established by 31 March	Output	New KPI	1 per annum	1	SM	N/A	N/A	1	N/A	2
TBC	SFA 5: Good Governance and Compliance	Implementation of the adopted Revenue Enhancement Strategy	Number of actions implemented as identified in the Revenue Enhancement Strategy by 30 June	Output	New KPI	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	3
TBC	SFA 5: Good Governance and Compliance	Resolve formal Revenue complaints received	Percentage of formal Revenue complaints resolved within 10 working days after receipt	Outcome	New KPI	90% per annum	90%	SM	90%	90%	90%	90%	2
TBC	SFA 5: Good Governance and Compliance	Awarding of Municipal Tenders by the Bid Adjudication Committee (BAC)	Percentage of Municipal Tenders awarded within 14 days after receipt of the BAC Report	Outcome	New KPI	90% per annum	90%	SM	90%	90%	90%	90%	2
TBC	SFA 5: Good Governance and Compliance	Implementation of the Directorate's actions as per the AGSA Audit Action Plan	Percentage of the Directorate's actions as per the AGSA Audit Action Plan implemented by 30 June	Outcome	New KPI	100% per annum	100%	SM	N/A	N/A	50%	100%	2
TBC	SFA 5: Good Governance and Compliance	Submission of the draft Annual Financial Statements (AFS) to the Municipal Manager	Number of the draft AFS submitted to the Municipal Manager by 15 August	Output	New KPI	1 per annum	1	SM	1	N/A	N/A	N/A	5
												<b>Total</b>	<b>80</b>

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Chief Financial Officer  
**Mr Kevin Carolus**

*Gm*  
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Municipal Manager:  
**Ms Geraldine Mettler**

**Part 2: Competency Requirements (20%)**

Ref	Leading and Core Competencies	(January) 1 <sup>st</sup> 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%	
<b>Total</b>				<b>20%</b>	

  
 Chief Financial Officer  
 Mr Kevin Carolus

  
 Municipal Manager:  
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## Annexure B

# Competency Framework

**CHIEF FINANCIAL OFFICER**

  
.....  
Chief Financial Officer  
**Mr Kevin Carolus**

  
.....  
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"> <li>Understand Institutional and departmental strategic objectives, but</li> <li>lacks the ability to inspire others to achieve set mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Give direction to a team in realising the institution's strategic mandate and set objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate all activities to determine value and alignment to strategic intent.</li> </ul>	<ul style="list-style-type: none"> <li>Structure and position the institution to local government priorities.</li> </ul>
<ul style="list-style-type: none"> <li>Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Has a positive impact and influence on the morale, engagement and participation of team members.</li> </ul>	<ul style="list-style-type: none"> <li>Display in-depth knowledge and understanding of strategic planning.</li> </ul>	<ul style="list-style-type: none"> <li>Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.</li> </ul>
<ul style="list-style-type: none"> <li>Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.</li> </ul>	<ul style="list-style-type: none"> <li>Develop action plans to execute and guide strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Align strategy and goals across all functional areas.</li> </ul>	<ul style="list-style-type: none"> <li>Hold self-accountable for strategy execution and results.</li> </ul>
<ul style="list-style-type: none"> <li>Demonstrate basic understanding of key decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Assist in defining performance measures to monitor the progress and effectiveness of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Actively define performance measures to monitor the progress and effectiveness of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Provide impact and influence through building and maintaining strategic relationships.</li> </ul>
	<ul style="list-style-type: none"> <li>Displays an awareness of institutional structures and political factors.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently challenge strategic plans to ensure relevance.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.</li> </ul>
	<ul style="list-style-type: none"> <li>Effectively communicate barriers to execution to relevant parties.</li> </ul>	<ul style="list-style-type: none"> <li>Understand institutional structures and political factors, and the consequences of actions.</li> </ul>	<ul style="list-style-type: none"> <li>Integrate various systems into a collective whole to optimise institutional performance management.</li> </ul>
	<ul style="list-style-type: none"> <li>Provide guidance to all stakeholders in the achievement of the strategic mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Empower others to follow the strategic direction and deal with complex situations.</li> </ul>	<ul style="list-style-type: none"> <li>Uses understanding of competing interests to maneuver successfully to a win/win outcome.</li> </ul>
	<ul style="list-style-type: none"> <li>Understand the aim and objectives of the institution and relate it to own work.</li> </ul>	<ul style="list-style-type: none"> <li>Guide the institution through complex and ambiguous concern.</li> <li>Use understanding of power relationships and dynamic tensions among key players</li> </ul>	

  
 .....  
 Chief Financial Officer  
**Mr Kevin Carolus**

  
 .....  
 Municipal Manager:  
**Ms Geraldine Mettler**





<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Strategic Direction and Leadership</b>		
<b>COMPETENCY DEFINITION :</b>	<b>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
		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"> <li>Participate in team goalsetting and problem solving.</li> </ul>	<ul style="list-style-type: none"> <li>Seek opportunities to increase team contribution and responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>Identify ineffective team and work processes and recommend remedial interventions.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and incorporate best practice people management processes, approaches and tools across the institution.</li> </ul>		
<ul style="list-style-type: none"> <li>Interact and collaborate with people of diverse backgrounds.</li> </ul>	<ul style="list-style-type: none"> <li>Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.</li> </ul>	<ul style="list-style-type: none"> <li>Recognise and reward effective and desired behavior.</li> </ul>	<ul style="list-style-type: none"> <li>Foster a culture of discipline, responsibility and accountability.</li> </ul>		
<ul style="list-style-type: none"> <li>Aware of guidelines for employee development, but requires support in implementing development initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively delegate tasks and empower others to increase contribution and execute functions optimally.</li> </ul>	<ul style="list-style-type: none"> <li>Provide mentoring and guidance to others in order to increase personal effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.</li> </ul>		
	<ul style="list-style-type: none"> <li>Apply relevant employee legislation fairly and consistently.</li> </ul>	<ul style="list-style-type: none"> <li>Identify development and learning needs within the team.</li> </ul>	<ul style="list-style-type: none"> <li>Develop comprehensive integrated strategies and approaches to human capital development and management.</li> </ul>		
	<ul style="list-style-type: none"> <li>Effectively identify capacity requirements to fulfill the strategic mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Inspire a culture of performance excellence by giving positive and constructive feedback to the team.</li> <li>Achieve agreement or consensus in adversarial environments.</li> <li>Lead and unite diverse teams across divisions to achieve institutional objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.</li> </ul>		

  
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CLUSTER :		LEADING COMPETENCIES	
COMPETENCY NAME :		Programme 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"> <li>Initiate projects after approval from higher authorities.</li> </ul>	<ul style="list-style-type: none"> <li>Establish broad stakeholder involvement and communicate the project status and key milestones.</li> </ul>	<ul style="list-style-type: none"> <li>Manage multiple programs and balance priorities and conflicts according to institutional goals.</li> </ul>	<ul style="list-style-type: none"> <li>Understand and conceptualize the long-term implications of desired project outcomes.</li> </ul>
<ul style="list-style-type: none"> <li>Understand procedures of program and project management methodology, implications and stakeholder involvement.</li> </ul>	<ul style="list-style-type: none"> <li>Define the roles and responsibilities of the project team and create clarity around expectations.</li> </ul>	<ul style="list-style-type: none"> <li>Apply effective risk management strategies through impact assessment and resource requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realize institutional objectives.</li> </ul>
<ul style="list-style-type: none"> <li>Understand the rationale of projects in relation to the institution's strategic objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Find a balance between project deadline and the quality of deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Modify project scope and budget when required without compromising the quality and objectives of the project.</li> </ul>	<ul style="list-style-type: none"> <li>Influence people in positions of authority to implement outcomes of projects</li> </ul>
<ul style="list-style-type: none"> <li>Document and communicate factors and risk associated with own work.</li> </ul>	<ul style="list-style-type: none"> <li>Identify appropriate project resources to facilitate the effective completion of the deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Involve top-level authorities and relevant stakeholders in seeking project buy-in.</li> </ul>	<ul style="list-style-type: none"> <li>Lead and direct translation of policy into workable action plans</li> </ul>
<ul style="list-style-type: none"> <li>Use results and approaches of successful project implementation as guide.</li> </ul>	<ul style="list-style-type: none"> <li>Comply with statutory requirements and apply policies in a consistent manner.</li> <li>Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and apply contemporary project management methodology</li> <li>Influence and motivate project team to deliver exceptional results.</li> <li>Monitor policy implementation and apply procedures to manage risks.</li> </ul>	<ul style="list-style-type: none"> <li>Ensures that programs are monitored to track progress and optimal resource utilization, and that adjustments are made as needed.</li> </ul>

  
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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"> <li>Display an awareness of change interventions and the benefits of transformation initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Perform an analysis of the change impact on the social, political and economic environment.</li> </ul>	<ul style="list-style-type: none"> <li>Actively monitor change impact and results and convey progress to relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Sponsor change agents and create a network of change leaders who support the interventions.</li> </ul>		
<ul style="list-style-type: none"> <li>Able to identify basic needs for change.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain calm and focus during change.</li> </ul>	<ul style="list-style-type: none"> <li>Secure buy-in and sponsorship for change initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Actively adapt current structures and processes to incorporate the change interventions.</li> </ul>		
<ul style="list-style-type: none"> <li>Identify gaps between the current and desired state.</li> </ul>	<ul style="list-style-type: none"> <li>Able to assist team members during change and keep them focused on the deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Mentor and guide team members on the effects of change, resistance factors and how to integrate change.</li> </ul>		
<ul style="list-style-type: none"> <li>Identify potential risk and challenges to transformation, including resistance to change factors.</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer to lead change efforts outside of own work team.</li> </ul>	<ul style="list-style-type: none"> <li>Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.</li> </ul>	<ul style="list-style-type: none"> <li>Motivate and inspire others around change initiatives.</li> </ul>		
<ul style="list-style-type: none"> <li>Participate in change programs and piloting change interventions.</li> </ul>	<ul style="list-style-type: none"> <li>Able to gain buy-in and approval for change from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Take the lead in impactful change programs.</li> </ul>			
<ul style="list-style-type: none"> <li>Understand the impact of change interventions on the institution within the broader scope of local government.</li> </ul>	<ul style="list-style-type: none"> <li>Identify change readiness levels and assist in resolving resistance to change factors.</li> </ul>	<ul style="list-style-type: none"> <li>Benchmark change interventions against best change practices.</li> </ul>	<ul style="list-style-type: none"> <li>Motivate and inspire others around change initiatives.</li> </ul>		
	<ul style="list-style-type: none"> <li>Design change interventions that are aligned with the institution's strategic objectives and goals.</li> </ul>	<ul style="list-style-type: none"> <li>Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.</li> <li>Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.</li> </ul>			

  
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 .....  
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<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>			
<b>COMPETENCY NAME :</b>	<b>Financial Management</b>			
<b>COMPETENCY DEFINITION :</b>	<b>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</b>			
<b>ACHIEVEMENT LEVELS</b>				
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>	
<ul style="list-style-type: none"> <li>Understand basic financial concepts and methods as they relate to institutional processes and activities</li> </ul>	<ul style="list-style-type: none"> <li>Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate</li> </ul>	<ul style="list-style-type: none"> <li>Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>Develop planning tools to assist in evaluating and monitoring future expenditure trends.</li> </ul>	
<ul style="list-style-type: none"> <li>Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems</li> </ul>	<ul style="list-style-type: none"> <li>Assess, identify and manage financial risks.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare budgets that are aligned to the strategic objectives of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Set budget frameworks for the institution.</li> </ul>	
<ul style="list-style-type: none"> <li>Understand the importance of financial accountability</li> </ul>	<ul style="list-style-type: none"> <li>Assume a cost-saving approach to financial management.</li> </ul>	<ul style="list-style-type: none"> <li>Address complex budgeting and financial management concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Set strategic direction for the institution on expenditure and other financial processes.</li> </ul>	
<ul style="list-style-type: none"> <li>Understand the importance of asset control.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare financial reports based on specified formats.</li> </ul>	<ul style="list-style-type: none"> <li>Put systems and processes in place to enhance the quality and integrity of financial management practices.</li> </ul>	<ul style="list-style-type: none"> <li>Build and nurture partnerships to improve financial management and achieve financial savings.</li> </ul>	
	<ul style="list-style-type: none"> <li>Consider and understand the financial implications of decisions and suggestions.</li> </ul>	<ul style="list-style-type: none"> <li>Advise on policies and procedures regarding asset control.</li> </ul>	<ul style="list-style-type: none"> <li>Actively identify and implement new methods to improve asset control.</li> </ul>	
	<ul style="list-style-type: none"> <li>Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.</li> <li>Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.</li> </ul>	<ul style="list-style-type: none"> <li>Promote National Treasury's regulatory framework for Financial Management.</li> </ul>	<ul style="list-style-type: none"> <li>Display professionalism in dealing with financial data and processes.</li> </ul>	

  
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<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>			
<b>COMPETENCY NAME :</b>	<b>Governance Leadership</b>			
<b>COMPETENCY DEFINITION:</b>	<b>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.</b>			
<b>ACHIEVEMENT LEVELS</b>				
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>	
<ul style="list-style-type: none"> <li>Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.</li> </ul>	<ul style="list-style-type: none"> <li>Able to link risk initiatives into key institutional objectives and drivers.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a high level of commitment in complying with governance requirements.</li> </ul>	
<ul style="list-style-type: none"> <li>Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.</li> </ul>	<ul style="list-style-type: none"> <li>Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.</li> </ul>	
<ul style="list-style-type: none"> <li>Provide input into policy formulation.</li> </ul>	<ul style="list-style-type: none"> <li>Actively drive policy formulation within the institution to ensure the achievement of objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Able to advise local government on risk management, best practice interventions and compliance management.</li> </ul>	
		<ul style="list-style-type: none"> <li>Demonstrate a thorough understanding of risk retention plans.</li> </ul>	<ul style="list-style-type: none"> <li>Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t</li> </ul>	
		<ul style="list-style-type: none"> <li>Identify and implement comprehensive risk management systems and processes.</li> </ul>	<ul style="list-style-type: none"> <li>Able to shape, direct and drive the formulation of policies on a macro level.</li> </ul>	
		<ul style="list-style-type: none"> <li>Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.</li> </ul>		

  
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<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>			
<b>COMPETENCY NAME :</b>	<b>Moral Competence</b>			
<b>COMPETENCY DEFINITION :</b>	<b>Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence</b>			
<b>ACHIEVEMENT LEVELS</b>				
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>	
<ul style="list-style-type: none"> <li>Realise the impact of acting with integrity, but requires guidance and development in implementing principles.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct self in alignment with the values of local government and the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Identify, develop and apply measures of self-correction.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment conducive of moral practices.</li> </ul>	
<ul style="list-style-type: none"> <li>Follow basic rules and regulations of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.</li> </ul>	<ul style="list-style-type: none"> <li>Able to gain trust and respect through aligning actions with commitments.</li> </ul>	<ul style="list-style-type: none"> <li>Actively develop and implement measures to combat fraud and corruption.</li> </ul>	
<ul style="list-style-type: none"> <li>Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.</li> </ul>	<ul style="list-style-type: none"> <li>Actively report fraudulent activity and corruption with local government.</li> </ul>	<ul style="list-style-type: none"> <li>Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Set integrity standards and shared accountability measures across the institution to support the objectives of local government.</li> </ul>	
	<ul style="list-style-type: none"> <li>Understand and honor the confidential nature of matters without seeking personal gain.</li> </ul>	<ul style="list-style-type: none"> <li>Present values, beliefs and ideas that are congruent with the institution's rules and regulations.</li> </ul>		
	<ul style="list-style-type: none"> <li>Able to deal with situations of conflict of interest promptly and in the best interest of local government.</li> </ul>	<ul style="list-style-type: none"> <li>Takes an active stance against corruption and dishonesty when noted.</li> </ul>		<ul style="list-style-type: none"> <li>Take responsibility for own actions and decisions, even if the consequences are unfavorable.</li> </ul>
		<ul style="list-style-type: none"> <li>Actively promote the value of the institution to internal and external stakeholders.</li> </ul>		
		<ul style="list-style-type: none"> <li>Able to work in unity with a team and not seek personal gain.</li> </ul>		
		<ul style="list-style-type: none"> <li>Apply universal moral principles consistently to achieve moral decisions.</li> </ul>		

  
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<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Planning and Organising</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Able to follow basic plans and organise tasks around set objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Actively and appropriately organise information and resources required for a task.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on broad strategies and initiatives when developing plans and actions.</li> </ul>
<ul style="list-style-type: none"> <li>• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Recognise the urgency and importance of tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify in advance required stages and actions to complete tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to protect and forecast short, medium and long term requirements of the institution and local government.</li> </ul>
<ul style="list-style-type: none"> <li>• Able to follow existing plans and ensure that objectives are met.</li> </ul>	<ul style="list-style-type: none"> <li>• Balance short and long-term plans and goals and incorporate into the team's performance objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule realistic timelines, objectives and milestones for tasks and projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Translate policy into relevant projects to facilitate the achievement of institutional objectives.</li> </ul>
<ul style="list-style-type: none"> <li>• Focus on short-term objectives in developing plans and actions</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Produce clear, detailed and comprehensive plans to achieve institutional objectives.</li> </ul>	
<ul style="list-style-type: none"> <li>• Arrange information and resources required for a task, but require further structure and organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Measures progress and monitor performance results.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify possible risk factors and design and implement appropriate contingency plans.</li> <li>• Adapt plans in light of changing circumstances.</li> <li>• Prioritise tasks and projects according to their relevant urgency and importance.</li> </ul>	

  
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<b>CLUSTER :</b>		<b>CORE COMPETENCIES</b>	
<b>COMPETENCY NAME :</b>		<b>Analysis and Innovation</b>	
<b>COMPETENCY DEFINITION :</b>		<b>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</b>	
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand the basic operation of analysis, but lack detail and thoroughness.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches team members on analytical and innovative approaches and techniques.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate complex analytical and problem solving approaches and techniques.</li> </ul>
<ul style="list-style-type: none"> <li>Able to balance independent analysis with requesting assistance from others.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate objectivity, insight and thoroughness when analysing problems.</li> </ul>	<ul style="list-style-type: none"> <li>Engage with appropriate individuals in analysing and resolving complex problems.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment conducive to analytical and fact-based problem solving.</li> </ul>
<ul style="list-style-type: none"> <li>Recommend new ways to perform tasks within own function.</li> </ul>	<ul style="list-style-type: none"> <li>Able to break down complex problems into manageable parts and identify solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Identify solutions on various areas in the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.</li> </ul>
<ul style="list-style-type: none"> <li>Propose simple remedial interventions that marginally challenges the status quo.</li> </ul>	<ul style="list-style-type: none"> <li>Consult internal and external stakeholders on opportunities to improve processes and service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Formulate and implement new ideas throughout the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment that fosters innovative thinking and follows a learning organisation approach.</li> </ul>
<ul style="list-style-type: none"> <li>Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.</li> </ul>	<ul style="list-style-type: none"> <li>Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Able to gain approval and buy-in for proposed interventions from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Be a thought leader on innovative customer service delivery and process optimisation.</li> </ul>
	<ul style="list-style-type: none"> <li>Continuously identify opportunities to enhance internal processes.</li> </ul>	<ul style="list-style-type: none"> <li>Identify trends and best practices in process and service delivery and propose institutional application.</li> </ul>	<ul style="list-style-type: none"> <li>Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously engage in research to identify client needs.</li> </ul>	

  
 .....  
 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"> <li>Collect, categorise and track relevant information required for specific tasks and projects.</li> </ul>	<ul style="list-style-type: none"> <li>Use appropriate information systems and technology to manage institutional knowledge and information sharing.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively predict future information and knowledge management requirements and systems.</li> </ul>	<ul style="list-style-type: none"> <li>Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.</li> </ul>		
<ul style="list-style-type: none"> <li>Analyse and interpret information to draw conclusions.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate data from various sources and use information effectively to influence decisions and provide solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Develop standards and processes to meet future knowledge management needs.</li> </ul>	<ul style="list-style-type: none"> <li>Establish partnerships across local government to facilitate knowledge management.</li> </ul>		
<ul style="list-style-type: none"> <li>Seek new sources of information to increase the knowledge base.</li> </ul>	<ul style="list-style-type: none"> <li>Actively create mechanisms and structures for sharing information.</li> </ul>	<ul style="list-style-type: none"> <li>Share and promote best-practice knowledge management across various institutions.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a mature approach.</li> </ul>		
<ul style="list-style-type: none"> <li>Regularly share information and knowledge with internal stakeholders and team members.</li> </ul>	<ul style="list-style-type: none"> <li>Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Establish accurate measures and monitoring systems for knowledge and information management.</li> <li>Create a culture conducive of learning and knowledge sharing.</li> <li>Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.</li> </ul>	<ul style="list-style-type: none"> <li>Recognise and exploit knowledge points in interactions with internal and external stakeholders.</li> </ul>		

  
 .....  
 Chief Financial Officer  
**Mr Kevin Carolus**

  
 .....  
 Municipal Manager:  
**Ms Geraldine Mettler**



<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Communication</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively communicate high-risk and sensitive matters to relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Regarded as a specialist in negotiations and representing the institution.</li> </ul>
<ul style="list-style-type: none"> <li>• Express ideas in a clear and focused manner, but does not always take the audience into consideration.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a well-defined communication strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to inspire and motivate others through positive communication that is impactful and relevant.</li> </ul>
<ul style="list-style-type: none"> <li>• Disseminate and convey information and knowledge adequately.</li> </ul>	<ul style="list-style-type: none"> <li>• Adapt communication content and style to suit the audience and facilitate optimal information transfer.</li> </ul>	<ul style="list-style-type: none"> <li>• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.</li> </ul>
	<ul style="list-style-type: none"> <li>• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to effectively direct negotiations around complex.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Compile clear, focused, concise and well-structured written documents.</li> </ul>	<ul style="list-style-type: none"> <li>• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.</li> <li>• Able to communicate with the media with high levels of moral competence and discipline.</li> </ul>	


  
 .....  
 Chief Financial Officer  
**Mr Kevin Carolus**

  
 .....  
 Municipal Manager:  
**Ms Geraldine Mettler**



<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Results and Quality Focus</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand quality of work but requires guidance in attending to important matters.</li> </ul>	<ul style="list-style-type: none"> <li>Focus on high-priority actions and does not become distracted by lower-priority activities.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently verify own standards and outcomes to ensure quality output.</li> </ul>	<ul style="list-style-type: none"> <li>Coach and guide others to exceed quality standards and results.</li> </ul>
<ul style="list-style-type: none"> <li>Show a basic commitment to achieving the correct results.</li> </ul>	<ul style="list-style-type: none"> <li>Display firm commitment and pride in achieving the correct results.</li> </ul>	<ul style="list-style-type: none"> <li>Focus on the end result and avoids being distracted</li> </ul>	<ul style="list-style-type: none"> <li>Develop challenging, client-focused goals and sets high standards for personal performance.</li> </ul>
<ul style="list-style-type: none"> <li>Produce the minimum level of results required in the role.</li> </ul>	<ul style="list-style-type: none"> <li>Set quality standards and design processes and tasks around achieving set standards.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a determined and committed approach to achieving results and quality standards.</li> </ul>	<ul style="list-style-type: none"> <li>Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.</li> </ul>
<ul style="list-style-type: none"> <li>Produce outcomes that is of a good standard.</li> </ul>	<ul style="list-style-type: none"> <li>Produce output of high quality.</li> </ul>	<ul style="list-style-type: none"> <li>Follow task and projects through to completion.</li> </ul>	<ul style="list-style-type: none"> <li>Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.</li> </ul>
<ul style="list-style-type: none"> <li>Focus on the quantity of output but requires development in incorporating the quality of work.</li> </ul>	<ul style="list-style-type: none"> <li>Able to balance the quantity and quality of results in order to achieve objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Set challenging goals and objectives to self and team and display commitment to achieving expectations.</li> </ul>	<ul style="list-style-type: none"> <li>Take appropriate risks to accomplish goals.</li> </ul>
<ul style="list-style-type: none"> <li>Produce quality work in general circumstances, but fails to meet expectation when under pressure.</li> </ul>	<ul style="list-style-type: none"> <li>Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a focus on quality outputs when placed under pressure.</li> <li>Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Overcome setbacks and adjust action plans to realise goals.</li> <li>Focus people on critical activities that yield a high impact.</li> </ul>

  
 .....  
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**Mr Kevin Carolus**

  
 .....  
 Municipal Manager:  
**Ms Geraldine Mettler**



**STELLENBOSCH**

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MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

## 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: 07/07/2021.

Signed by the Municipal Manager on behalf of the Municipality

Date: 07/07/2021.

# **ANNEXURE 3**



**STELLENBOSCH**

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## **Performance Agreement 2021 – 2022**

**Director: Corporate Services**

*[Handwritten signature]*

*[Handwritten initials]*





**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: CORPORATE SERVICES**  
**Ms Annalene de Beer**  
(herein and after referred as Employee)

**FOR THE FINANCIAL YEAR:**

**01 JULY 2021 – 30 JUNE 2022**

.....  
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, 2000 (Act No. 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;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

  
.....  
Director: Corporate Services  
**Ms Annalene de Beer**

  
.....  
Municipal Manager:  
**Ms Geraldine Mettler**



- 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 2021** and will remain in force until **30 June 2022** 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 31<sup>st</sup> 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;
  - 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.

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**Ms Geraldine Mettler**



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.

**Table 1: Strategic Focus Areas**

Strategic Focus Areas
SFA 1 - Valley of Possibility
SFA 2 - Green and Sustainable Valley
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

  
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**Ms Annalene de Beer**

  
 .....  
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score. The competencies will be assessed every six (6) months (January and July).

**Table 2: Leading and Core Competencies**

Leading and Core Competencies		
1.	<b>Strategic direction and leadership</b>	<ul style="list-style-type: none"> <li>Impact and influence</li> <li>Institutional performance management</li> <li>Strategic planning and management</li> <li>Organisational awareness</li> </ul>
2.	<b>People management</b>	<ul style="list-style-type: none"> <li>Human capital planning and development</li> <li>Diversity management</li> <li>Employee relations management</li> <li>Negotiation and dispute management</li> </ul>
3.	<b>Programme and project management</b>	<ul style="list-style-type: none"> <li>Programme and project planning and implementation</li> <li>Service delivery management</li> <li>Programme and project monitoring and evaluation</li> </ul>
4.	<b>Financial management</b>	<ul style="list-style-type: none"> <li>Budget planning and execution</li> <li>Financial strategy and delivery</li> <li>Financial reporting and delivery</li> </ul>
5.	<b>Change leadership</b>	<ul style="list-style-type: none"> <li>Change vision and strategy</li> <li>Process design and improvement</li> <li>Change impact monitoring and evaluation</li> </ul>
6.	<b>Governance leadership</b>	<ul style="list-style-type: none"> <li>Policy formulation</li> <li>Risk and compliance management</li> <li>Cooperative governance</li> </ul>
7.	<b>Moral competence</b>	<ul style="list-style-type: none"> <li>Core Competency</li> </ul>
8.	<b>Planning and organising</b>	<ul style="list-style-type: none"> <li>Core Competency</li> </ul>
9.	<b>Analysis and innovation</b>	<ul style="list-style-type: none"> <li>Core Competency</li> </ul>
10.	<b>Knowledge and information management</b>	<ul style="list-style-type: none"> <li>Core Competency</li> </ul>
11.	<b>Communication</b>	<ul style="list-style-type: none"> <li>Core Competency</li> </ul>
12.	<b>Results and quality focus</b>	<ul style="list-style-type: none"> <li>Core Competency</li> </ul>

## 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

  
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- 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

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Municipal Manager:  
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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:

**Table 3: Performance rating scale**

Level	Terminology	Description
5	<b>Outstanding performance</b>	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	<b>Performance significantly above expectations</b>	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	<b>Fully effective</b>	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	<b>Not fully effective</b>	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	<b>Unacceptable performance</b>	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:

**Table 4: Rating scale for Competencies**

Level	Achievement Levels	Description
5	<b>Superior</b>	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	<b>Advanced</b>	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses

  
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**Ms Geraldine Mettler**





Level	Achievement Levels	Description
3	<b>Competent</b>	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	<b>Basic</b>	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	<b>Sub Standard</b>	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 1<sup>st</sup>, and 3<sup>rd</sup> 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.

**Table 5: Schedule for performance reviews**

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2021 (Informal)
2	October – December	January / February 2022 (Formal)
3	January – March	April / May 2022 (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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 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.
- 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.

  
.....  
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**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 4<sup>th</sup> 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:

**Table 6: Performance bonus calculations**

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

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- 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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.....  
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Thus, done and signed at Stellenbosch on the 07 day of July 2021.

[Signature]  
**DIRECTOR: CORPORATE SERVICES**

**AS WITNESSES:**

- 1. [Signature]
- 2. [Signature]

Thus, done and signed at Stellenbosch on the 07 day of July 2021.

[Signature]  
**MUNICIPAL MANAGER**

**AS WITNESSES:**

- 1. [Signature]
- 2. [Signature]

[Signature]  
.....  
Director: Corporate Services  
**Ms Annalene de Beer**

[Signature]  
.....  
Municipal Manager:  
**Ms Geraldine Mettler**



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**MEMBER OF MAYORAL COMMITTEE**  
(Portfolio: Corporate Services)  
**Cllr AR Frazenburg**

.....  
Director: Corporate Services  
**Ms Annalene de Beer**

.....  
Municipal Manager:  
**Ms Geraldine Mettler**



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## Annexure A Performance Plan

**DIRECTOR: CORPORATE SERVICES**

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**Ms Annalene de Beer**

.....  
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%)**

DIRECTOR: CORPORATE SERVICES													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: Registry and Office Auxiliary Services	Percentage of indicators of the Section: Registry and Office Auxiliary Services achieved, measured quarterly	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	2
TBC	SFA 5: Good Governance and Compliance	Effective Management and Functional Supervision of the Section: Secretariat / Committee Services	Percentage of indicators of the Section: Secretariat / Committee Services achieved, measured quarterly	Outcome	New KPI	80% per annum	80%	SM	80%	80%	80%	80%	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 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: 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	74.77%	80% per annum	80%	SM	80%	80%	80%	80%	4
TBC	SFA 5: 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	78.48%	80% per annum	80%	SM	80%	80%	80%	80%	4
TBC	SFA 5: 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	79.62%	80% per annum	80%	SM	80%	80%	80%	80%	4
TBC	SFA 5: 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	59.18%	80% per annum	80%	SM	80%	80%	80%	80%	4
TBC	SFA 5: 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	96.25%	80% per annum	80%	SM	80%	80%	80%	80%	4
TBC	SFA 5: 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	72.23%	80% per annum	80%	SM	80%	80%	80%	80%	4

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DIRECTOR: CORPORATE SERVICES													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
KPI078	SFA 5: Good Governance and Compliance	Submission of the Revised Facility Management Plan to the MayCo	Number of Revised Facility Management Plans submitted to the MayCo by 31 May	Output	1	1 per annum	1	SM	N/A	N/A	N/A	1	3
KPI059	SFA 5: 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 the 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	0.13%	0.20% per annum	0.20%	SM	N/A	N/A	N/A	0.20%	2
KPI065	SFA 5: 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	SM	N/A	N/A	1	N/A	3
KPI066	SFA 5: 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	SM	N/A	N/A	1	N/A	3
KPI072	SFA 5: 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 May	Output	1	1 per annum	1	SM	N/A	N/A	N/A	1	3
TBC	SFA 5: 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	68.24%	90% per annum	90%	SM	10%	30%	60%	90%	15

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DIRECTOR: CORPORATE SERVICES													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2022/23)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2022 and 100% by 30 June 2022. For the 2022/23 financial year)	Output	100%	100% per annum	100%	SM	N/A	N/A	50%	100%	5
TBC	SFA 5: 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	4	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	1
TBC	SFA 5: Good Governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	7	8 per annum	8	SM	8	N/A	N/A	N/A	2
TBC	SFA 5: Good Governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	14	14 per annum	16	SM	N/A	N/A	16	N/A	2
TBC	SFA 5: Good Governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Departmental Risk Registers developed by 31 July	Output	1	1 per annum	1	SM	1	N/A	N/A	N/A	1
TBC	SFA 5: Good Governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated quarterly	Output	3	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	2
TBC	SFA 5: Good Governance and Compliance	Implementation of Council resolutions	Percentage of resolutions implemented measured quarterly	Output	70%	70% per annum	70%	SM	70%	70%	70%	70%	3

  
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DIRECTOR: CORPORATE SERVICES													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: 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	5	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	1
TBC	SFA 5: Good Governance and Compliance	Implementation of the ICT Strategy	Number of actions implemented as identified in the ICT Strategy by 30 June	Outcome	New KPI	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	3
TBC	SFA 5: Good Governance and Compliance	Conduct a customer satisfaction survey (CSS)	Number of CSSs conducted by 31 March	Output	New KPI	1 per annum	1	SM	N/A	N/A	1	N/A	2
TBC	Good governance and Compliance	Implementation of the Directorate's actions as per the AGSA Audit Action Plan	Percentage of the Directorate's actions as per the AGSA Audit Action Plan implemented by 30 June	Outcome	New KPI	100% per annum	100%	SM	N/A	N/A	50%	100%	1
												<b>Total</b>	<b>80</b>

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**Part 2: Competency Requirements (20%)**

Ref	Leading and Core Competencies	(January) 1 <sup>st</sup> 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%	
<b>Total</b>				<b>20%</b>	

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## Annexure B

# Competency Framework

**DIRECTOR: CORPORATE SERVICES**

.....  
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.....  
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**Ms Geraldine Mettler**



<b>CLUSTER :</b>		<b>LEADING COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>		<b>Strategic Direction and Leadership</b>		
<b>COMPETENCY DEFINITION :</b>		<b>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.</b>		
<b>ACHIEVEMENT LEVELS</b>				
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>	
<ul style="list-style-type: none"> <li>Understand Institutional and departmental strategic objectives, but</li> <li>lacks the ability to inspire others to achieve set mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Give direction to a team in realising the institution's strategic mandate and set objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate all activities to determine value and alignment to strategic intent.</li> </ul>	<ul style="list-style-type: none"> <li>Structure and position the institution to local government priorities.</li> </ul>	
<ul style="list-style-type: none"> <li>Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Has a positive impact and influence on the morale, engagement and participation of team members.</li> </ul>	<ul style="list-style-type: none"> <li>Display in-depth knowledge and understanding of strategic planning.</li> </ul>	<ul style="list-style-type: none"> <li>Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.</li> </ul>	
<ul style="list-style-type: none"> <li>Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.</li> </ul>	<ul style="list-style-type: none"> <li>Develop action plans to execute and guide strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Align strategy and goals across all functional areas.</li> </ul>	<ul style="list-style-type: none"> <li>Hold self-accountable for strategy execution and results.</li> </ul>	
<ul style="list-style-type: none"> <li>Demonstrate basic understanding of key decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Assist in defining performance measures to monitor the progress and effectiveness of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Actively define performance measures to monitor the progress and effectiveness of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Provide impact and influence through building and maintaining strategic relationships.</li> </ul>	
	<ul style="list-style-type: none"> <li>Displays an awareness of institutional structures and political factors.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently challenge strategic plans to ensure relevance.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.</li> </ul>	
	<ul style="list-style-type: none"> <li>Effectively communicate barriers to execution to relevant parties.</li> </ul>	<ul style="list-style-type: none"> <li>Understand institutional structures and political factors, and the consequences of actions.</li> </ul>	<ul style="list-style-type: none"> <li>Integrate various systems into a collective whole to optimise institutional performance management.</li> </ul>	
	<ul style="list-style-type: none"> <li>Provide guidance to all stakeholders in the achievement of the strategic mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Empower others to follow the strategic direction and deal with complex situations.</li> </ul>	<ul style="list-style-type: none"> <li>Uses understanding of competing interests to maneuver successfully to a win/win outcome.</li> </ul>	
	<ul style="list-style-type: none"> <li>Understand the aim and objectives of the institution and relate it to own work.</li> </ul>	<ul style="list-style-type: none"> <li>Guide the institution through complex and ambiguous concern.</li> <li>Use understanding of power relationships and dynamic tensions among key players</li> </ul>		

  
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 .....  
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<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Strategic Direction and Leadership</b>		
<b>COMPETENCY DEFINITION :</b>	<b>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
		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"> <li>Participate in team goalsetting and problem solving.</li> </ul>	<ul style="list-style-type: none"> <li>Seek opportunities to increase team contribution and responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>Identify ineffective team and work processes and recommend remedial interventions.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and incorporate best practice people management processes, approaches and tools across the institution.</li> </ul>		
<ul style="list-style-type: none"> <li>Interact and collaborate with people of diverse backgrounds.</li> </ul>	<ul style="list-style-type: none"> <li>Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.</li> </ul>	<ul style="list-style-type: none"> <li>Recognise and reward effective and desired behavior.</li> </ul>	<ul style="list-style-type: none"> <li>Foster a culture of discipline, responsibility and accountability.</li> </ul>		
<ul style="list-style-type: none"> <li>Aware of guidelines for employee development, but requires support in implementing development initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively delegate tasks and empower others to increase contribution and execute functions optimally.</li> </ul>	<ul style="list-style-type: none"> <li>Provide mentoring and guidance to others in order to increase personal effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.</li> </ul>		
	<ul style="list-style-type: none"> <li>Apply relevant employee legislation fairly and consistently.</li> </ul>	<ul style="list-style-type: none"> <li>Identify development and learning needs within the team.</li> </ul>	<ul style="list-style-type: none"> <li>Develop comprehensive integrated strategies and approaches to human capital development and management.</li> </ul>		
	<ul style="list-style-type: none"> <li>Effectively identify capacity requirements to fulfill the strategic mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Inspire a culture of performance excellence by giving positive and constructive feedback to the team.</li> <li>Achieve agreement or consensus in adversarial environments.</li> <li>Lead and unite diverse teams across divisions to achieve institutional objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.</li> </ul>		

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Municipal Manager:  
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CLUSTER :		LEADING COMPETENCIES			
COMPETENCY NAME :		Programme 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"> <li>Initiate projects after approval from higher authorities.</li> </ul>	<ul style="list-style-type: none"> <li>Establish broad stakeholder involvement and communicate the project status and key milestones.</li> </ul>	<ul style="list-style-type: none"> <li>Manage multiple programs and balance priorities and conflicts according to institutional goals.</li> </ul>	<ul style="list-style-type: none"> <li>Understand and conceptualise the long-term implications of desired project outcomes.</li> </ul>		
<ul style="list-style-type: none"> <li>Understand procedures of program and project management methodology, implications and stakeholder involvement.</li> </ul>	<ul style="list-style-type: none"> <li>Define the roles and responsibilities of the project team and create clarity around expectations.</li> </ul>	<ul style="list-style-type: none"> <li>Apply effective risk management strategies through impact assessment and resource requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives.</li> </ul>		
<ul style="list-style-type: none"> <li>Understand the rationale of projects in relation to the institution's strategic objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Find a balance between project deadline and the quality of deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Modify project scope and budget when required without compromising the quality and objectives of the project.</li> </ul>	<ul style="list-style-type: none"> <li>Influence people in positions of authority to implement outcomes of projects</li> </ul>		
<ul style="list-style-type: none"> <li>Document and communicate factors and risk associated with own work.</li> </ul>	<ul style="list-style-type: none"> <li>Identify appropriate project resources to facilitate the effective completion of the deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Involve top-level authorities and relevant stakeholders in seeking project buy-in.</li> </ul>	<ul style="list-style-type: none"> <li>Lead and direct translation of policy into workable action plans</li> </ul>		
<ul style="list-style-type: none"> <li>Use results and approaches of successful project implementation as guide.</li> </ul>	<ul style="list-style-type: none"> <li>Comply with statutory requirements and apply policies in a consistent manner.</li> <li>Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and apply contemporary project management methodology</li> <li>Influence and motivate project team to deliver exceptional results.</li> <li>Monitor policy implementation and apply procedures to manage risks.</li> </ul>	<ul style="list-style-type: none"> <li>Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.</li> </ul>		

Director: Corporate Services  
Ms Annalene de Beer

Municipal Manager:  
Ms Geraldine Mettler



<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Change Leadership</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Display an awareness of change interventions and the benefits of transformation initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Perform an analysis of the change impact on the social, political and economic environment.</li> </ul>	<ul style="list-style-type: none"> <li>Actively monitor change impact and results and convey progress to relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Sponsor change agents and create a network of change leaders who support the interventions.</li> </ul>
<ul style="list-style-type: none"> <li>Able to identify basic needs for change.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain calm and focus during change.</li> </ul>	<ul style="list-style-type: none"> <li>Secure buy-in and sponsorship for change initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Actively adapt current structures and processes to incorporate the change interventions.</li> </ul>
<ul style="list-style-type: none"> <li>Identify gaps between the current and desired state.</li> </ul>	<ul style="list-style-type: none"> <li>Able to assist team members during change and keep them focused on the deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Mentor and guide team members on the effects of change, resistance factors and how to integrate change.</li> </ul>
<ul style="list-style-type: none"> <li>Identify potential risk and challenges to transformation, including resistance to change factors.</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer to lead change efforts outside of own work team.</li> </ul>	<ul style="list-style-type: none"> <li>Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.</li> </ul>	<ul style="list-style-type: none"> <li>Motivate and inspire others around change initiatives.</li> </ul>
<ul style="list-style-type: none"> <li>Participate in change programs and piloting change interventions.</li> </ul>	<ul style="list-style-type: none"> <li>Able to gain buy-in and approval for change from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Take the lead in impactful change programs.</li> </ul>	
<ul style="list-style-type: none"> <li>Understand the impact of change interventions on the institution within the broader scope of local government.</li> </ul>	<ul style="list-style-type: none"> <li>Identify change readiness levels and assist in resolving resistance to change factors.</li> </ul>	<ul style="list-style-type: none"> <li>Benchmark change interventions against best change practices.</li> </ul>	
	<ul style="list-style-type: none"> <li>Design change interventions that are aligned with the institution's strategic objectives and goals.</li> </ul>	<ul style="list-style-type: none"> <li>Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.</li> <li>Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.</li> </ul>	

  
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 Director: Corporate Services  
**Ms Annalene de Beer**

  
 .....  
 Municipal Manager:  
**Ms Geraldine Meffler**



<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>			
<b>COMPETENCY NAME :</b>	<b>Financial Management</b>			
<b>COMPETENCY DEFINITION :</b>	<b>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner</b>			
<b>ACHIEVEMENT LEVELS</b>				
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>	
<ul style="list-style-type: none"> <li>Understand basic financial concepts and methods as they relate to institutional processes and activities</li> </ul>	<ul style="list-style-type: none"> <li>Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate</li> </ul>	<ul style="list-style-type: none"> <li>Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>Develop planning tools to assist in evaluating and monitoring future expenditure trends.</li> </ul>	
<ul style="list-style-type: none"> <li>Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems</li> </ul>	<ul style="list-style-type: none"> <li>Assess, identify and manage financial risks.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare budgets that are aligned to the strategic objectives of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Set budget frameworks for the institution.</li> </ul>	
<ul style="list-style-type: none"> <li>Understand the importance of financial accountability</li> </ul>	<ul style="list-style-type: none"> <li>Assume a cost-saving approach to financial management.</li> </ul>	<ul style="list-style-type: none"> <li>Address complex budgeting and financial management concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Set strategic direction for the institution on expenditure and other financial processes.</li> </ul>	
<ul style="list-style-type: none"> <li>Understand the importance of asset control.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare financial reports based on specified formats.</li> </ul>	<ul style="list-style-type: none"> <li>Put systems and processes in place to enhance the quality and integrity of financial management practices.</li> </ul>	<ul style="list-style-type: none"> <li>Build and nurture partnerships to improve financial management and achieve financial savings.</li> </ul>	
	<ul style="list-style-type: none"> <li>Consider and understand the financial implications of decisions and suggestions.</li> </ul>	<ul style="list-style-type: none"> <li>Advise on policies and procedures regarding asset control.</li> </ul>	<ul style="list-style-type: none"> <li>Actively identify and implement new methods to improve asset control.</li> </ul>	
	<ul style="list-style-type: none"> <li>Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.</li> <li>Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.</li> </ul>	<ul style="list-style-type: none"> <li>Promote National Treasury's regulatory framework for Financial Management.</li> </ul>	<ul style="list-style-type: none"> <li>Display professionalism in dealing with financial data and processes.</li> </ul>	

  
 .....  
 Director: Corporate Services  
**Ms Annalene de Beer**

  
 .....  
 Municipal Manager:  
**Ms Geraldine Mettler**



<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>			
<b>COMPETENCY NAME :</b>	<b>Governance Leadership</b>			
<b>COMPETENCY DEFINITION:</b>	<b>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 conceptualisation of relevant policies and enhance cooperative governance relationships.</b>			
<b>ACHIEVEMENT LEVELS</b>				
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>	
<ul style="list-style-type: none"> <li>Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.</li> <li>Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.</li> <li>Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Able to link risk initiatives into key institutional objectives and drivers.</li> <li>Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a high level of commitment in complying with governance requirements.</li> <li>Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.</li> </ul>	
<ul style="list-style-type: none"> <li>Provide input into policy formulation.</li> </ul>	<ul style="list-style-type: none"> <li>Actively drive policy formulation within the institution to ensure the achievement of objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.</li> <li>Demonstrate a thorough understanding of risk retention plans.</li> <li>Identify and implement comprehensive risk management systems and processes.</li> <li>Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Able to advise local government on risk management, best practice interventions and compliance management.</li> <li>Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.</li> <li>Able to shape, direct and drive the formulation of policies on a macro level.</li> </ul>	

  
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 .....  
 Municipal Manager:  
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<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Moral Competence</b>		
<b>COMPETENCY DEFINITION :</b>	<b>Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Realise the impact of acting with integrity, but requires guidance and development in implementing principles.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct self in alignment with the values of local government and the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Identify, develop and apply measures of self-correction.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment conducive of moral practices.</li> </ul>
<ul style="list-style-type: none"> <li>Follow basic rules and regulations of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.</li> </ul>	<ul style="list-style-type: none"> <li>Able to gain trust and respect through aligning actions with commitments.</li> </ul>	<ul style="list-style-type: none"> <li>Actively develop and implement measures to combat fraud and corruption.</li> </ul>
<ul style="list-style-type: none"> <li>Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.</li> </ul>	<ul style="list-style-type: none"> <li>Actively report fraudulent activity and corruption with local government.</li> </ul>	<ul style="list-style-type: none"> <li>Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Set integrity standards and shared accountability measures across the institution to support the objectives of local government.</li> </ul>
	<ul style="list-style-type: none"> <li>Understand and honor the confidential nature of matters without seeking personal gain.</li> </ul>	<ul style="list-style-type: none"> <li>Present values, beliefs and ideas that are congruent with the institution's rules and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Take responsibility for own actions and decisions, even if the consequences are unfavorable.</li> </ul>
	<ul style="list-style-type: none"> <li>Able to deal with situations of conflict of interest promptly and in the best interest of local government.</li> </ul>	<ul style="list-style-type: none"> <li>Takes an active stance against corruption and dishonesty when noted.</li> </ul>	
		<ul style="list-style-type: none"> <li>Actively promote the value of the institution to internal and external stakeholders.</li> </ul>	
		<ul style="list-style-type: none"> <li>Able to work in unity with a team and not seek personal gain.</li> </ul>	
		<ul style="list-style-type: none"> <li>Apply universal moral principles consistently to achieve moral decisions.</li> </ul>	

Director: Corporate Services  
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<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Planning and Organising</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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.</b>		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>• Able to follow basic plans and organise tasks around set objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Actively and appropriately organise information and resources required for a task.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on broad strategies and initiatives when developing plans and actions.</li> </ul>
<ul style="list-style-type: none"> <li>• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Recognise the urgency and importance of tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify in advance required stages and actions to complete tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to protect and forecast short, medium and long term requirements of the institution and local government.</li> </ul>
<ul style="list-style-type: none"> <li>• Able to follow existing plans and ensure that objectives are met.</li> </ul>	<ul style="list-style-type: none"> <li>• Balance short and long-term plans and goals and incorporate into the team's performance objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule realistic timelines, objectives and milestones for tasks and projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Translate policy into relevant projects to facilitate the achievement of institutional objectives.</li> </ul>
<ul style="list-style-type: none"> <li>• Focus on short-term objectives in developing plans and actions</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Produce clear, detailed and comprehensive plans to achieve institutional objectives.</li> </ul>	
<ul style="list-style-type: none"> <li>• Arrange information and resources required for a task, but require further structure and organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Measures progress and monitor performance results.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify possible risk factors and design and implement appropriate contingency plans.</li> <li>• Adapt plans in light of changing circumstances.</li> <li>• Prioritise tasks and projects according to their relevant urgency and importance.</li> </ul>	

  
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 .....  
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<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Analysis and Innovation</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand the basic operation of analysis, but lack detail and thoroughness.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches team members on analytical and innovative approaches and techniques.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate complex analytical and problem solving approaches and techniques.</li> </ul>
<ul style="list-style-type: none"> <li>Able to balance independent analysis with requesting assistance from others.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate objectivity, insight and thoroughness when analysing problems.</li> </ul>	<ul style="list-style-type: none"> <li>Engage with appropriate individuals in analysing and resolving complex problems.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment conducive to analytical and fact-based problem solving.</li> </ul>
<ul style="list-style-type: none"> <li>Recommend new ways to perform tasks within own function.</li> </ul>	<ul style="list-style-type: none"> <li>Able to break down complex problems into manageable parts and identify solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Identify solutions on various areas in the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.</li> </ul>
<ul style="list-style-type: none"> <li>Propose simple remedial interventions that marginally challenges the status quo.</li> </ul>	<ul style="list-style-type: none"> <li>Consult internal and external stakeholders on opportunities to improve processes and service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Formulate and implement new ideas throughout the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment that fosters innovative thinking and follows a learning organisation approach.</li> </ul>
<ul style="list-style-type: none"> <li>Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.</li> </ul>	<ul style="list-style-type: none"> <li>Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Able to gain approval and buy-in for proposed interventions from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Be a thought leader on innovative customer service delivery and process optimisation.</li> </ul>
	<ul style="list-style-type: none"> <li>Continuously identify opportunities to enhance internal processes.</li> </ul>	<ul style="list-style-type: none"> <li>Identify trends and best practices in process and service delivery and propose institutional application.</li> </ul>	<ul style="list-style-type: none"> <li>Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously engage in research to identify client needs.</li> </ul>	

  
 .....  
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 .....  
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**Ms Geraldine Mettler**





<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>			
<b>COMPETENCY NAME :</b>	<b>Knowledge and Information Management</b>			
<b>COMPETENCY DEFINITION :</b>	<b>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</b>			
<b>ACHIEVEMENT LEVELS</b>				
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>	
<ul style="list-style-type: none"> <li>Collect, categorise and track relevant information required for specific tasks and projects.</li> </ul>	<ul style="list-style-type: none"> <li>Use appropriate information systems and technology to manage institutional knowledge and information sharing.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively predict future information and knowledge management requirements and systems.</li> </ul>	<ul style="list-style-type: none"> <li>Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.</li> </ul>	
<ul style="list-style-type: none"> <li>Analyse and interpret information to draw conclusions.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate data from various sources and use information effectively to influence decisions and provide solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Develop standards and processes to meet future knowledge management needs.</li> </ul>	<ul style="list-style-type: none"> <li>Establish partnerships across local government to facilitate knowledge management.</li> </ul>	
<ul style="list-style-type: none"> <li>Seek new sources of information to increase the knowledge base.</li> </ul>	<ul style="list-style-type: none"> <li>Actively create mechanisms and structures for sharing information.</li> </ul>	<ul style="list-style-type: none"> <li>Share and promote best-practice knowledge management across various institutions.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a mature approach.</li> </ul>	
<ul style="list-style-type: none"> <li>Regularly share information and knowledge with internal stakeholders and team members.</li> </ul>	<ul style="list-style-type: none"> <li>Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Establish accurate measures and monitoring systems for knowledge and information management.</li> <li>Create a culture conducive of learning and knowledge sharing.</li> <li>Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.</li> </ul>	<ul style="list-style-type: none"> <li>Recognise and exploit knowledge points in interactions with internal and external stakeholders.</li> </ul>	

  
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<b>CLUSTER :</b>		<b>CORE COMPETENCIES</b>	
<b>COMPETENCY NAME :</b>		<b>Communication</b>	
<b>COMPETENCY DEFINITION :</b>		<b>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.</b>	
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively communicate high-risk and sensitive matters to relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Regarded as a specialist in negotiations and representing the institution.</li> </ul>
<ul style="list-style-type: none"> <li>• Express ideas in a clear and focused manner, but does not always take the audience into consideration.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a well-defined communication strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to inspire and motivate others through positive communication that is impactful and relevant.</li> </ul>
<ul style="list-style-type: none"> <li>• Disseminate and convey information and knowledge adequately.</li> </ul>	<ul style="list-style-type: none"> <li>• Adapt communication content and style to suit the audience and facilitate optimal information transfer.</li> </ul>	<ul style="list-style-type: none"> <li>• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.</li> </ul>
	<ul style="list-style-type: none"> <li>• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to effectively direct negotiations around complex.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Compile clear, focused, concise and well-structured written documents.</li> </ul>	<ul style="list-style-type: none"> <li>• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.</li> <li>• Able to communicate with the media with high levels of moral competence and discipline.</li> </ul>	
			<ul style="list-style-type: none"> <li>• Able to coordinate negotiations at different levels within local government and externally.</li> </ul>

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Ms Geraldine Mettler



<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Results and Quality Focus</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand quality of work but requires guidance in attending to important matters.</li> <li>Show a basic commitment to achieving the correct results.</li> <li>Produce the minimum level of results required in the role.</li> <li>Produce outcomes that is of a good standard.</li> <li>Focus on the quantity of output but requires development in incorporating the quality of work.</li> <li>Produce quality work in general circumstances, but fails to meet expectation when under pressure.</li> </ul>	<ul style="list-style-type: none"> <li>Focus on high-priority actions and does not become distracted by lower-priority activities.</li> <li>Display firm commitment and pride in achieving the correct results.</li> <li>Set quality standards and design processes and tasks around achieving set standards.</li> <li>Produce output of high quality.</li> <li>Able to balance the quantity and quality and quality of results in order to achieve objectives.</li> <li>Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently verify own standards and outcomes to ensure quality output.</li> <li>Focus on the end result and avoids being distracted</li> <li>Demonstrate a determined and committed approach to achieving results and quality standards.</li> <li>Follow task and projects through to completion.</li> <li>Set challenging goals and objectives to self and team and display commitment to achieving expectations.</li> <li>Maintain a focus on quality outputs when placed under pressure.</li> <li>Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Coach and guide others to exceed quality standards and results.</li> <li>Develop challenging, client-focused goals and sets high standards for personal performance.</li> <li>Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.</li> <li>Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.</li> <li>Take appropriate risks to accomplish goals.</li> <li>Overcome setbacks and adjust action plans to realise goals.</li> <li>Focus people on critical activities that yield a high impact.</li> </ul>

  
 .....  
 Director: Corporate Services  
**Ms Annalene de Beer**

  
 .....  
 Municipal Manager:  
**Ms Geraldine Mettler**



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## 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: 07/07/2021

Signed by the Municipal Manager on behalf of the Municipality

  
\_\_\_\_\_

Date: 07/07/2021

# **ANNEXURE 4**



**STELLENBOSCH**

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## **Performance Agreement**

**2021 – 2022**

**Director: Planning and Economic Development**

AB GA



**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: PLANNING AND ECONOMIC DEVELOPMENT**

**Mr Anthony Barnes**

(herein and after referred as Employee)

**FOR THE FINANCIAL YEAR:**

**01 JULY 2021 – 30 JUNE 2022**

.....  
Director: Planning and Economic Development  
**Mr Anthony Barnes**

.....  
Municipal Manager  
**Ms Geraldine Mettler**





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Director: Planning and Economic Development  
**Mr Anthony Barnes**

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 Anthony Barnes**, in terms of section 57(1)(a) of the Local Government: Municipal Systems Act, 2000 (Act No. 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;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

.....  
Director: Planning and Economic Development  
**Mr Anthony Barnes**

  
.....  
Municipal Manager  
**Ms Geraldine Mettler**



- 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 2021** and will remain in force until **30 June 2022** 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 31<sup>st</sup> 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;
  - 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.

  
.....  
Director: Planning and Economic Development  
**Mr Anthony Barnes**

  
.....  
Municipal Manager  
**Ms Geraldine Mettler**



- 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.

**Table 1: Strategic Focus Areas**

Strategic Focus Areas
SFA 1 - Valley of Possibility
SFA 2 - Green and Sustainable Valley
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

  
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Director: Planning and Economic Development  
**Mr Anthony Barnes**

  
.....  
Municipal Manager  
**Ms Geraldine Mettler**



score. The competencies will be assessed every six (6) months (January and July).

**Table 2: Leading and Core Competencies**

Leading and Core Competencies		
1.	<b>Strategic direction and leadership</b>	<ul style="list-style-type: none"> <li>• Impact and influence</li> <li>• Institutional performance management</li> <li>• Strategic planning and management</li> <li>• Organisational awareness</li> </ul>
2.	<b>People management</b>	<ul style="list-style-type: none"> <li>• Human capital planning and development</li> <li>• Diversity management</li> <li>• Employee relations management</li> <li>• Negotiation and dispute management</li> </ul>
3.	<b>Programme and project management</b>	<ul style="list-style-type: none"> <li>• Programme and project planning and implementation</li> <li>• Service delivery management</li> <li>• Programme and project monitoring and evaluation</li> </ul>
4.	<b>Financial management</b>	<ul style="list-style-type: none"> <li>• Budget planning and execution</li> <li>• Financial strategy and delivery</li> <li>• Financial reporting and delivery</li> </ul>
5.	<b>Change leadership</b>	<ul style="list-style-type: none"> <li>• Change vision and strategy</li> <li>• Process design and improvement</li> <li>• Change impact monitoring and evaluation</li> </ul>
6.	<b>Governance leadership</b>	<ul style="list-style-type: none"> <li>• Policy formulation</li> <li>• Risk and compliance management</li> <li>• Cooperative governance</li> </ul>
7.	<b>Moral competence</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
8.	<b>Planning and organising</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
9.	<b>Analysis and innovation</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
10.	<b>Knowledge and information management</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
11.	<b>Communication</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
12.	<b>Results and quality focus</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>

## 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

  
.....  
Director: Planning and Economic Development  
**Mr Anthony Barnes**

  
.....  
Municipal Manager  
**Ms Geraldine Mettler**



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

  
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Director: Planning and Economic Development  
**Mr Anthony Barnes**

  
.....  
Municipal Manager  
**Ms Geraldine Meitler**



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:

**Table 3: Performance rating scale**

Level	Terminology	Description
5	<b>Outstanding performance</b>	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	<b>Performance significantly above expectations</b>	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	<b>Fully effective</b>	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	<b>Not fully effective</b>	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	<b>Unacceptable performance</b>	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:

**Table 4: Rating scale for Competencies**

Level	Achievement Levels	Description
5	<b>Superior</b>	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	<b>Advanced</b>	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses

  
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Director: Planning and Economic Development  
**Mr Anthony Barnes**

  
.....  
Municipal Manager  
**Ms Geraldine Mettler**



Level	Achievement Levels	Description
3	<b>Competent</b>	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	<b>Basic</b>	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	<b>Sub Standard</b>	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 1<sup>st</sup>, and 3<sup>rd</sup> 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.

**Table 5: Schedule for performance reviews**

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2021 (Informal)
2	October – December	January / February 2022 (Formal)
3	January – March	April / May 2022 (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: Planning and Economic Development  
**Mr Anthony Barnes**

.....  
  
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.

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.

.....  
Director: Planning and Economic Development  
**Mr Anthony Barnes**

  
.....  
Municipal Manager  
**Ms Geraldine Mettler**



**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 4<sup>th</sup> 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:

**Table 6: Performance bonus calculations**

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

  
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**Mr Anthony Barnes**

  
.....  
Municipal Manager  
**Ms Geraldine Mettler**




- 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 unfitnes 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: Planning and Economic Development  
**Mr Anthony Barnes**

  
.....  
Municipal Manager  
**Ms Geraldine Mettler**



Thus, done and signed at Stellenbosch on the 07 day of July 2021.

**DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT**

**AS WITNESSES:**

1.

2.

Thus, done and signed at Stellenbosch on the 07 day of July 2021.

**MUNICIPAL MANAGER**

**AS WITNESSES:**

1.

2.

.....  
Director: Planning and Economic Development  
**Mr Anthony Barnes**

.....  
Municipal Manager  
**Ms Geraldine Mettler**



**MEMBER OF MAYORAL COMMITTEE**  
(Portfolio: Integrated Human Settlements)  
**Cllr N Jindela** G.M.M. wa  
(Mayor)

Deonter (pp)

**MEMBER OF MAYORAL COMMITTEE**  
(Portfolio: Planning, Local Economic Development and Tourism)  
**Cllr E Groenewald**

**MEMBER OF MAYORAL COMMITTEE**  
(Portfolio: Rural Management)  
**Cllr S Peters**

Director: Planning and Economic Development  
**Mr Anthony Barnes**

Municipal Manager  
**Ms Geraldine Mettler**



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## Annexure A Performance Plan

**DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT**

.....  
Director: Planning and Economic Development  
**Mr Anthony Barnes**

.....  
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%)**

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 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: 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	75%	80% per annum	80%	SM	80%	80%	80%	80%	6
TBC	SFA 5: 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	75%	80% per annum	80%	SM	80%	80%	80%	80%	6

Director: Planning and Economic Development  
**Mr Anthony Barnes**

Municipal Manager  
**Ms Geraldine Mettler**



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 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: 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	70%	80% per annum	80%	SM	80%	80%	80%	80%	6
KPI007	SFA 1: 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	1 656	1 300 per annum	1 300	SM	400 (400)	900 (900)	1 100 (1 100)	1 300 (1 300)	3
KPI008	SFA 1: Valley of Possibility	Land-use applications considered by the Municipal Planning Tribunal within 120 from days from a complete land-use application	Percentage of land-use applications considered by the Municipal Planning Tribunal within 120 days from a complete land-use application	Outcome	0%	75% per annum	75%	SM	75%	75%	75%	75%	3
KPI009	SFA 1: 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	SM	1 (1)	1 (2)	1 (3)	1 (4)	2
KPI010	SFA 1: Valley of Possibility	Revised Spatial Development Framework (SDF) submitted to Council	Number of Revised SDFs submitted to Council by 30 June	Output	New KPI	1 per annum	1	SM	N/A	N/A	N/A	1	2
KPI012	SFA 1: 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 May	Output	1	1 per annum	1	SM	N/A	N/A	N/A	1	1

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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
KPI080	SFA 1: Valley of Possibility	Submission of Tourism Strategic Plan to the Municipal Manager	Number of Tourism Strategic Plans submitted to the Municipal Manager by 30 June	Output	New KPI	1 per annum	1	SM	N/A	N/A	N/A	1	3
KPI018	SFA 2: Green and Sustainable Valley	Building plan applications decided on within 30 days	Percentage of building plan applications of <500sqm decided on within 30 days after date of receipt	Outcome	72.92%	80% per annum	80%	SM	80%	80%	80%	80%	3
TBC	SFA 5: 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	60.66%	90% per annum	90%	SM	10%	30%	60%	90%	15
TBC	SFA 5: Good Governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2022/23)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2022 and 100% by 30 June 2022. For the 2022/23 financial year)	Output	100%	100% per annum	100%	SM	N/A	N/A	50%	100%	5
TBC	SFA 5: 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	5	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	1
TBC	SFA 5: Good Governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	3	5 per annum	5	SM	5	N/A	N/A	N/A	1
TBC	SFA 5: Good Governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	6	10 per annum	10	SM	N/A	N/A	10	N/A	1

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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 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Departmental Risk Registers developed by 31 July	Output	1	1 per annum	1	SM	1	N/A	N/A	N/A	1
TBC	SFA 5: Good Governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	2	2 per annum	2	SM	N/A	1 (1)	N/A	1 (2)	2
TBC	SFA 5: Good Governance and Compliance	Implementation of Council resolutions	Percentage of resolutions implemented measured quarterly	Output	69.31%	70% per annum	70%	SM	70%	70%	70%	70%	2
TBC	SFA 5: 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	4	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	1
TBC	SFA 1: Valley of Possibility	Implementation of the Rural Management Plan	Percentage of actions implemented for the 2021/22 financial year as per the Rural Management Plan by 30 June	Outcome	New KPI	70% per annum	70%	SM	5%	30%	50%	70%	2
TBC	SFA 5: Good Governance and Compliance	Raise / Collect Operating Budget revenue of the Department; Planning and Economic Development as per approved budget	Percentage of the Department; Planning and Economic Development revenue raised / collected by 30 June	Outcome	New KPI	96% per annum	96%	SM	25%	50%	75%	96%	3
TBC	SFA 1: Valley of Possibility	Submission of a final Adam Tas Corridor (ATC) Concept Plan to the MayCo	Number of final ATC Concept Plans submitted to the MayCo by 30 June	Output	New KPI	1 per annum	1	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 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 4: Dignified Living	Submission of a final Inclusionary Housing Policy Framework to the Municipal Manager	Number of final Inclusionary Housing Policy Frameworks submitted to the Municipal Manager by 30 June	Output	New KPI	1 per annum	1	SM	N/A	N/A	N/A	1	4
TBC	SFA 1: Valley of Possibility	Submission of a final draft Economic Development Strategy to the Municipal Manager	Number of final draft Economic Development Strategies submitted to the Municipal Manager by 30 June	Output	New KPI	1 per annum	1	SM	N/A	N/A	N/A	1	3
TBC	SFA 5: Good governance and Compliance	Implementation of the Directorate's actions as per the AGSA Audit Action Plan	Percentage of the Directorate's actions as per the AGSA Audit Action Plan implemented by 30 June	Outcome	New KPI	100% per annum	100%	SM	N/A	N/A	50%	100%	1
												<b>Total</b>	<b>80</b>

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## Part 2: Competency Requirements (20%)

Ref	Leading and Core Competencies	(January) 1 <sup>st</sup> 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%	
<b>Total</b>				<b>20%</b>	

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## Annexure B

# Competency Framework

**DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT**

.....  
Director: Planning and Economic Development  
**Mr Anthony Barnes**

.....  
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"> <li>Understand Institutional and departmental strategic objectives, but</li> <li>lacks the ability to inspire others to achieve set mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Give direction to a team in realising the institution's strategic mandate and set objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate all activities to determine value and alignment to strategic intent.</li> </ul>	<ul style="list-style-type: none"> <li>Structure and position the institution to local government priorities.</li> </ul>		
<ul style="list-style-type: none"> <li>Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Has a positive impact and influence on the morale, engagement and participation of team members.</li> </ul>	<ul style="list-style-type: none"> <li>Display in-depth knowledge and understanding of strategic planning.</li> </ul>	<ul style="list-style-type: none"> <li>Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.</li> </ul>		
<ul style="list-style-type: none"> <li>Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.</li> </ul>	<ul style="list-style-type: none"> <li>Develop action plans to execute and guide strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Align strategy and goals across all functional areas.</li> </ul>	<ul style="list-style-type: none"> <li>Hold self-accountable for strategy execution and results.</li> </ul>		
<ul style="list-style-type: none"> <li>Demonstrate basic understanding of key decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Assist in defining performance measures to monitor the progress and effectiveness of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Actively define performance measures to monitor the progress and effectiveness of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Provide impact and influence through building and maintaining strategic relationships.</li> </ul>		
	<ul style="list-style-type: none"> <li>Displays an awareness of institutional structures and political factors.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently challenge strategic plans to ensure relevance.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.</li> </ul>		
	<ul style="list-style-type: none"> <li>Effectively communicate barriers to execution to relevant parties.</li> </ul>	<ul style="list-style-type: none"> <li>Understand institutional structures and political factors, and the consequences of actions.</li> </ul>	<ul style="list-style-type: none"> <li>Integrate various systems into a collective whole to optimise institutional performance management.</li> </ul>		
	<ul style="list-style-type: none"> <li>Provide guidance to all stakeholders in the achievement of the strategic mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Empower others to follow the strategic direction and deal with complex situations.</li> </ul>	<ul style="list-style-type: none"> <li>Uses understanding of competing interests to maneuver successfully to a win/win outcome.</li> </ul>		
	<ul style="list-style-type: none"> <li>Understand the aim and objectives of the institution and relate it to own work.</li> </ul>	<ul style="list-style-type: none"> <li>Guide the institution through complex and ambiguous concern.</li> <li>Use understanding of power relationships and dynamic tensions among key players</li> </ul>			

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<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Strategic Direction and Leadership</b>		
<b>COMPETENCY DEFINITION :</b>	<b>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
		to frame communications and develop strategies, positions and alliances.	

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<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>People Management</b>		
<b>COMPETENCY DEFINITION :</b>	<b>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Participate in team goalsetting and problem solving.</li> </ul>	<ul style="list-style-type: none"> <li>Seek opportunities to increase team contribution and responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>Identify ineffective team and work processes and recommend remedial interventions.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and incorporate best practice people management processes, approaches and tools across the institution.</li> </ul>
<ul style="list-style-type: none"> <li>Interact and collaborate with people of diverse backgrounds.</li> </ul>	<ul style="list-style-type: none"> <li>Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.</li> </ul>	<ul style="list-style-type: none"> <li>Recognise and reward effective and desired behavior.</li> </ul>	<ul style="list-style-type: none"> <li>Foster a culture of discipline, responsibility and accountability.</li> </ul>
<ul style="list-style-type: none"> <li>Aware of guidelines for employee development, but requires support in implementing development initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively delegate tasks and empower others to increase contribution and execute functions optimally.</li> </ul>	<ul style="list-style-type: none"> <li>Provide mentoring and guidance to others in order to increase personal effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.</li> </ul>
	<ul style="list-style-type: none"> <li>Apply relevant employee legislation fairly and consistently.</li> </ul>	<ul style="list-style-type: none"> <li>Identify development and learning needs within the team.</li> </ul>	<ul style="list-style-type: none"> <li>Develop comprehensive integrated strategies and approaches to human capital development and management.</li> </ul>
	<ul style="list-style-type: none"> <li>Effectively identify capacity requirements to fulfill the strategic mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Inspire a culture of performance excellence by giving positive and constructive feedback to the team.</li> <li>Achieve agreement or consensus in adversarial environments.</li> <li>Lead and unite diverse teams across divisions to achieve institutional objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.</li> </ul>

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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Programme 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"> <li>Initiate projects after approval from higher authorities.</li> </ul>	<ul style="list-style-type: none"> <li>Establish broad stakeholder involvement and communicate the project status and key milestones.</li> </ul>	<ul style="list-style-type: none"> <li>Manage multiple programs and balance priorities and conflicts according to institutional goals.</li> </ul>	<ul style="list-style-type: none"> <li>Understand and conceptualise the long-term implications of desired project outcomes.</li> </ul>
<ul style="list-style-type: none"> <li>Understand procedures of program and project management methodology, implications and stakeholder involvement.</li> </ul>	<ul style="list-style-type: none"> <li>Define the roles and responsibilities of the project team and create clarity around expectations.</li> </ul>	<ul style="list-style-type: none"> <li>Apply effective risk management strategies through impact assessment and resource requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives.</li> </ul>
<ul style="list-style-type: none"> <li>Understand the rationale of projects in relation to the institution's strategic objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Find a balance between project deadline and the quality of deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Modify project scope and budget when required without compromising the quality and objectives of the project.</li> </ul>	<ul style="list-style-type: none"> <li>Influence people in positions of authority to implement outcomes of projects</li> </ul>
<ul style="list-style-type: none"> <li>Document and communicate factors and risk associated with own work.</li> </ul>	<ul style="list-style-type: none"> <li>Identify appropriate project resources to facilitate the effective completion of the deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Involve top-level authorities and relevant stakeholders in seeking project buy-in.</li> </ul>	<ul style="list-style-type: none"> <li>Lead and direct translation of policy into workable action plans</li> </ul>
<ul style="list-style-type: none"> <li>Use results and approaches of successful project implementation as guide.</li> </ul>	<ul style="list-style-type: none"> <li>Comply with statutory requirements and apply policies in a consistent manner.</li> <li>Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and apply contemporary project management methodology</li> <li>Influence and motivate project team to deliver exceptional results.</li> <li>Monitor policy implementation and apply procedures to manage risks.</li> </ul>	<ul style="list-style-type: none"> <li>Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.</li> </ul>

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<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Change Leadership</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Display an awareness of change interventions and the benefits of transformation initiatives.</li> <li>Able to identify basic needs for change.</li> </ul>	<ul style="list-style-type: none"> <li>Perform an analysis of the change impact on the social, political and economic environment.</li> <li>Maintain calm and focus during change.</li> </ul>	<ul style="list-style-type: none"> <li>Actively monitor change impact and results and convey progress to relevant stakeholders.</li> <li>Secure buy-in and sponsorship for change initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Sponsor change agents and create a network of change leaders who support the interventions.</li> </ul>
<ul style="list-style-type: none"> <li>Identify gaps between the current and desired state.</li> </ul>	<ul style="list-style-type: none"> <li>Able to assist team members during change and keep them focused on the deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Mentor and guide team members on the effects of change, resistance factors and how to integrate change.</li> </ul>
<ul style="list-style-type: none"> <li>Identify potential risk and challenges to transformation, including resistance to change factors.</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer to lead change efforts outside of own work team.</li> </ul>	<ul style="list-style-type: none"> <li>Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.</li> </ul>	<ul style="list-style-type: none"> <li>Motivate and inspire others around change initiatives.</li> </ul>
<ul style="list-style-type: none"> <li>Participate in change programs and piloting change interventions.</li> </ul>	<ul style="list-style-type: none"> <li>Able to gain buy-in and approval for change from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Take the lead in impactful change programs.</li> </ul>	
<ul style="list-style-type: none"> <li>Understand the impact of change interventions on the institution within the broader scope of local government.</li> </ul>	<ul style="list-style-type: none"> <li>Identify change readiness levels and assist in resolving resistance to change factors.</li> <li>Design change interventions that are aligned with the institution's strategic objectives and goals.</li> </ul>	<ul style="list-style-type: none"> <li>Benchmark change interventions against best change practices.</li> <li>Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.</li> <li>Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.</li> </ul>	

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<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Financial Management</b>		
<b>COMPETENCY DEFINITION :</b>	<b>Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand basic financial concepts and methods as they relate to institutional processes and activities</li> </ul>	<ul style="list-style-type: none"> <li>Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate</li> </ul>	<ul style="list-style-type: none"> <li>Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>Develop planning tools to assist in evaluating and monitoring future expenditure trends.</li> </ul>
<ul style="list-style-type: none"> <li>Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems</li> </ul>	<ul style="list-style-type: none"> <li>Assess, identify and manage financial risks.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare budgets that are aligned to the strategic objectives of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Set budget frameworks for the institution.</li> </ul>
<ul style="list-style-type: none"> <li>Understand the importance of financial accountability</li> </ul>	<ul style="list-style-type: none"> <li>Assume a cost-saving approach to financial management.</li> </ul>	<ul style="list-style-type: none"> <li>Address complex budgeting and financial management concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Set strategic direction for the institution on expenditure and other financial processes.</li> </ul>
<ul style="list-style-type: none"> <li>Understand the importance of asset control.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare financial reports based on specified formats.</li> </ul>	<ul style="list-style-type: none"> <li>Put systems and processes in place to enhance the quality and integrity of financial management practices.</li> </ul>	<ul style="list-style-type: none"> <li>Build and nurture partnerships to improve financial management and achieve financial savings.</li> </ul>
	<ul style="list-style-type: none"> <li>Consider and understand the financial implications of decisions and suggestions.</li> </ul>	<ul style="list-style-type: none"> <li>Advise on policies and procedures regarding asset control.</li> </ul>	<ul style="list-style-type: none"> <li>Actively identify and implement new methods to improve asset control.</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.</li> <li>Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.</li> </ul>	<ul style="list-style-type: none"> <li>Promote National Treasury's regulatory framework for Financial Management.</li> </ul>	<ul style="list-style-type: none"> <li>Display professionalism in dealing with financial data and processes.</li> </ul>

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<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>			
<b>COMPETENCY NAME :</b>	<b>Governance Leadership</b>			
<b>COMPETENCY DEFINITION:</b>	<b>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 conceptualisation of relevant policies and enhance cooperative governance relationships.</b>			
<b>ACHIEVEMENT LEVELS</b>				
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>	
<ul style="list-style-type: none"> <li>Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.</li> </ul>	<ul style="list-style-type: none"> <li>Able to link risk initiatives into key institutional objectives and drivers.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a high level of commitment in complying with governance requirements.</li> </ul>	
<ul style="list-style-type: none"> <li>Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.</li> </ul>	<ul style="list-style-type: none"> <li>Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.</li> </ul>	
<ul style="list-style-type: none"> <li>Provide input into policy formulation.</li> </ul>	<ul style="list-style-type: none"> <li>Actively drive policy formulation within the institution to ensure the achievement of objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Able to advise local government on risk management, best practice interventions and compliance management.</li> </ul>	
		<ul style="list-style-type: none"> <li>Demonstrate a thorough understanding of risk retention plans.</li> </ul>	<ul style="list-style-type: none"> <li>Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.</li> </ul>	
		<ul style="list-style-type: none"> <li>Identify and implement comprehensive risk management systems and processes.</li> </ul>	<ul style="list-style-type: none"> <li>Able to shape, direct and drive the formulation of policies on a macro level.</li> </ul>	
		<ul style="list-style-type: none"> <li>Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.</li> </ul>		

Director: Planning and Economic Development  
**Mr Anthony Barnes**

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"> <li>Realise the impact of acting with integrity, but requires guidance and development in implementing principles.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct self in alignment with the values of local government and the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Identify, develop and apply measures of self-correction.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment conducive of moral practices.</li> </ul>	
<ul style="list-style-type: none"> <li>Follow basic rules and regulations of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.</li> </ul>	<ul style="list-style-type: none"> <li>Able to gain trust and respect through aligning actions with commitments.</li> </ul>	<ul style="list-style-type: none"> <li>Actively develop and implement measures to combat fraud and corruption.</li> </ul>	
<ul style="list-style-type: none"> <li>Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.</li> </ul>	<ul style="list-style-type: none"> <li>Actively report fraudulent activity and corruption with local government.</li> </ul>	<ul style="list-style-type: none"> <li>Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Set integrity standards and shared accountability measures across the institution to support the objectives of local government.</li> </ul>	
	<ul style="list-style-type: none"> <li>Understand and honor the confidential nature of matters without seeking personal gain.</li> </ul>	<ul style="list-style-type: none"> <li>Present values, beliefs and ideas that are congruent with the institution's rules and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Take responsibility for own actions and decisions, even if the consequences are unfavorable.</li> </ul>	
	<ul style="list-style-type: none"> <li>Able to deal with situations of conflict of interest promptly and in the best interest of local government.</li> </ul>	<ul style="list-style-type: none"> <li>Takes an active stance against corruption and dishonesty when noted.</li> </ul>		
		<ul style="list-style-type: none"> <li>Actively promote the value of the institution to internal and external stakeholders.</li> </ul>		
		<ul style="list-style-type: none"> <li>Able to work in unity with a team and not seek personal gain.</li> </ul>		
		<ul style="list-style-type: none"> <li>Apply universal moral principles consistently to achieve moral decisions.</li> </ul>		

Director: Planning and Economic Development  
**Mr Anthony Barnes**

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"> <li>• Able to follow basic plans and organise tasks around set objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Actively and appropriately organise information and resources required for a task.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on broad strategies and initiatives when developing plans and actions.</li> </ul>		
<ul style="list-style-type: none"> <li>• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Recognise the urgency and importance of tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify in advance required stages and actions to complete tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to protect and forecast short, medium and long term requirements of the institution and local government.</li> </ul>		
<ul style="list-style-type: none"> <li>• Able to follow existing plans and ensure that objectives are met.</li> </ul>	<ul style="list-style-type: none"> <li>• Balance short and long-term plans and goals and incorporate into the team's performance objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule realistic timelines, objectives and milestones for tasks and projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Translate policy into relevant projects to facilitate the achievement of institutional objectives.</li> </ul>		
<ul style="list-style-type: none"> <li>• Focus on short-term objectives in developing plans and actions</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Produce clear, detailed and comprehensive plans to achieve institutional objectives.</li> </ul>			
<ul style="list-style-type: none"> <li>• Arrange information and resources required for a task, but require further structure and organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Measures progress and monitor performance results.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify possible risk factors and design and implement appropriate contingency plans.</li> <li>• Adapt plans in light of changing circumstances.</li> <li>• Prioritise tasks and projects according to their relevant urgency and importance.</li> </ul>			

Director: Planning and Economic Development  
**Mr Anthony Barnes**

Municipal Manager:  
**Ms Geraldine Meitler**



<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Analysis and Innovation</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand the basic operation of analysis, but lack detail and thoroughness.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches team members on analytical and innovative approaches and techniques.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate complex analytical and problem solving approaches and techniques.</li> </ul>
<ul style="list-style-type: none"> <li>Able to balance independent analysis with requesting assistance from others.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate objectivity, insight and thoroughness when analysing problems.</li> </ul>	<ul style="list-style-type: none"> <li>Engage with appropriate individuals in analysing and resolving complex problems.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment conducive to analytical and fact-based problem solving.</li> </ul>
<ul style="list-style-type: none"> <li>Recommend new ways to perform tasks within own function.</li> </ul>	<ul style="list-style-type: none"> <li>Able to break down complex problems into manageable parts and identify solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Identify solutions on various areas in the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.</li> </ul>
<ul style="list-style-type: none"> <li>Propose simple remedial interventions that marginally challenges the status quo.</li> </ul>	<ul style="list-style-type: none"> <li>Consult internal and external stakeholders on opportunities to improve processes and service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Formulate and implement new ideas throughout the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment that fosters innovative thinking and follows a learning organisation approach.</li> </ul>
<ul style="list-style-type: none"> <li>Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.</li> </ul>	<ul style="list-style-type: none"> <li>Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Able to gain approval and buy-in for proposed interventions from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Be a thought leader on innovative customer service delivery and process optimisation.</li> </ul>
	<ul style="list-style-type: none"> <li>Continuously identify opportunities to enhance internal processes.</li> </ul>	<ul style="list-style-type: none"> <li>Identify trends and best practices in process and service delivery and propose institutional application.</li> </ul>	<ul style="list-style-type: none"> <li>Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously engage in research to identify client needs.</li> </ul>	

  
 Director: Planning and Economic Development  
**Mr Anthony Barnes**

  
 Municipal Manager:  
**Ms Geraldine Mettler**



<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>			
<b>COMPETENCY NAME :</b>	<b>Knowledge and Information Management</b>			
<b>COMPETENCY DEFINITION :</b>	<b>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</b>			
<b>ACHIEVEMENT LEVELS</b>				
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>	
<ul style="list-style-type: none"> <li>Collect, categorise and track relevant information required for specific tasks and projects.</li> </ul>	<ul style="list-style-type: none"> <li>Use appropriate information systems and technology to manage institutional knowledge and information sharing.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively predict future information and knowledge management requirements and systems.</li> </ul>	<ul style="list-style-type: none"> <li>Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.</li> </ul>	
<ul style="list-style-type: none"> <li>Analyse and interpret information to draw conclusions.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate data from various sources and use information effectively to influence decisions and provide solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Develop standards and processes to meet future knowledge management needs.</li> </ul>	<ul style="list-style-type: none"> <li>Establish partnerships across local government to facilitate knowledge management.</li> </ul>	
<ul style="list-style-type: none"> <li>Seek new sources of information to increase the knowledge base.</li> </ul>	<ul style="list-style-type: none"> <li>Actively create mechanisms and structures for sharing information.</li> </ul>	<ul style="list-style-type: none"> <li>Share and promote best-practice knowledge management across various institutions.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a mature approach.</li> </ul>	
<ul style="list-style-type: none"> <li>Regularly share information and knowledge with internal stakeholders and team members.</li> </ul>	<ul style="list-style-type: none"> <li>Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Establish accurate measures and monitoring systems for knowledge and information management.</li> <li>Create a culture conducive of learning and knowledge sharing.</li> <li>Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.</li> </ul>	<ul style="list-style-type: none"> <li>Recognise and exploit knowledge points in interactions with internal and external stakeholders.</li> </ul>	

Director: Planning and Economic Development  
**Mr Anthony Barnes**

Municipal Manager:  
**Ms Geraldine Mettler**





<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Communication</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively communicate high-risk and sensitive matters to relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Regarded as a specialist in negotiations and representing the institution.</li> </ul>
<ul style="list-style-type: none"> <li>• Express ideas in a clear and focused manner, but does not always take the audience into consideration.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a well-defined communication strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to inspire and motivate others through positive communication that is impactful and relevant.</li> </ul>
<ul style="list-style-type: none"> <li>• Disseminate and convey information and knowledge adequately.</li> </ul>	<ul style="list-style-type: none"> <li>• Adapt communication content and style to suit the audience and facilitate optimal information transfer.</li> </ul>	<ul style="list-style-type: none"> <li>• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.</li> </ul>
	<ul style="list-style-type: none"> <li>• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to effectively direct negotiations around complex.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Compile clear, focused, concise and well-structured written documents.</li> </ul>	<ul style="list-style-type: none"> <li>• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.</li> <li>• Able to communicate with the media with high levels of moral competence and discipline.</li> </ul>	

.....  
 Director: Planning and Economic Development  
**Mr Anthony Barnes**

.....  
 Municipal Manager:  
**Ms Geraldine Mettler**



<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Results and Quality Focus</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand quality of work but requires guidance in attending to important matters.</li> </ul>	<ul style="list-style-type: none"> <li>Focus on high-priority actions and does not become distracted by lower-priority activities.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently verify own standards and outcomes to ensure quality output.</li> </ul>	<ul style="list-style-type: none"> <li>Coach and guide others to exceed quality standards and results.</li> </ul>
<ul style="list-style-type: none"> <li>Show a basic commitment to achieving the correct results.</li> </ul>	<ul style="list-style-type: none"> <li>Display firm commitment and pride in achieving the correct results.</li> </ul>	<ul style="list-style-type: none"> <li>Focus on the end result and avoids being distracted</li> </ul>	<ul style="list-style-type: none"> <li>Develop challenging, client-focused goals and sets high standards for personal performance.</li> </ul>
<ul style="list-style-type: none"> <li>Produce the minimum level of results required in the role.</li> </ul>	<ul style="list-style-type: none"> <li>Set quality standards and design processes and tasks around achieving set standards.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a determined and committed approach to achieving results and quality standards.</li> </ul>	<ul style="list-style-type: none"> <li>Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.</li> </ul>
<ul style="list-style-type: none"> <li>Produce outcomes that is of a good standard.</li> </ul>	<ul style="list-style-type: none"> <li>Produce output of high quality.</li> </ul>	<ul style="list-style-type: none"> <li>Follow task and projects through to completion.</li> </ul>	<ul style="list-style-type: none"> <li>Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.</li> </ul>
<ul style="list-style-type: none"> <li>Focus on the quantity of output but requires development in incorporating the quality of work.</li> </ul>	<ul style="list-style-type: none"> <li>Able to balance the quantity and quality of results in order to achieve objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Set challenging goals and objectives to self and team and display commitment to achieving expectations.</li> </ul>	<ul style="list-style-type: none"> <li>Take appropriate risks to accomplish goals.</li> </ul>
<ul style="list-style-type: none"> <li>Produce quality work in general circumstances, but fails to meet expectation when under pressure.</li> </ul>	<ul style="list-style-type: none"> <li>Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a focus on quality outputs when placed under pressure.</li> <li>Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Overcome setbacks and adjust action plans to realise goals.</li> <li>Focus people on critical activities that yield a high impact.</li> </ul>

.....  
 Director: Planning and Economic Development  
**Mr Anthony Barnes**

.....  
 Municipal Manager:  
**Ms Geraldine Mettler**



**STELLENBOSCH**

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

## Annexure C: Personal Development Plan

**DIRECTOR: PLANNING AND ECONOMIC DEVELOPMENT**

.....  
Director: Planning and Economic Development  
**Mr Anthony Barnes**

.....  
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.	Completed training in Municipal Minimum Competency Levels (MMCL)	MMCL training	N/A	31 December 2021	N/A	N/A
2.						
3.						

Signed and accepted by the Employee

  
\_\_\_\_\_

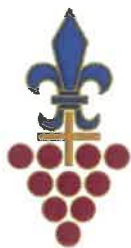
Date: 07 July 2021

Signed by the Municipal Manager on behalf of the Municipality

  
\_\_\_\_\_

Date: 07 July 2021

# **ANNEXURE 5**



**STELLENBOSCH**

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## **Performance Agreement**

**2021 – 2022**

**Director:  
Infrastructure 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: INFRASTRUCTURE SERVICES**

**Mr Deon Louw**

(herein and after referred as Employee)

**FOR THE FINANCIAL YEAR:**

**01 JULY 2021 – 30 JUNE 2022**

A handwritten signature in black ink, appearing to be 'DL'.

.....  
Director: Infrastructure Services  
**Mr Deon Louw**

A handwritten signature in black ink, appearing to be 'GM'.

.....  
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, 2000 (Act No. 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;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

  
.....  
Director: Infrastructure Services  
**Mr Deon Louw**

  
.....  
Municipal Manager:  
**Ms Geraldine Mettler**



- 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 2021** and will remain in force until **30 June 2022** 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 31<sup>st</sup> 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;
  - 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.

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Municipal Manager:  
**Ms Geraldine Mettler**



- 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.

**Table 1: Strategic Focus Areas**

Strategic Focus Areas
SFA 1 - Valley of Possibility
SFA 2 - Green and Sustainable Valley
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

  
 .....  
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 .....  
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score. The competencies will be assessed every six (6) months (January and July).

**Table 2: Leading and Core Competencies**

Leading and Core Competencies		
1.	<b>Strategic direction and leadership</b>	<ul style="list-style-type: none"> <li>• Impact and influence</li> <li>• Institutional performance management</li> <li>• Strategic planning and management</li> <li>• Organisational awareness</li> </ul>
2.	<b>People management</b>	<ul style="list-style-type: none"> <li>• Human capital planning and development</li> <li>• Diversity management</li> <li>• Employee relations management</li> <li>• Negotiation and dispute management</li> </ul>
3.	<b>Programme and project management</b>	<ul style="list-style-type: none"> <li>• Programme and project planning and implementation</li> <li>• Service delivery management</li> <li>• Programme and project monitoring and evaluation</li> </ul>
4.	<b>Financial management</b>	<ul style="list-style-type: none"> <li>• Budget planning and execution</li> <li>• Financial strategy and delivery</li> <li>• Financial reporting and delivery</li> </ul>
5.	<b>Change leadership</b>	<ul style="list-style-type: none"> <li>• Change vision and strategy</li> <li>• Process design and improvement</li> <li>• Change impact monitoring and evaluation</li> </ul>
6.	<b>Governance leadership</b>	<ul style="list-style-type: none"> <li>• Policy formulation</li> <li>• Risk and compliance management</li> <li>• Cooperative governance</li> </ul>
7.	<b>Moral competence</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
8.	<b>Planning and organising</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
9.	<b>Analysis and innovation</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
10.	<b>Knowledge and information management</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
11.	<b>Communication</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
12.	<b>Results and quality focus</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>

## 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

  
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- 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

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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:


**Table 3: Performance rating scale**

Level	Terminology	Description
5	<b>Outstanding performance</b>	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	<b>Performance significantly above expectations</b>	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	<b>Fully effective</b>	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	<b>Not fully effective</b>	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	<b>Unacceptable performance</b>	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:

**Table 4: Rating scale for Competencies**

Level	Achievement Levels	Description
5	<b>Superior</b>	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	<b>Advanced</b>	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analyses

  
 .....  
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**Mr Deon Louw**

  
 .....  
 Municipal Manager:  
**Ms Geraldine Mettler**



Level	Achievement Levels	Description
3	<b>Competent</b>	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	<b>Basic</b>	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	<b>Sub Standard</b>	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 1<sup>st</sup>, and 3<sup>rd</sup> 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.


**Table 5: Schedule for performance reviews**

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2021 (Informal)
2	October – December	January / February 2022 (Formal)
3	January – March	April / May 2022 (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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**Mr Deon Louw**

  
 .....  
 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.
- 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.

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**Mr Deon Louw**

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Municipal Manager:  
**Ms Geraldine Mettler**



**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 4<sup>th</sup> 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:

**Table 6: Performance bonus calculations**

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

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**Mr Deon Louw**

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**Ms Geraldine Mettler**



- 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

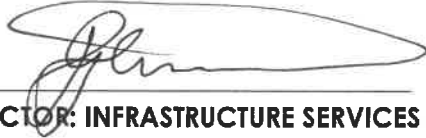
- 14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and
- 14.2 Nothing in this agreement diminishes the obligations, duties, or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives, or other instruments.

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Director: Infrastructure Services  
**Mr Deon Louw**

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Municipal Manager:  
**Ms Geraldine Mettler**


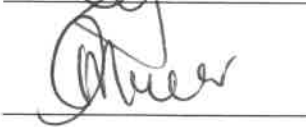


Thus, done and signed at Stellenbosch on the 24 day of July 2021.



**DIRECTOR: INFRASTRUCTURE SERVICES**

**AS WITNESSES:**


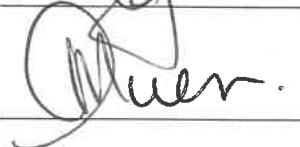
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Thus, done and signed at Stellenbosch on the 07 day of July 2021.



**MUNICIPAL MANAGER**

**AS WITNESSES:**

- 1. 
- 2. 



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Director: Infrastructure Services  
**Mr Deon Louw**



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Municipal Manager:  
**Ms Geraldine Mettler**



**MEMBER OF MAYORAL COMMITTEE**  
(Portfolio: Infrastructure Services)  
**Clir Q Smit**

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Director: Infrastructure Services  
**Mr Deon Louw**

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Municipal Manager:  
**Ms Geraldine Mettler**



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## Annexure A Performance Plan

**DIRECTOR: INFRASTRUCTURE SERVICES**

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Director: Infrastructure Services  
**Mr Deon Louw**

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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: INFRASTRUCTURE SERVICES													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: 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	89%	80% per annum	80%	SM	80%	80%	80%	80%	4
TBC	SFA 5: 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	77.70%	80% per annum	80%	SM	80%	80%	80%	80%	4

  
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Director: Infrastructure Services  
**Mr Deon Louw**

  
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Municipal Manager:  
**Ms Geraldine Meffler**



DIRECTOR: INFRASTRUCTURE SERVICES													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: 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	51.19%	80% per annum	80%	SM	80%	80%	80%	80%	4
TBC	SFA 5: 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	72.72%	80% per annum	80%	SM	80%	80%	80%	80%	4
TBC	SFA 5: 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	33.30%	80% per annum	80%	SM	80%	80%	80%	80%	4
KPI016	SFA 2 - 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	1	1 per annum	1	SM	N/A	N/A	N/A	1	2
KPI073	SFA 2 - Green and Sustainable Valley	Implementation of identified waste minimisation projects	Number of identified waste minimisation projects implemented by 30 June	Output	1	2 per annum	2	SM	N/A	N/A	1 (1)	1 (2)	2
KPI019	SFA 2 - Green and Sustainable Valley	Waste water quality managed and measured into the Department of Water and Sanitation's License Conditions for physical and micro parameters	Percentage waste water quality compliance as per analysis certificate, measured quarterly	Outcome	60.70%	70% per annum	70%	SM	70%	70%	70%	70%	2

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Municipal Manager:  
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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 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
KPI081	SFA 2 - Green and Sustainable Valley	Reduce organic waste	Percentage of organic waste reduced by 30 June	Outcome	New KPI	20% per annum	20%	SM	N/A	N/A	N/A	20%	2
KPI037	SFA 4 - Dignified Living	Provision of waterborne toilet facilities in informal settlements as identified by the Department: Integrated Human Settlements	Number of waterborne toilet facilities provided in Informal settlements as identified by the Department: Integrated Human Settlements by 30 June	Output	51	50 per annum	50	SM	N/A	20 (20)	N/A	50 (50)	1
KPI040	SFA 4 - 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	9.36%	<9% per annum	<9%	SM	N/A	N/A	N/A	<9%	1
KPI041	SFA 4 - 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	90.96%	90% per annum	90%	SM	90%	90%	90%	90%	1
KPI042	SFA 4 - Dignified Living	Limit unaccounted water to less than 25%	Average percentage water losses measured quarterly	Outcome	20.50%	<25% per annum	<25%	SM	<25%	<25%	<25%	<25%	2
KPI071	SFA 5: Good governance and Compliance	Revised Electrical Master Plan submitted to Council	Number of Revised Electrical Master Plans submitted to Council by 30 June	Output	1	1 per annum	1	SM	N/A	N/A	N/A	1	1

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Municipal Manager:  
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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 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
KPI084	SFA 5: Good governance and Compliance	Submission of a new Comprehensive Integrated Transport Plan (CITP) to the MayCo	Number of a new Comprehensive Integrated Transport Plans (CITPs) submitted to the MayCo by 30 June	Output	New KPI	1 per annum	1	SM	N/A	N/A	N/A	1	1
TBC	SFA 5: 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	76.81%	90% per annum	90%	SM	10%	30%	60%	90%	15
TBC	SFA 5: Good governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2022/23)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2022 and 100% by 30 June 2022. For the 2022/23 financial year)	Output	40%	100% per annum	100%	SM	N/A	N/A	50%	100%	5
TBC	SFA 5: 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	4	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	1
TBC	SFA 5: Good governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	5	5 per annum	5	SM	5	N/A	N/A	N/A	1
TBC	SFA 5: Good governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	10	10 per annum	10	SM	N/A	N/A	10	N/A	1
TBC	SFA 5: Good governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Departmental Risk Registers developed by 31 July	Output	1	1 per annum	1	SM	1	N/A	N/A	N/A	1

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Municipal Manager:  
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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 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	4	2 per annum	2	SM	N/A	1 (1)	N/A	1 (2)	1
TBC	SFA 5: Good governance and Compliance	Implementation of Council resolutions	Percentage of resolutions implemented measured quarterly	Output	70%	70% per annum	70%	SM	70%	70%	70%	70%	2
TBC	SFA 5: 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	4	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	1
TBC	SFA 5: Good governance and Compliance	Raise / Collect Operating Budget revenue of the Department: Infrastructure Services as per approved budget	Percentage of the Department: Infrastructure Services revenue raised / collected by 30 June	Outcome	New KPI	96% per annum	96%	SM	25%	50%	75%	96%	2
TBC	SFA 2 - Green and Sustainable Valley	Implementation of the Non- Motorised Transport (NMT) Plan	Percentage of actions implemented for the 2021/22 financial year as per the NMT Plan by 30 June	Outcome	New KPI	90% per annum	90%	SM	5%	30%	60%	90%	2
TBC	SFA 2 - Green and Sustainable Valley	Submission of a Green Energy Strategy to the Municipal Manager	Number of Green Energy Strategies submitted to the Municipal Manager by 31 March	Output	New KPI	1 per annum	1	SM	N/A	N/A	1	N/A	1
TBC	SFA 2 - Green and Sustainable Valley	Implementation of the Integrated Waste Management Plan	Percentage of actions implemented for the 2021/22 financial year as per the Integrated Waste Management Plan by 30 June	Outcome	New KPI	90% per annum	90%	SM	5%	30%	60%	90%	1

Director: Infrastructure Services  
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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 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good governance and Compliance	Resolve formal complaints received	Percentage of formal complaints resolved within 10 working days after receipt	Outcome	New KPI	90% per annum	90%	SM	90%	90%	90%	90%	2
TBC	SFA 2 - Green and Sustainable Valley	Submission of a Parking Facilities Plan for the Stellenbosch Town to the Municipal Manager	Number of Parking Facilities Plans for the Stellenbosch Town submitted to the Municipal Manager by 30 June	Output	New KPI	1 per annum	1	SM	N/A	N/A	N/A	1	1
TBC	SFA 2 - Green and Sustainable Valley	Submission of a Park and Ride Master Plan to MayCo	Number of Park and Ride Master Plans submitted to MayCo by 31 March	Output	New KPI	1 per annum	1	SM	N/A	N/A	1	N/A	1
TBC	SFA 2 - Green and Sustainable Valley	Submission of a Waste to Energy Strategy to the Municipal Manager	Number of Waste to Energy Strategies submitted to the Municipal Manager by 31 December	Output	New KPI	1 per annum	1	SM	N/A	1	N/A	N/A	1
TBC	SFA 2 - Green and Sustainable Valley	Submission of a Waste Diversion Strategy to the MayCo	Number of Waste Diversion Strategies submitted to the MayCo by 31 March	Output	New KPI	1 per annum	1	SM	N/A	N/A	1	N/A	1
TBC	SFA 2 - Green and Sustainable Valley	Submission of a Revised Non- motorised Plan (NMT) to the MayCo	Number of Revised NMTs submitted to the MayCo by 31 December	Output	New KPI	1 per annum	1	SM	N/A	1	N/A	N/A	1
TBC	SFA 2 - Green and Sustainable Valley	Completion of the planning phase of the Adam Tas link road	Number of planning phases of the Adam Tas link road completed by 30 June	Output	New KPI	1 per annum	1	SM	N/A	N/A	N/A	1	1

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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 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 2 - Green and Sustainable Valley	Submission of an Asset Management Framework to the Municipal Manager	Number of Asset Management Frameworks submitted to the Municipal Manager by 31 December	Output	New KPI	1 per annum	1	SM	N/A	1	N/A	N/A	1
TBC	SFA 2 - Green and Sustainable Valley	Submission of a Master Energy Plan to the Municipal Manager	Number of Master Energy Plans submitted to the Municipal Manager by 31 December	Output	New KPI	1 per annum	1	SM	N/A	1	N/A	N/A	1
TBC	Good governance and Compliance	Implementation of the Directorate's actions as per the AGSA Audit Action Plan	Percentage of the Directorate's actions as per the AGSA Audit Action Plan implemented by 30 June	Outcome	New KPI	100% per annum	100%	SM	N/A	N/A	50%	100%	1
												<b>Total</b>	<b>80</b>

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**Part 2: Competency Requirements (20%)**

Ref	Leading and Core Competencies	(January) 1 <sup>st</sup> 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%	
<b>Total</b>				<b>20%</b>	

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## Annexure B

# Competency Framework

**DIRECTOR: INFRASTRUCTURE SERVICES**

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Director: Infrastructure Services  
**Mr Deon Louw**

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Municipal Manager:  
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<b>CLUSTER :</b>		<b>LEADING COMPETENCIES</b>	
<b>COMPETENCY NAME :</b>		<b>Strategic Direction and Leadership</b>	
<b>COMPETENCY DEFINITION :</b>		<b>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.</b>	
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
<ul style="list-style-type: none"> <li>Understand Institutional and departmental strategic objectives, but</li> <li>lacks the ability to inspire others to achieve set mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Give direction to a team in realising the institution's strategic mandate and set objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate all activities to determine value and alignment to strategic intent.</li> </ul>	<ul style="list-style-type: none"> <li>Structure and position the institution to local government priorities.</li> </ul>
<ul style="list-style-type: none"> <li>Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Has a positive impact and influence on the morale, engagement and participation of team members.</li> </ul>	<ul style="list-style-type: none"> <li>Display in-depth knowledge and understanding of strategic planning.</li> </ul>	<ul style="list-style-type: none"> <li>Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.</li> </ul>
<ul style="list-style-type: none"> <li>Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.</li> </ul>	<ul style="list-style-type: none"> <li>Develop action plans to execute and guide strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Align strategy and goals across all functional areas.</li> </ul>	<ul style="list-style-type: none"> <li>Hold self-accountable for strategy execution and results.</li> </ul>
<ul style="list-style-type: none"> <li>Demonstrate basic understanding of key decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Assist in defining performance measures to monitor the progress and effectiveness of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Actively define performance measures to monitor the progress and effectiveness of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Provide impact and influence through building and maintaining strategic relationships.</li> </ul>
	<ul style="list-style-type: none"> <li>Displays an awareness of institutional structures and political factors.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently challenge strategic plans to ensure relevance.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.</li> </ul>
	<ul style="list-style-type: none"> <li>Effectively communicate barriers to execution to relevant parties.</li> </ul>	<ul style="list-style-type: none"> <li>Understand institutional structures and political factors, and the consequences of actions.</li> </ul>	<ul style="list-style-type: none"> <li>Integrate various systems into a collective whole to optimise institutional performance management.</li> </ul>
	<ul style="list-style-type: none"> <li>Provide guidance to all stakeholders in the achievement of the strategic mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Empower others to follow the strategic direction and deal with complex situations.</li> </ul>	<ul style="list-style-type: none"> <li>Uses understanding of competing interests to maneuver successfully to a win/win outcome.</li> </ul>
	<ul style="list-style-type: none"> <li>Understand the aim and objectives of the institution and relate it to own work.</li> </ul>	<ul style="list-style-type: none"> <li>Guide the institution through complex and ambiguous concern.</li> <li>Use understanding of power relationships and dynamic tensions among key players</li> </ul>	

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<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Strategic Direction and Leadership</b>		
<b>COMPETENCY DEFINITION :</b>	<b>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
		to frame communications and develop strategies, positions and alliances.	

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<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>People Management</b>		
<b>COMPETENCY DEFINITION :</b>	<b>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Participate in team goalsetting and problem solving.</li> </ul>	<ul style="list-style-type: none"> <li>Seek opportunities to increase team contribution and responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>Identify ineffective team and work processes and recommend remedial interventions.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and incorporate best practice people management processes, approaches and tools across the institution.</li> </ul>
<ul style="list-style-type: none"> <li>Interact and collaborate with people of diverse backgrounds.</li> </ul>	<ul style="list-style-type: none"> <li>Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.</li> </ul>	<ul style="list-style-type: none"> <li>Recognise and reward effective and desired behavior.</li> </ul>	<ul style="list-style-type: none"> <li>Foster a culture of discipline, responsibility and accountability.</li> </ul>
<ul style="list-style-type: none"> <li>Aware of guidelines for employee development, but requires support in implementing development initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively delegate tasks and empower others to increase contribution and execute functions optimally.</li> </ul>	<ul style="list-style-type: none"> <li>Provide mentoring and guidance to others in order to increase personal effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.</li> </ul>
	<ul style="list-style-type: none"> <li>Apply relevant employee legislation fairly and consistently.</li> </ul>	<ul style="list-style-type: none"> <li>Identify development and learning needs within the team.</li> </ul>	<ul style="list-style-type: none"> <li>Develop comprehensive integrated strategies and approaches to human capital development and management.</li> </ul>
	<ul style="list-style-type: none"> <li>Effectively identify capacity requirements to fulfill the strategic mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Inspire a culture of performance excellence by giving positive and constructive feedback to the team.</li> <li>Achieve agreement or consensus in adversarial environments.</li> <li>Lead and unite diverse teams across divisions to achieve institutional objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.</li> </ul>

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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Programme 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"> <li>Initiate projects after approval from higher authorities.</li> </ul>	<ul style="list-style-type: none"> <li>Establish broad stakeholder involvement and communicate the project status and key milestones.</li> </ul>	<ul style="list-style-type: none"> <li>Manage multiple programs and balance priorities and conflicts according to institutional goals.</li> </ul>	<ul style="list-style-type: none"> <li>Understand and conceptualise the long-term implications of desired project outcomes.</li> </ul>
<ul style="list-style-type: none"> <li>Understand procedures of program and project management methodology, implications and stakeholder involvement.</li> </ul>	<ul style="list-style-type: none"> <li>Define the roles and responsibilities of the project team and create clarity around expectations.</li> </ul>	<ul style="list-style-type: none"> <li>Apply effective risk management strategies through impact assessment and resource requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives.</li> </ul>
<ul style="list-style-type: none"> <li>Understand the rationale of projects in relation to the institution's strategic objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Find a balance between project deadline and the quality of deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Modify project scope and budget when required without compromising the quality and objectives of the project.</li> </ul>	<ul style="list-style-type: none"> <li>Influence people in positions of authority to implement outcomes of projects</li> </ul>
<ul style="list-style-type: none"> <li>Document and communicate factors and risk associated with own work.</li> </ul>	<ul style="list-style-type: none"> <li>Identify appropriate project resources to facilitate the effective completion of the deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Involve top-level authorities and relevant stakeholders in seeking project buy-in.</li> </ul>	<ul style="list-style-type: none"> <li>Lead and direct translation of policy into workable action plans</li> </ul>
<ul style="list-style-type: none"> <li>Use results and approaches of successful project implementation as guide.</li> </ul>	<ul style="list-style-type: none"> <li>Comply with statutory requirements and apply policies in a consistent manner.</li> <li>Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and apply contemporary project management methodology</li> <li>Influence and motivate project team to deliver exceptional results.</li> <li>Monitor policy implementation and apply procedures to manage risks.</li> </ul>	<ul style="list-style-type: none"> <li>Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.</li> </ul>

.....  
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<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Change Leadership</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Display an awareness of change interventions and the benefits of transformation initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Perform an analysis of the change impact on the social, political and economic environment.</li> </ul>	<ul style="list-style-type: none"> <li>Actively monitor change impact and results and convey progress to relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Sponsor change agents and create a network of change leaders who support the interventions.</li> </ul>
<ul style="list-style-type: none"> <li>Able to identify basic needs for change.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain calm and focus during change.</li> </ul>	<ul style="list-style-type: none"> <li>Secure buy-in and sponsorship for change initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Actively adapt current structures and processes to incorporate the change interventions.</li> </ul>
<ul style="list-style-type: none"> <li>Identify gaps between the current and desired state.</li> </ul>	<ul style="list-style-type: none"> <li>Able to assist team members during change and keep them focused on the deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Mentor and guide team members on the effects of change, resistance factors and how to integrate change.</li> </ul>
<ul style="list-style-type: none"> <li>Identify potential risk and challenges to transformation, including resistance to change factors.</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer to lead change efforts outside of own work team.</li> </ul>	<ul style="list-style-type: none"> <li>Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.</li> </ul>	<ul style="list-style-type: none"> <li>Motivate and inspire others around change initiatives.</li> </ul>
<ul style="list-style-type: none"> <li>Participate in change programs and piloting change interventions.</li> </ul>	<ul style="list-style-type: none"> <li>Able to gain buy-in and approval for change from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Take the lead in impactful change programs.</li> </ul>	
<ul style="list-style-type: none"> <li>Understand the impact of change interventions on the institution within the broader scope of local government.</li> </ul>	<ul style="list-style-type: none"> <li>Identify change readiness levels and assist in resolving resistance to change factors.</li> </ul>	<ul style="list-style-type: none"> <li>Benchmark change interventions against best change practices.</li> </ul>	
	<ul style="list-style-type: none"> <li>Design change interventions that are aligned with the institution's strategic objectives and goals.</li> </ul>	<ul style="list-style-type: none"> <li>Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.</li> <li>Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.</li> </ul>	

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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 recognised 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"> <li>Understand basic financial concepts and methods as they relate to institutional processes and activities</li> </ul>	<ul style="list-style-type: none"> <li>Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate</li> </ul>	<ul style="list-style-type: none"> <li>Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>Develop planning tools to assist in evaluating and monitoring future expenditure trends.</li> </ul>		
<ul style="list-style-type: none"> <li>Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems</li> </ul>	<ul style="list-style-type: none"> <li>Assess, identify and manage financial risks.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare budgets that are aligned to the strategic objectives of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Set budget frameworks for the institution.</li> </ul>		
<ul style="list-style-type: none"> <li>Understand the importance of financial accountability</li> </ul>	<ul style="list-style-type: none"> <li>Assume a cost-saving approach to financial management.</li> </ul>	<ul style="list-style-type: none"> <li>Address complex budgeting and financial management concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Set strategic direction for the institution on expenditure and other financial processes.</li> </ul>		
<ul style="list-style-type: none"> <li>Understand the importance of asset control.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare financial reports based on specified formats.</li> </ul>	<ul style="list-style-type: none"> <li>Put systems and processes in place to enhance the quality and integrity of financial management practices.</li> </ul>	<ul style="list-style-type: none"> <li>Build and nurture partnerships to improve financial management and achieve financial savings.</li> </ul>		
	<ul style="list-style-type: none"> <li>Consider and understand the financial implications of decisions and suggestions.</li> </ul>	<ul style="list-style-type: none"> <li>Advise on policies and procedures regarding asset control.</li> </ul>	<ul style="list-style-type: none"> <li>Actively identify and implement new methods to improve asset control.</li> </ul>		
	<ul style="list-style-type: none"> <li>Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.</li> <li>Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.</li> </ul>	<ul style="list-style-type: none"> <li>Promote National Treasury's regulatory framework for Financial Management.</li> </ul>	<ul style="list-style-type: none"> <li>Display professionalism in dealing with financial data and processes.</li> </ul>		

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<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>			
<b>COMPETENCY NAME :</b>	<b>Governance Leadership</b>			
<b>COMPETENCY DEFINITION:</b>	<b>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 conceptualisation of relevant policies and enhance cooperative governance relationships.</b>			
<b>ACHIEVEMENT LEVELS</b>				
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>	
<ul style="list-style-type: none"> <li>Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.</li> <li>Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.</li> <li>Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Able to link risk initiatives into key institutional objectives and drivers.</li> <li>Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a high level of commitment in complying with governance requirements.</li> <li>Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.</li> </ul>	
<ul style="list-style-type: none"> <li>Provide input into policy formulation.</li> </ul>	<ul style="list-style-type: none"> <li>Actively drive policy formulation within the institution to ensure the achievement of objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.</li> <li>Demonstrate a thorough understanding of risk retention plans.</li> <li>Identify and implement comprehensive risk management systems and processes.</li> <li>Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Able to advise local government on risk management, best practice interventions and compliance management.</li> <li>Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t</li> <li>Able to shape, direct and drive the formulation of policies on a macro level.</li> </ul>	

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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"> <li>Realise the impact of acting with integrity, but requires guidance and development in implementing principles.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct self in alignment with the values of local government and the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Identify, develop and apply measures of self-correction.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment conducive of moral practices.</li> </ul>		
<ul style="list-style-type: none"> <li>Follow basic rules and regulations of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.</li> </ul>	<ul style="list-style-type: none"> <li>Able to gain trust and respect through aligning actions with commitments.</li> </ul>	<ul style="list-style-type: none"> <li>Actively develop and implement measures to combat fraud and corruption.</li> </ul>		
<ul style="list-style-type: none"> <li>Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.</li> </ul>	<ul style="list-style-type: none"> <li>Actively report fraudulent activity and corruption with local government.</li> </ul>	<ul style="list-style-type: none"> <li>Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Set integrity standards and shared accountability measures across the institution to support the objectives of local government.</li> </ul>		
	<ul style="list-style-type: none"> <li>Understand and honor the confidential nature of matters without seeking personal gain.</li> </ul>	<ul style="list-style-type: none"> <li>Present values, beliefs and ideas that are congruent with the institution's rules and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Take responsibility for own actions and decisions, even if the consequences are unfavorable.</li> </ul>		
	<ul style="list-style-type: none"> <li>Able to deal with situations of conflict of interest promptly and in the best interest of local government.</li> </ul>	<ul style="list-style-type: none"> <li>Takes an active stance against corruption and dishonesty when noted.</li> </ul>			
		<ul style="list-style-type: none"> <li>Actively promote the value of the institution to internal and external stakeholders.</li> </ul>			
		<ul style="list-style-type: none"> <li>Able to work in unity with a team and not seek personal gain.</li> </ul>			
		<ul style="list-style-type: none"> <li>Apply universal moral principles consistently to achieve moral decisions.</li> </ul>			

Director: Infrastructure Services  
Mr Deon Louw

Municipal Manager:  
Ms Geraldine Mettler



<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Planning and Organising</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Able to follow basic plans and organise tasks around set objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Actively and appropriately organise information and resources required for a task.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on broad strategies and initiatives when developing plans and actions.</li> </ul>
<ul style="list-style-type: none"> <li>• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Recognise the urgency and importance of tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify in advance required stages and actions to complete tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to protect and forecast short, medium and long term requirements of the institution and local government.</li> </ul>
<ul style="list-style-type: none"> <li>• Able to follow existing plans and ensure that objectives are met.</li> </ul>	<ul style="list-style-type: none"> <li>• Balance short and long-term plans and goals and incorporate into the team's performance objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule realistic timelines, objectives and milestones for tasks and projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Translate policy into relevant projects to facilitate the achievement of institutional objectives.</li> </ul>
<ul style="list-style-type: none"> <li>• Focus on short-term objectives in developing plans and actions</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Produce clear, detailed and comprehensive plans to achieve institutional objectives.</li> </ul>	
<ul style="list-style-type: none"> <li>• Arrange information and resources required for a task, but require further structure and organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Measures progress and monitor performance results.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify possible risk factors and design and implement appropriate contingency plans.</li> <li>• Adapt plans in light of changing circumstances.</li> <li>• Prioritise tasks and projects according to their relevant urgency and importance.</li> </ul>	

Director: Infrastructure Services  
**Mr Deon Louw**

Municipal Manager:  
**Ms Geraldine Mettler**



<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Analysis and Innovation</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand the basic operation of analysis, but lack detail and thoroughness.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches team members on analytical and innovative approaches and techniques.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate complex analytical and problem solving approaches and techniques.</li> </ul>
<ul style="list-style-type: none"> <li>Able to balance independent analysis with requesting assistance from others.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate objectivity, insight and thoroughness when analysing problems.</li> </ul>	<ul style="list-style-type: none"> <li>Engage with appropriate individuals in analysing and resolving complex problems.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment conducive to analytical and fact-based problem solving.</li> </ul>
<ul style="list-style-type: none"> <li>Recommend new ways to perform tasks within own function.</li> </ul>	<ul style="list-style-type: none"> <li>Able to break down complex problems into manageable parts and identify solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Identify solutions on various areas in the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.</li> </ul>
<ul style="list-style-type: none"> <li>Propose simple remedial interventions that marginally challenges the status quo.</li> </ul>	<ul style="list-style-type: none"> <li>Consult internal and external stakeholders on opportunities to improve processes and service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Formulate and implement new ideas throughout the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment that fosters innovative thinking and follows a learning organisation approach.</li> </ul>
<ul style="list-style-type: none"> <li>Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.</li> </ul>	<ul style="list-style-type: none"> <li>Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Able to gain approval and buy-in for proposed interventions from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Be a thought leader on innovative customer service delivery and process optimisation.</li> </ul>
	<ul style="list-style-type: none"> <li>Continuously identify opportunities to enhance internal processes.</li> </ul>	<ul style="list-style-type: none"> <li>Identify trends and best practices in process and service delivery and propose institutional application.</li> </ul>	<ul style="list-style-type: none"> <li>Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously engage in research to identify client needs.</li> </ul>	

Director: Infrastructure Services  
**Mr Deon Louw**

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"> <li>Collect, categorise and track relevant information required for specific tasks and projects.</li> </ul>	<ul style="list-style-type: none"> <li>Use appropriate information systems and technology to manage institutional knowledge and information sharing.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively predict future information and knowledge management requirements and systems.</li> </ul>	<ul style="list-style-type: none"> <li>Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.</li> </ul>		
<ul style="list-style-type: none"> <li>Analyse and interpret information to draw conclusions.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate data from various sources and use information effectively to influence decisions and provide solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Develop standards and processes to meet future knowledge management needs.</li> </ul>	<ul style="list-style-type: none"> <li>Establish partnerships across local government to facilitate knowledge management.</li> </ul>		
<ul style="list-style-type: none"> <li>Seek new sources of information to increase the knowledge base.</li> </ul>	<ul style="list-style-type: none"> <li>Actively create mechanisms and structures for sharing information.</li> </ul>	<ul style="list-style-type: none"> <li>Share and promote best-practice knowledge management across various institutions.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a mature approach.</li> </ul>		
<ul style="list-style-type: none"> <li>Regularly share information and knowledge with internal stakeholders and team members.</li> </ul>	<ul style="list-style-type: none"> <li>Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Establish accurate measures and monitoring systems for knowledge and information management.</li> <li>Create a culture conducive of learning and knowledge sharing.</li> <li>Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.</li> </ul>	<ul style="list-style-type: none"> <li>Recognise and exploit knowledge points in interactions with internal and external stakeholders.</li> </ul>		

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"> <li>• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively communicate high-risk and sensitive matters to relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Regarded as a specialist in negotiations and representing the institution.</li> </ul>	
<ul style="list-style-type: none"> <li>• Express ideas in a clear and focused manner, but does not always take the audience into consideration.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a well-defined communication strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to inspire and motivate others through positive communication that is impactful and relevant.</li> </ul>	
<ul style="list-style-type: none"> <li>• Disseminate and convey information and knowledge adequately.</li> </ul>	<ul style="list-style-type: none"> <li>• Adapt communication content and style to suit the audience and facilitate optimal information transfer.</li> </ul>	<ul style="list-style-type: none"> <li>• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to effectively direct negotiations around complex.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to coordinate negotiations at different levels within local government and externally.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Compile clear, focused, concise and well-structured written documents.</li> </ul>	<ul style="list-style-type: none"> <li>• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.</li> <li>• Able to communicate with the media with high levels of moral competence and discipline.</li> </ul>		

Director: Infrastructure Services  
Mr Deon Louw

Municipal Manager:  
Ms Geraldine Mettler



<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Results and Quality Focus</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand quality of work but requires guidance in attending to important matters.</li> <li>Show a basic commitment to achieving the correct results.</li> <li>Produce the minimum level of results required in the role.</li> <li>Produce outcomes that is of a good standard.</li> <li>Focus on the quantity of output but requires development in incorporating the quality of work.</li> <li>Produce quality work in general circumstances, but fails to meet expectation when under pressure.</li> </ul>	<ul style="list-style-type: none"> <li>Focus on high-priority actions and does not become distracted by lower-priority activities.</li> <li>Display firm commitment and pride in achieving the correct results.</li> <li>Set quality standards and design processes and tasks around achieving set standards.</li> <li>Produce output of high quality.</li> <li>Able to balance the quantity and quality and quality of results in order to achieve objectives.</li> <li>Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently verify own standards and outcomes to ensure quality output.</li> <li>Focus on the end result and avoids being distracted</li> <li>Demonstrate a determined and committed approach to achieving results and quality standards.</li> <li>Follow task and projects through to completion.</li> <li>Set challenging goals and objectives to self and team and display commitment to achieving expectations.</li> <li>Maintain a focus on quality outputs when placed under pressure.</li> <li>Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Coach and guide others to exceed quality standards and results.</li> <li>Develop challenging, client-focused goals and sets high standards for personal performance.</li> <li>Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.</li> <li>Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.</li> <li>Take appropriate risks to accomplish goals.</li> <li>Overcome setbacks and adjust action plans to realise goals.</li> <li>Focus people on critical activities that yield a high impact.</li> </ul>

.....  
 Director: Infrastructure Services  
**Mr Deon Louw**

.....  
 Municipal Manager:  
**Ms Geraldine Mettler**



**STELLENBOSCH**  
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MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

## Annexure C: Personal Development Plan

**DIRECTOR: INFRASTRUCTURE SERVICES**

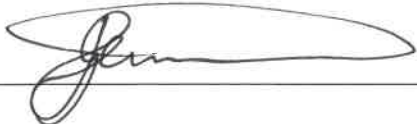
.....  
Director: Infrastructure Services  
**Mr Deon Louw**

.....  
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: 07 July 2021.

Signed by the Municipal Manager on behalf of the Municipality

  
\_\_\_\_\_

Date: 07 July 2021.

# **ANNEXURE 6**



**STELLENBOSCH**

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## **Performance Agreement**

**2021 – 2022**

**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: COMMUNITY AND PROTECTION SERVICES**

**Mr Gary Boshoff**

(herein and after referred as Employee)

**FOR THE FINANCIAL YEAR:**

**01 JULY 2021 – 30 JUNE 2022**

  
.....  
Director: Community and Protection Services  
**Mr Gary Boshoff**

  
.....  
Municipal Manager:  
**Ms Geraldine Mettler**





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 .....  
 Director, Community and Protection Services  
**Mr Gary Boshoff**

  
 .....  
 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, 2000 (Act No. 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;
- 2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

.....  
Director: Community and Protection Services  
**Mr Gary Boshoff**

.....  
Municipal Manager:  
**Ms Geraldine Mettler**



- 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 2021** and will remain in force until **30 June 2022** 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 31<sup>st</sup> 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;
  - 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.

  
.....  
Director, Community and Protection Services  
**Mr Gary Boshoff**

  
.....  
Municipal Manager:  
**Ms Geraldine Mettler**



- 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.

**Table 1: Strategic Focus Areas**

Strategic Focus Areas
SFA 1 - Valley of Possibility
SFA 2 - Green and Sustainable Valley
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

  
 Director: Community and Protection Services  
 Mr Gary Boshoff

  
 Municipal Manager:  
 Ms Geraldine Mettler



score. The competencies will be assessed every six (6) months (January and July).

**Table 2: Leading and Core Competencies**

Leading and Core Competencies		
1.	<b>Strategic direction and leadership</b>	<ul style="list-style-type: none"> <li>• Impact and influence</li> <li>• Institutional performance management</li> <li>• Strategic planning and management</li> <li>• Organisational awareness</li> </ul>
2.	<b>People management</b>	<ul style="list-style-type: none"> <li>• Human capital planning and development</li> <li>• Diversity management</li> <li>• Employee relations management</li> <li>• Negotiation and dispute management</li> </ul>
3.	<b>Programme and project management</b>	<ul style="list-style-type: none"> <li>• Programme and project planning and implementation</li> <li>• Service delivery management</li> <li>• Programme and project monitoring and evaluation</li> </ul>
4.	<b>Financial management</b>	<ul style="list-style-type: none"> <li>• Budget planning and execution</li> <li>• Financial strategy and delivery</li> <li>• Financial reporting and delivery</li> </ul>
5.	<b>Change leadership</b>	<ul style="list-style-type: none"> <li>• Change vision and strategy</li> <li>• Process design and improvement</li> <li>• Change impact monitoring and evaluation</li> </ul>
6.	<b>Governance leadership</b>	<ul style="list-style-type: none"> <li>• Policy formulation</li> <li>• Risk and compliance management</li> <li>• Cooperative governance</li> </ul>
7.	<b>Moral competence</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
8.	<b>Planning and organising</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
9.	<b>Analysis and innovation</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
10.	<b>Knowledge and information management</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
11.	<b>Communication</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>
12.	<b>Results and quality focus</b>	<ul style="list-style-type: none"> <li>• Core Competency</li> </ul>

## 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

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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

  
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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:

**Table 3: Performance rating scale**

Level	Terminology	Description
5	<b>Outstanding performance</b>	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	<b>Performance significantly above expectations</b>	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	<b>Fully effective</b>	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	<b>Not fully effective</b>	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	<b>Unacceptable performance</b>	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:

**Table 4: Rating scale for Competencies**

Level	Achievement Levels	Description
5	<b>Superior</b>	Has a comprehensive understanding of local government operations, critical in shaping strategic direction and change, develops, and applies comprehensive concepts and methods
4	<b>Advanced</b>	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	<b>Competent</b>	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analyses
2	<b>Basic</b>	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention
1	<b>Sub Standard</b>	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 1<sup>st</sup>, and 3<sup>rd</sup> 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.

**Table 5: Schedule for performance reviews**

Quarter	Review Period	Review to be completed by
1	July - September	October / November 2021 (Informal)
2	October – December	January / February 2022 (Formal)
3	January – March	April / May 2022 (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.

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.

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**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 4<sup>th</sup> 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:

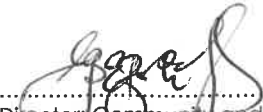
**Table 6: Performance bonus calculations**

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

  
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 .....  
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- 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 Gary Boshoff**

  
.....  
Municipal Manager:  
**Ms Geraldine Mettler**



Thus, done and signed at Stellenbosch on the 07 day of July 2021.

[Signature]  
DIRECTOR: COMMUNITY AND PROTECTION SERVICES

AS WITNESSES:

- 1. [Signature]
- 2. [Signature]

Thus, done and signed at Stellenbosch on the 07 day of July 2021.

[Signature]  
MUNICIPAL MANAGER

AS WITNESSES:

- 1. [Signature]
- 2. [Signature]



**MEMBER OF MAYORAL COMMITTEE**  
(Portfolio: Community Development and Protection Services)  
**Cllr R Badenhorst**

**MEMBER OF MAYORAL COMMITTEE**  
(Portfolio: Parks, Open Spaces and Environment)  
**Cllr X Mdemka**

**MEMBER OF MAYORAL COMMITTEE**  
(Portfolio: Youth, Sport and Culture)  
**Cllr J Fasser**



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## Annexure A Performance Plan

**DIRECTOR: COMMUNITY AND PROTECTION SERVICES**

  
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**Mr Gary Boshoff**

  
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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%)**

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 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: 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	72.83%	80%per annum	80%	SM	80%	80%	80%	80%	5
TBC	SFA 5: 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	52.47%	80%per annum	80%	SM	80%	80%	80%	80%	5

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IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: 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	58.85%	80% per annum	80%	SM	80%	80%	80%	80%	5
KPI085	SFA 2 - Green and Sustainable Valley	Submission of a Friends Group Framework for the management of nature areas to the Municipal Manager	Number of Friends Group Frameworks for the management of nature areas submitted to the Municipal Manager by 31 March	Output	New indicator	1 per annum	1	SM	N/A	N/A	1	N/A	2
KPI025	SFA 3: Safe Valley	Revised Disaster Management Plan submitted to the Municipal Manager	Number of Revised Disaster Management Plans submitted to the Municipal Manager by 31 March	Output	1	1 per annum	1	SM	N/A	N/A	1	N/A	3
KPI026	SFA 3: Safe Valley	Revised Safety and Security Strategy submitted to the Municipal Manager	Number of Revised Safety and Security Strategies submitted to the Municipal Manager by 30 April	Output	1	1 per annum	1	SM	N/A	N/A	N/A	1	3
KPI027	SFA 3: Safe Valley	Revised Traffic Management Plan submitted to the Municipal Manager	Number of Revised Traffic Management Plans submitted to the Municipal Manager by 31 March	Output	New KPI	1 per annum	1	SM	N/A	N/A	1	N/A	3
TBC	SFA 5: 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	37.75%	90% per annum	90%	SM	10%	30%	60%	90%	15

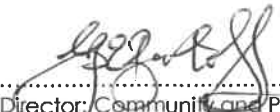
  
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**Mr Gary Boshoff**

  
 .....  
 Municipal Manager:  
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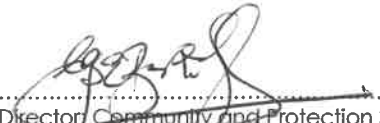
DIRECTOR: COMMUNITY AND PROTECTION SERVICES													
IDP/ Ref No.	Strategic Focus Area (SFA)	Indicator (Activity / Project / Programme / Key Initiative)	Unit of Measurement	Indicator type	Baseline (Actual 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				Weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: Good Governance and Compliance	Submission of final bid specifications for all capital projects to the Bid Specification Committee (BSC) (2022/23)	Percentage of final bid specifications for all capital projects submitted to the BSC by 30 June (50% by 31 March 2022 and 100% by 30 June 2022. For the 2022/23 financial year)	Output	100%	100% per annum	100%	SM	N/A	N/A	50%	100%	5
TBC	SFA 5: 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	4	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	1
TBC	SFA 5: Good Governance and Compliance	Performance agreements signed with all identified personnel	Number of performance agreements signed by 31 August	Output	3	3 per annum	3	SM	3	N/A	N/A	N/A	1
TBC	SFA 5: Good Governance and Compliance	Conduct formal performance evaluations with all identified personnel	Number of formal performance evaluations conducted with all identified personnel by 28 February	Output	6	6 per annum	6	SM	N/A	N/A	6	N/A	1
TBC	SFA 5: Good Governance and Compliance	Develop Annual Departmental Risk Register	Number of Annual Departmental Risk Registers developed by 31 July	Output	1	1 per annum	1	SM	1	N/A	N/A	N/A	2
TBC	SFA 5: Good Governance and Compliance	Evaluation of the Departmental Risk Register	Number of Departmental Risk Registers evaluated by 31 May	Output	2	2 per annum	2	SM	N/A	1 (1)	N/A	1 (2)	2
TBC	SFA 5: Good Governance and Compliance	Implementation of Council resolutions	Percentage of resolutions implemented measured quarterly	Output	70%	70% per annum	70%	SM	70%	70%	70%	70%	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 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				weight
									Q1	Q2	Q3	Q4	
TBC	SFA 5: 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	4	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	1
TBC	SFA 3 - Safe Valley	Spend the allocated CCTV cameras budget	Percentage of the allocated CCTV Camera budget actually spend by 30 June	Output	New KPI	90% per annum	90%	SM	10%	30%	60%	90%	2
TBC	SFA 5: Good Governance and Compliance	Raise / Collect Operating Budget revenue of the Department: Community and Protection Services as per approved budget	Percentage of the Department: Community and Protection Services revenue raised / collected by 30 June	Outcome	New KPI	96% per annum	96%	SM	25%	50%	75%	96%	3
TBC	SFA 2 - Green and Sustainable Valley	Information sessions held on alternative burial methods	Number of quarterly information sessions held on alternative burial methods	Output	New KPI	4 per annum	4	SM	1 (1)	1 (2)	1 (3)	1 (4)	3
TBC	SFA 2 - Green and Sustainable Valley	Implementation of the Invasive Alien Vegetation Management Plan	Percentage of actions implemented for the 2021/22 financial year as per the Invasive Alien Vegetation Management Plan by 30 June	Outcome	New KPI	90% per annum	90%	SM	5%	30%	60%	90%	3
TBC	SFA 2 - Green and Sustainable Valley	Submission of the Revised Public Facility Management Plan to the MayCo	Number of Revised Public Facility Management Plans submitted to the MayCo by 31 March	Output	New KPI	1 per annum	1	SM	N/A	N/A	1	N/A	3
TBC	SFA 3 - Safe Valley	Implementation of the Safety Plan	Percentage of actions implemented for the 2021/22 financial year as per the Safety Plan by 30 June	Outcome	New KPI	90% per annum	90%	SM	5%	30%	60%	90%	3

  
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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 2019/20)	5 Year Target	2021/22	Funding Source	Service Delivery and Budget Implementation Plan (SDBIP 2021/22)				weight
									Q1	Q2	Q3	Q4	
TBC	SFA 2 - Green and Sustainable Valley	Finalise COVID-19 related burial applications within 24 hours of date of notification	Percentage of COVID-19 related burials applications finalised within 24 hours of date of notification	Outcome	New KPI	90% per annum	90%	SM	90%	90%	90%	90%	1
TBC	SFA 5: Good Governance and Compliance	Implementation of the Sport Facilities Management Plan	Percentage of actions implemented for the 2021/22 financial year as per the Sport Facilities Management Plan by 30 June	Outcome	New KPI	90% per annum	90%	SM	5%	30%	60%	90%	2
TBC	SFA 5: Good Governance and Compliance	Implementation of a centralised electronic venue booking system for public facilities	Number of centralised electronic venue booking systems for public facilities implemented by 30 June	Output	New KPI	1 per annum	1	SM	N/A	N/A	N/A	1	2
TBC	SFA 5: Good Governance and Compliance	Establishment of a Local Drug Action Committee (LDAC)	Number of Local LDACs established by 31 May	Output	New KPI	1 per annum	1	SM	N/A	N/A	N/A	1	1
TBC	Good governance and Compliance	Implementation of the Directorate's actions as per the AGSA Audit Action Plan	Percentage of the Directorate's actions as per the AGSA Audit Action Plan implemented by 30 June	Outcome	New KPI	100% per annum	100%	SM	N/A	N/A	50%	100%	1
												<b>Total</b>	<b>80</b>

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**Part 2: Competency Requirements (20%)**

Ref	Leading and Core Competencies	(January) 1 <sup>st</sup> Assessment	(July) Final Assessment	Weights	Comments
2.1	<b>Strategic direction and leadership</b>			<b>1.66%</b>	
2.2	<b>People management</b>			<b>1.66%</b>	
2.3	<b>Programme and project management</b>			<b>1.66%</b>	
2.4	<b>Financial management</b>			<b>1.66%</b>	
2.5	<b>Change leadership</b>			<b>1.67%</b>	
2.6	<b>Governance leadership</b>			<b>1.67%</b>	
2.7	<b>Moral competence</b>			<b>1.67%</b>	
2.8	<b>Planning and organising</b>			<b>1.67%</b>	
2.9	<b>Analysis and innovation</b>			<b>1.67%</b>	
2.10	<b>Knowledge and information management</b>			<b>1.67%</b>	
2.11	<b>Communication</b>			<b>1.67%</b>	
2.12	<b>Results and quality focus</b>			<b>1.67%</b>	
<b>Total</b>				<b>20%</b>	

  
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## Annexure B

# Competency Framework

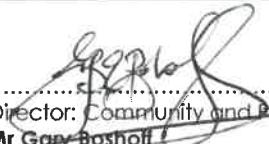
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<b>CLUSTER :</b>		<b>LEADING COMPETENCIES</b>	
<b>COMPETENCY NAME :</b>		<b>Strategic Direction and Leadership</b>	
<b>COMPETENCY DEFINITION :</b>		<b>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.</b>	
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand Institutional and departmental strategic objectives, but</li> <li>lacks the ability to inspire others to achieve set mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Give direction to a team in realising the institution's strategic mandate and set objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate all activities to determine value and alignment to strategic intent.</li> </ul>	<ul style="list-style-type: none"> <li>Structure and position the institution to local government priorities.</li> </ul>
<ul style="list-style-type: none"> <li>Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Has a positive impact and influence on the morale, engagement and participation of team members.</li> </ul>	<ul style="list-style-type: none"> <li>Display in-depth knowledge and understanding of strategic planning.</li> </ul>	<ul style="list-style-type: none"> <li>Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework.</li> </ul>
<ul style="list-style-type: none"> <li>Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole.</li> </ul>	<ul style="list-style-type: none"> <li>Develop action plans to execute and guide strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Align strategy and goals across all functional areas.</li> </ul>	<ul style="list-style-type: none"> <li>Hold self-accountable for strategy execution and results.</li> </ul>
<ul style="list-style-type: none"> <li>Demonstrate basic understanding of key decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Assist in defining performance measures to monitor the progress and effectiveness of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Actively define performance measures to monitor the progress and effectiveness of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Provide impact and influence through building and maintaining strategic relationships.</li> </ul>
	<ul style="list-style-type: none"> <li>Displays an awareness of institutional structures and political factors.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently challenge strategic plans to ensure relevance.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions.</li> </ul>
	<ul style="list-style-type: none"> <li>Effectively communicate barriers to execution to relevant parties.</li> </ul>	<ul style="list-style-type: none"> <li>Understand institutional structures and political factors, and the consequences of actions.</li> </ul>	<ul style="list-style-type: none"> <li>Integrate various systems into a collective whole to optimise institutional performance management.</li> </ul>
	<ul style="list-style-type: none"> <li>Provide guidance to all stakeholders in the achievement of the strategic mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Empower others to follow the strategic direction and deal with complex situations.</li> </ul>	<ul style="list-style-type: none"> <li>Uses understanding of competing interests to maneuver successfully to a win/win outcome.</li> </ul>
	<ul style="list-style-type: none"> <li>Understand the aim and objectives of the institution and relate it to own work.</li> </ul>	<ul style="list-style-type: none"> <li>Guide the institution through complex and ambiguous concern.</li> <li>Use understanding of power relationships and dynamic tensions among key players</li> </ul>	

  
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<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Strategic Direction and Leadership</b>		
<b>COMPETENCY DEFINITION :</b>	<b>Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
		to frame communications and develop strategies, positions and alliances.	

  
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<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>People Management</b>		
<b>COMPETENCY DEFINITION :</b>	<b>Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Participate in team goalsetting and problem solving.</li> </ul>	<ul style="list-style-type: none"> <li>Seek opportunities to increase team contribution and responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>Identify ineffective team and work processes and recommend remedial interventions.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and incorporate best practice people management processes, approaches and tools across the institution.</li> </ul>
<ul style="list-style-type: none"> <li>Interact and collaborate with people of diverse backgrounds.</li> </ul>	<ul style="list-style-type: none"> <li>Respect and support the diverse nature of others and be aware of the benefits of a diverse approach.</li> </ul>	<ul style="list-style-type: none"> <li>Recognise and reward effective and desired behavior.</li> </ul>	<ul style="list-style-type: none"> <li>Foster a culture of discipline, responsibility and accountability.</li> </ul>
<ul style="list-style-type: none"> <li>Aware of guidelines for employee development, but requires support in implementing development initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively delegate tasks and empower others to increase contribution and execute functions optimally.</li> </ul>	<ul style="list-style-type: none"> <li>Provide mentoring and guidance to others in order to increase personal effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution.</li> </ul>
	<ul style="list-style-type: none"> <li>Apply relevant employee legislation fairly and consistently.</li> </ul>	<ul style="list-style-type: none"> <li>Identify development and learning needs within the team.</li> </ul>	<ul style="list-style-type: none"> <li>Develop comprehensive integrated strategies and approaches to human capital development and management.</li> </ul>
	<ul style="list-style-type: none"> <li>Effectively identify capacity requirements to fulfill the strategic mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Inspire a culture of performance excellence by giving positive and constructive feedback to the team.</li> <li>Achieve agreement or consensus in adversarial environments.</li> <li>Lead and unite diverse teams across divisions to achieve institutional objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Actively identify trends and predict capacity requirements to facilitate unified transition and performance management.</li> </ul>

  
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CLUSTER :		LEADING COMPETENCIES			
COMPETENCY NAME :		Programme 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"> <li>Initiate projects after approval from higher authorities.</li> </ul>	<ul style="list-style-type: none"> <li>Establish broad stakeholder involvement and communicate the project status and key milestones.</li> </ul>	<ul style="list-style-type: none"> <li>Manage multiple programs and balance priorities and conflicts according to institutional goals.</li> </ul>	<ul style="list-style-type: none"> <li>Understand and conceptualise the long-term implications of desired project outcomes.</li> </ul>		
<ul style="list-style-type: none"> <li>Understand procedures of program and project management methodology, implications and stakeholder involvement.</li> </ul>	<ul style="list-style-type: none"> <li>Define the roles and responsibilities of the project team and create clarity around expectations.</li> </ul>	<ul style="list-style-type: none"> <li>Apply effective risk management strategies through impact assessment and resource requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives.</li> </ul>		
<ul style="list-style-type: none"> <li>Understand the rationale of projects in relation to the institution's strategic objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Find a balance between project deadline and the quality of deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Modify project scope and budget when required without compromising the quality and objectives of the project.</li> </ul>	<ul style="list-style-type: none"> <li>Influence people in positions of authority to implement outcomes of projects</li> </ul>		
<ul style="list-style-type: none"> <li>Document and communicate factors and risk associated with own work.</li> </ul>	<ul style="list-style-type: none"> <li>Identify appropriate project resources to facilitate the effective completion of the deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Involve top-level authorities and relevant stakeholders in seeking project buy-in.</li> </ul>	<ul style="list-style-type: none"> <li>Lead and direct translation of policy into workable action plans</li> </ul>		
<ul style="list-style-type: none"> <li>Use results and approaches of successful project implementation as guide.</li> </ul>	<ul style="list-style-type: none"> <li>Comply with statutory requirements and apply policies in a consistent manner.</li> <li>Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation.</li> </ul>	<ul style="list-style-type: none"> <li>Identify and apply contemporary project management methodology</li> <li>Influence and motivate project team to deliver exceptional results.</li> <li>Monitor policy implementation and apply procedures to manage risks.</li> </ul>	<ul style="list-style-type: none"> <li>Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed.</li> </ul>		

  
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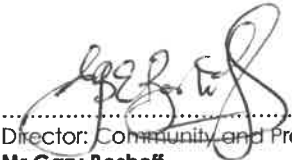
<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Change Leadership</b>		
<b>COMPETENCY DEFINITION :</b>	<b>Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Display an awareness of change interventions and the benefits of transformation initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Perform an analysis of the change impact on the social, political and economic environment.</li> </ul>	<ul style="list-style-type: none"> <li>Actively monitor change impact and results and convey progress to relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Sponsor change agents and create a network of change leaders who support the interventions.</li> </ul>
<ul style="list-style-type: none"> <li>Able to identify basic needs for change.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain calm and focus during change.</li> </ul>	<ul style="list-style-type: none"> <li>Secure buy-in and sponsorship for change initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Actively adapt current structures and processes to incorporate the change interventions.</li> </ul>
<ul style="list-style-type: none"> <li>Identify gaps between the current and desired state.</li> </ul>	<ul style="list-style-type: none"> <li>Able to assist team members during change and keep them focused on the deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Mentor and guide team members on the effects of change, resistance factors and how to integrate change.</li> </ul>
<ul style="list-style-type: none"> <li>Identify potential risk and challenges to transformation, including resistance to change factors.</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer to lead change efforts outside of own work team.</li> </ul>	<ul style="list-style-type: none"> <li>Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change.</li> </ul>	<ul style="list-style-type: none"> <li>Motivate and inspire others around change initiatives.</li> </ul>
<ul style="list-style-type: none"> <li>Participate in change programs and piloting change interventions.</li> </ul>	<ul style="list-style-type: none"> <li>Able to gain buy-in and approval for change from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Take the lead in impactful change programs.</li> </ul>	
<ul style="list-style-type: none"> <li>Understand the impact of change interventions on the institution within the broader scope of local government.</li> </ul>	<ul style="list-style-type: none"> <li>Identify change readiness levels and assist in resolving resistance to change factors.</li> </ul>	<ul style="list-style-type: none"> <li>Benchmark change interventions against best change practices.</li> </ul>	
	<ul style="list-style-type: none"> <li>Design change interventions that are aligned with the institution's strategic objectives and goals.</li> </ul>	<ul style="list-style-type: none"> <li>Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation.</li> <li>Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation.</li> </ul>	

  
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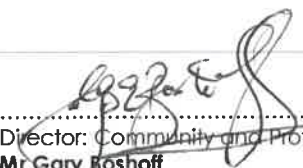
CLUSTER :	LEADING COMPETENCIES			
COMPETENCY NAME :	Financial Management			
COMPETENCY DEFINITION :	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner			
ACHIEVEMENT LEVELS				
BASIC	COMPETENT	ADVANCED	SUPERIOR	
<ul style="list-style-type: none"> <li>Understand basic financial concepts and methods as they relate to institutional processes and activities</li> </ul>	<ul style="list-style-type: none"> <li>Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate</li> </ul>	<ul style="list-style-type: none"> <li>Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>Develop planning tools to assist in evaluating and monitoring future expenditure trends.</li> </ul>	
<ul style="list-style-type: none"> <li>Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems</li> </ul>	<ul style="list-style-type: none"> <li>Assess, identify and manage financial risks.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare budgets that are aligned to the strategic objectives of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Set budget frameworks for the institution.</li> </ul>	
<ul style="list-style-type: none"> <li>Understand the importance of financial accountability</li> </ul>	<ul style="list-style-type: none"> <li>Assume a cost-saving approach to financial management.</li> </ul>	<ul style="list-style-type: none"> <li>Address complex budgeting and financial management concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Set strategic direction for the institution on expenditure and other financial processes.</li> </ul>	
<ul style="list-style-type: none"> <li>Understand the importance of asset control.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare financial reports based on specified formats.</li> </ul>	<ul style="list-style-type: none"> <li>Put systems and processes in place to enhance the quality and integrity of financial management practices.</li> </ul>	<ul style="list-style-type: none"> <li>Build and nurture partnerships to improve financial management and achieve financial savings.</li> </ul>	
	<ul style="list-style-type: none"> <li>Consider and understand the financial implications of decisions and suggestions.</li> </ul>	<ul style="list-style-type: none"> <li>Advise on policies and procedures regarding asset control.</li> </ul>	<ul style="list-style-type: none"> <li>Actively identify and implement new methods to improve asset control.</li> </ul>	
	<ul style="list-style-type: none"> <li>Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated.</li> <li>Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget.</li> </ul>	<ul style="list-style-type: none"> <li>Promote National Treasury's regulatory framework for Financial Management.</li> </ul>	<ul style="list-style-type: none"> <li>Display professionalism in dealing with financial data and processes.</li> </ul>	

  
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<b>CLUSTER :</b>	<b>LEADING COMPETENCIES</b>			
<b>COMPETENCY NAME :</b>	<b>Governance Leadership</b>			
<b>COMPETENCY DEFINITION:</b>	<b>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 conceptualisation of relevant policies and enhance cooperative governance relationships.</b>			
<b>ACHIEVEMENT LEVELS</b>				
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>	
<ul style="list-style-type: none"> <li>Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Display a thorough understanding of governance and risk and compliance factors and implement plans to address these.</li> </ul>	<ul style="list-style-type: none"> <li>Able to link risk initiatives into key institutional objectives and drivers.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a high level of commitment in complying with governance requirements.</li> </ul>	
<ul style="list-style-type: none"> <li>Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Identify, analyse and measure risk, create valid risk forecasts and map risk profiles.</li> </ul>	<ul style="list-style-type: none"> <li>Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework.</li> </ul>	
<ul style="list-style-type: none"> <li>Provide input into policy formulation.</li> </ul>	<ul style="list-style-type: none"> <li>Actively drive policy formulation within the institution to ensure the achievement of objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Able to advise local government on risk management, best practice interventions and compliance management.</li> </ul>	
		<ul style="list-style-type: none"> <li>Demonstrate a thorough understanding of risk retention plans.</li> </ul>	<ul style="list-style-type: none"> <li>Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government.t</li> </ul>	
		<ul style="list-style-type: none"> <li>Identify and implement comprehensive risk management systems and processes.</li> </ul>	<ul style="list-style-type: none"> <li>Able to shape, direct and drive the formulation of policies on a macro level.</li> </ul>	
		<ul style="list-style-type: none"> <li>Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement.</li> </ul>		

  
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<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>			
<b>COMPETENCY NAME :</b>	<b>Moral Competence</b>			
<b>COMPETENCY DEFINITION :</b>	<b>Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence</b>			
<b>ACHIEVEMENT LEVELS</b>				
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>	
<ul style="list-style-type: none"> <li>Realise the impact of acting with integrity, but requires guidance and development in implementing principles.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct self in alignment with the values of local government and the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Identify, develop and apply measures of self-correction.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment conducive of moral practices.</li> </ul>	
<ul style="list-style-type: none"> <li>Follow basic rules and regulations of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver.</li> </ul>	<ul style="list-style-type: none"> <li>Able to gain trust and respect through aligning actions with commitments.</li> </ul>	<ul style="list-style-type: none"> <li>Actively develop and implement measures to combat fraud and corruption.</li> </ul>	
<ul style="list-style-type: none"> <li>Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent.</li> </ul>	<ul style="list-style-type: none"> <li>Actively report fraudulent activity and corruption with local government.</li> </ul>	<ul style="list-style-type: none"> <li>Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Set integrity standards and shared accountability measures across the institution to support the objectives of local government.</li> </ul>	
	<ul style="list-style-type: none"> <li>Understand and honor the confidential nature of matters without seeking personal gain.</li> </ul>	<ul style="list-style-type: none"> <li>Present values, beliefs and ideas that are congruent with the institution's rules and regulations.</li> </ul>		
	<ul style="list-style-type: none"> <li>Able to deal with situations of conflict of interest promptly and in the best interest of local government.</li> </ul>	<ul style="list-style-type: none"> <li>Takes an active stance against corruption and dishonesty when noted.</li> </ul>		<ul style="list-style-type: none"> <li>Take responsibility for own actions and decisions, even if the consequences are unfavorable.</li> </ul>
		<ul style="list-style-type: none"> <li>Actively promote the value of the institution to internal and external stakeholders.</li> </ul>		
		<ul style="list-style-type: none"> <li>Able to work in unity with a team and not seek personal gain.</li> </ul>		
		<ul style="list-style-type: none"> <li>Apply universal moral principles consistently to achieve moral decisions.</li> </ul>		

  
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<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Planning and Organising</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Able to follow basic plans and organise tasks around set objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Actively and appropriately organise information and resources required for a task.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on broad strategies and initiatives when developing plans and actions.</li> </ul>
<ul style="list-style-type: none"> <li>• Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Recognise the urgency and importance of tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify in advance required stages and actions to complete tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to protect and forecast short, medium and long term requirements of the institution and local government.</li> </ul>
<ul style="list-style-type: none"> <li>• Able to follow existing plans and ensure that objectives are met.</li> </ul>	<ul style="list-style-type: none"> <li>• Balance short and long-term plans and goals and incorporate into the team's performance objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule realistic timelines, objectives and milestones for tasks and projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Translate policy into relevant projects to facilitate the achievement of institutional objectives.</li> </ul>
<ul style="list-style-type: none"> <li>• Focus on short-term objectives in developing plans and actions</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule tasks to ensure they are performed within budget and with efficient use of time and resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Produce clear, detailed and comprehensive plans to achieve institutional objectives.</li> </ul>	
<ul style="list-style-type: none"> <li>• Arrange information and resources required for a task, but require further structure and organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Measures progress and monitor performance results.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify possible risk factors and design and implement appropriate contingency plans.</li> <li>• Adapt plans in light of changing circumstances.</li> <li>• Prioritise tasks and projects according to their relevant urgency and importance.</li> </ul>	

  
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<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Analysis and Innovation</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand the basic operation of analysis, but lack detail and thoroughness.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Coaches team members on analytical and innovative approaches and techniques.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate complex analytical and problem solving approaches and techniques.</li> </ul>
<ul style="list-style-type: none"> <li>Able to balance independent analysis with requesting assistance from others.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate objectivity, insight and thoroughness when analysing problems.</li> </ul>	<ul style="list-style-type: none"> <li>Engage with appropriate individuals in analysing and resolving complex problems.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment conducive to analytical and fact-based problem solving.</li> </ul>
<ul style="list-style-type: none"> <li>Recommend new ways to perform tasks within own function.</li> </ul>	<ul style="list-style-type: none"> <li>Able to break down complex problems into manageable parts and identify solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Identify solutions on various areas in the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence.</li> </ul>
<ul style="list-style-type: none"> <li>Propose simple remedial interventions that marginally challenges the status quo.</li> </ul>	<ul style="list-style-type: none"> <li>Consult internal and external stakeholders on opportunities to improve processes and service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Formulate and implement new ideas throughout the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Create an environment that fosters innovative thinking and follows a learning organisation approach.</li> </ul>
<ul style="list-style-type: none"> <li>Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking.</li> </ul>	<ul style="list-style-type: none"> <li>Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Able to gain approval and buy-in for proposed interventions from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Be a thought leader on innovative customer service delivery and process optimisation.</li> </ul>
	<ul style="list-style-type: none"> <li>Continuously identify opportunities to enhance internal processes.</li> </ul>	<ul style="list-style-type: none"> <li>Identify trends and best practices in process and service delivery and propose institutional application.</li> </ul>	<ul style="list-style-type: none"> <li>Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention.</li> </ul>	<ul style="list-style-type: none"> <li>Continuously engage in research to identify client needs.</li> </ul>	

  
 .....  
 Director: Community and Protection Services  
**Mr Gary Boshoff**

  
 .....  
 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"> <li>Collect, categorise and track relevant information required for specific tasks and projects.</li> </ul>	<ul style="list-style-type: none"> <li>Use appropriate information systems and technology to manage institutional knowledge and information sharing.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively predict future information and knowledge management requirements and systems.</li> </ul>	<ul style="list-style-type: none"> <li>Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information.</li> </ul>		
<ul style="list-style-type: none"> <li>Analyse and interpret information to draw conclusions.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate data from various sources and use information effectively to influence decisions and provide solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Develop standards and processes to meet future knowledge management needs.</li> </ul>	<ul style="list-style-type: none"> <li>Establish partnerships across local government to facilitate knowledge management.</li> </ul>		
<ul style="list-style-type: none"> <li>Seek new sources of information to increase the knowledge base.</li> </ul>	<ul style="list-style-type: none"> <li>Actively create mechanisms and structures for sharing information.</li> </ul>	<ul style="list-style-type: none"> <li>Share and promote best-practice knowledge management across various institutions.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate a mature approach.</li> </ul>		
<ul style="list-style-type: none"> <li>Regularly share information and knowledge with internal stakeholders and team members.</li> </ul>	<ul style="list-style-type: none"> <li>Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>Establish accurate measures and monitoring systems for knowledge and information management.</li> <li>Create a culture conducive of learning and knowledge sharing.</li> <li>Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches.</li> </ul>	<ul style="list-style-type: none"> <li>Recognise and exploit knowledge points in interactions with internal and external stakeholders.</li> </ul>		

  
 Director, Community and Protection Services  
**Mr Gary Boshoff**

  
 Municipal Manager:  
**Ms Geraldine Mettler**





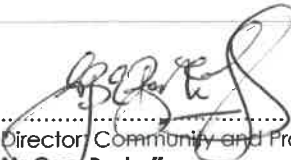
<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Communication</b>		
<b>COMPETENCY DEFINITION :</b>	<b>Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating.</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively communicate high-risk and sensitive matters to relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Regarded as a specialist in negotiations and representing the institution.</li> </ul>
<ul style="list-style-type: none"> <li>• Express ideas in a clear and focused manner, but does not always take the audience into consideration.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a well-defined communication strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to inspire and motivate others through positive communication that is impactful and relevant.</li> </ul>
<ul style="list-style-type: none"> <li>• Disseminate and convey information and knowledge adequately.</li> </ul>	<ul style="list-style-type: none"> <li>• Adapt communication content and style to suit the audience and facilitate optimal information transfer.</li> </ul>	<ul style="list-style-type: none"> <li>• Balance political perspectives with institutional needs when communicating viewpoints on complex issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Creates an environment conducive to transparent and productive communication and critical appreciate conversations.</li> </ul>
	<ul style="list-style-type: none"> <li>• Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to effectively direct negotiations around complex.</li> </ul>	
	<ul style="list-style-type: none"> <li>• Compile clear, focused, concise and well-structured written documents.</li> </ul>	<ul style="list-style-type: none"> <li>• Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution.</li> <li>• Able to communicate with the media with high levels of moral competence and discipline.</li> </ul>	

  
 Director: Community and Protection Services  
 Mr Gary Boshoff

  
 Municipal Manager:  
 Ms Geraldine Mettler



<b>CLUSTER :</b>	<b>CORE COMPETENCIES</b>		
<b>COMPETENCY NAME :</b>	<b>Results and Quality Focus</b>		
<b>COMPETENCY DEFINITION :</b>	<b>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.</b>		
<b>ACHIEVEMENT LEVELS</b>			
<b>BASIC</b>	<b>COMPETENT</b>	<b>ADVANCED</b>	<b>SUPERIOR</b>
<ul style="list-style-type: none"> <li>Understand quality of work but requires guidance in attending to important matters.</li> <li>Show a basic commitment to achieving the correct results.</li> <li>Produce the minimum level of results required in the role.</li> <li>Produce outcomes that is of a good standard.</li> <li>Focus on the quantity of output but requires development in incorporating the quality of work.</li> <li>Produce quality work in general circumstances, but fails to meet expectation when under pressure.</li> </ul>	<ul style="list-style-type: none"> <li>Focus on high-priority actions and does not become distracted by lower-priority activities.</li> <li>Display firm commitment and pride in achieving the correct results.</li> <li>Set quality standards and design processes and tasks around achieving set standards.</li> <li>Produce output of high quality.</li> <li>Able to balance the quantity and quality of results in order to achieve objectives.</li> <li>Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently verify own standards and outcomes to ensure quality output.</li> <li>Focus on the end result and avoids being distracted</li> <li>Demonstrate a determined and committed approach to achieving results and quality standards.</li> <li>Follow task and projects through to completion.</li> <li>Set challenging goals and objectives to self and team and display commitment to achieving expectations.</li> <li>Maintain a focus on quality outputs when placed under pressure.</li> <li>Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution.</li> </ul>	<ul style="list-style-type: none"> <li>Coach and guide others to exceed quality standards and results.</li> <li>Develop challenging, client-focused goals and sets high standards for personal performance.</li> <li>Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required.</li> <li>Work with team to set ambitious and challenging team goals, communicating long- and short term expectations.</li> <li>Take appropriate risks to accomplish goals.</li> <li>Overcome setbacks and adjust action plans to realise goals.</li> <li>Focus people on critical activities that yield a high impact.</li> </ul>

  
 Director, Community and Protection Services  
**Mr. Gary Boshoff**

  
 Municipal Manager:  
**Ms Geraldine Mettler**



**STELLENBOSCH**

STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNISIPALITEIT • UMASIPALA • MUNICIPALITY

## Annexure C: Personal Development Plan

**DIRECTOR: COMMUNITY AND PROTECTION SERVICES**

  
.....  
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: 07 July 2021.

Signed by the Municipal Manager on behalf of the Municipality

  
\_\_\_\_\_

Date: 07 July 2021.

<b>6.3</b>	<b>MONTHLY FINANCIAL STATUTORY REPORTING: DEVIATIONS FOR JUNE 2021</b>
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance and Compliance

21 July 2021

**1. SUBJECT:MONTHLY FINANCIAL STATUTORY REPORTING: DEVIATIONS FOR JUNE 2021**

**2. PURPOSE**

To comply with Regulation 36(2) of the Municipal Supply Chain Management Regulations and Section 36 of the Supply Chain Management Policy 2020/2021 to report the deviations to Council.

**3. DELEGATED AUTHORITY**

**Council**

FOR NOTING.

**4. EXECUTIVE SUMMARY**

Regulation 36(2) of the Municipal Supply Chain Management Regulations and Section 36 of the Supply Chain Management Policy (2020/2021) stipulate that SCM deviations be reported to Council. In compliance thereto, this report presents to Council the SCM deviations that occurred during June 2021.

**5. RECOMMENDATION**

that Council notes the deviations as listed for the month of June 2021.

**6. DISCUSSION / CONTENTS**

**6.1 Background/Legislative Framework**

The regulation applicable is as follows:

**GNR.868 of 30 May 2005: Municipal Supply Chain Management Regulations**

**Deviation from and ratification of minor breaches of, procurement processes**

**36.** (1) A supply chain management policy may **allow the accounting officer—**  
 (a) To **dispense with the official procurement processes** established by the policy and to procure any required goods or services through any convenient process, which may include direct negotiations, but only—  
 (i) in an emergency;  
 (ii) if such goods or services are produced or available from a single provider only;  
 (iii) for the acquisition of special works of art or historical objects where specifications are difficult to compile;  
 (iv) acquisition of animals for zoos; or  
 (v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes; and  
 (b) to ratify any minor breaches of the procurement processes by an official or committee acting in terms of delegated powers or duties which are purely of a technical nature.

(2) The accounting officer must record the reasons for any deviations in terms of sub regulation (1) (a) and (b) and **report them to the next meeting of the council**, or board of directors in the case of a municipal entity, and include as a note to the annual financial statements.

## 6.2 Discussion

Reporting the deviations as approved by the Accounting Officer for June 2021:

The following deviations were approved with the reasons as indicated below:

DEVIATION NUMBER	CONTRACT DATE	NAME OF CONTRACTOR	CONTRACT DESCRIPTION	REASON	SUBSTANTIATION WHY SCM PROCESS COULD NOT BE FOLLOWED	TOTAL CONTRACT PRICE R
D/SM 16/21	25 June 2021	Adjuvo Enterprises	BSM 106/21 (Polar fleece blankets)	Exceptional case and it is impractical or impossible to follow the official procurement processes	<p>The municipality followed a tender process to appoint a service provider for the provision of fleece blankets that forms part of the ward projects. The service provider defaulted and did not deliver the blankets as agreed. Subsequently the service provider was put on terms and the contract was cancelled. The municipality commenced with a new tender process, but the tender was cancelled due to non-responsive bids.</p> <p>The ward projects needs to be completed and after testing the market twice without success it is impractical to follow a tender process again and it was decided to follow a targeted procurement process.</p> <p>The provision of the blankets were advertised again on the website and we received responses from four service. The preferred service provider is the least expensive of the four. The appointment of this service provider is required to complete the operational ward projects for 2020/21.</p>	R 312 800.00 (Incl. Vat)

## AGENDA

## MAYORAL COMMITTEE MEETING

2021-07-21

D/SM 17/21	30 June 2021	Securitem (Pty) Ltd	Extension on security services	Emergency	Tender BSM87/18 for the rendering of security services for a period of three years expired on 30 June 2021. A new Tender BSM73/21 was advertised in April 2021 and the closing date was 17 May 2021, the technical report was submitted and the tender is currently under evaluation. Due to the number of tenders received for Tender BSM73/21 (23 bids) and the technical nature of the evaluation, it is not possible to do a comprehensive evaluation and finalize the tender process inclusive of a 21 day appeal period for the tender to be implemented on 01 July 2021.	Estimated cost for 3 months - R5.6million
D/SM 18/21	30 June 2021	TMT Services	Provision of Traffic Law Enforcement equipment, back office system and related services.	Exceptional case and it is impossible to follow the official procurement process	D/SM 10/21 was approved for six months to enable the conclusion of tender B/SM 04/20. This Deviation expired on 30 June 2021.  Tender: B/SM 04/20 was not awarded due to unsuccessful negotiations with the preferred bidder.  As the municipality cannot afford to be without a service provider for any given period due to the nature of this function relating to the provision of traffic law enforcement equipment and back office systems, the request was made for the extension of D/SM 10/21 for a period of six (6) months or until a new tender has been awarded whichever date comes first.  This is to allow the municipality to start a new competitive bidding process and to appoint a service provider on tender for an extended period.	R121.49 per fine
D/SM 19/21	30 June 2021	Esri South Africa (Pty) Ltd	The renewal of annual software	Goods or services are	Esri South Africa (PTY) Ltd is the single/sole provider for the provision	R6 247 525.94 (Incl. VAT)

			<p>maintenance for geographic information system (GIS) licenses with training, maintenance and support for a period ending 30 June 2022</p>	<p>produced or available from a single provider; Exceptional case and it is impractical or impossible to follow the official procurement processes</p>	<p>of software licensing for the municipality's Geographic Information System (GIS) as well as for the provision of maintenance, support and training.</p> <p>It is impractical to follow an official procurement process for the provision of goods and services that are produced or available from a single provider.</p>	
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### 6.3 **Financial Implications**

As per table above.

### 6.4 **Legal Implications**

The regulation applicable is:

**GNR.868 of 30 May 2005: Municipal Supply Chain Management Regulations: Deviations from and ratification of minor breaches of, procurement processes.**

### 6.5 **Staff Implications:**

No staff implications

### 6.6 **Previous / Relevant Council Resolutions:**

None

### 6.7 **Risk Implications**

That the market may not be tested.

The measures in place to deal with deviations mitigate the risk to an acceptable level. The auditor general also audit the deviations during the yearly audit

### 6.8 **Comments from Senior Management:**

The item was not circulated for comment except to Municipal Manager

#### 6.8.1 **Municipal Manager**

Supports the recommendations.



<b>6.4</b>	<b>OVERSIGHT ROLE OF COUNCIL: SUPPLY CHAIN MANAGEMENT POLICY-REPORT ON THE IMPLEMENTATION OF THE SUPPLY CHAIN MANAGEMENT POLICY OF STELLENBOSCH MUNICIPALITY: ANNUAL IMPLEMENTATION REPORT (01 JULY 2020 - 30 JUNE 2021)</b>
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**Collaborator No:**

**IDP KPA Ref No:**

**Meeting Date:**

**Good Governance and Compliance**

**21 July 2021**

**1. SUBJECT:OVERSIGHT ROLE OF COUNCIL: SUPPLY CHAIN MANAGEMENT POLICY-REPORT ON THE IMPLEMENTATION OF THE SUPPLY CHAIN MANAGEMENT POLICY OF STELLENBOSCH MUNICIPALITY: ANNUAL IMPLEMENTATION REPORT (01 JULY 2020 - 30 JUNE 2021)**

**2. PURPOSE**

To submit to Executive Management a report for the period 01 July 2020 - 30 June 2021 on the implementation of Council's Supply Chain Management Policy. The report covers the performance of the various delegated functions and the implementation thereof.

**3. FOR DECISION BY MUNICIPAL COUNCIL**

Section 6 (2) (i) & 4 of the SCM Policy 2020/2021 determines that the Accounting Officer must within 30 days of the end of each financial year; submit a report on the implementation of the SCM Policy to the Executive Mayor. This report must be made public in accordance with section 21A of the Municipal Systems Act (32 of 2000).

**4. EXECUTIVE SUMMARY**

Within 30 days of the end of each financial year the Accounting Officer must submit a report on the implementation of the Supply Chain Management Policy to the Executive Mayor. In terms of the SCM Regulations and Council's SCM Policy the SCM unit has been delegated to perform powers and functions that related to the procurement of goods and services, disposal of goods no longer needed, the selection of contractors to provide assistance in the provision of municipal services.

**5. RECOMMENDATIONS**

- (a) that the Executive Mayor and Council takes note of this report and Annexure A attached to the report, and
- (b) that the report be made public in accordance with section 21A of the Municipal Systems Act.

**6 DISCUSSION/CONTENTS**

**6.1 Background**

SCM must report within 30 days of the end of each financial year on the implementation of the SCM System.

**6.2 Constitutional and Policy Implications**

Paragraph 2(1) of Council's SCM Policy determines that all officials and other role players in the supply chain management system of the Stellenbosch Municipality must implement the SCM Policy in a way that gives effect to section 217 of the Constitution and Part 1 of Chapter 11 of the Municipal Finance Management Act (56 of 2003) and other applicable provisions of the Act; is fair, equitable, transparent, competitive and cost-effective; complies with the Regulations and any norms and standards that may be prescribed in terms of section 168 of the MFMA; is consistent with other applicable legislation; does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres; and is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.

Paragraph 6(1) of the Supply Chain Management Policy of Council determines that the Council of Stellenbosch municipality reserves the right to maintain oversight over the implementation of the SCM Policy as approved and amended from time to time. Paragraph 6 (2) (i) of the above stated Policy determines that the Accounting Officer must within 30 days of the end of each financial year; submit a report on the implementation of the SCM Policy to the Executive Mayor.

**6.3 Environmental implications**

None.

**6.4 Financial Implications**

The financial implications are the transactions for the procurement of goods and services that were processed during the 01 July 2020 - 30 June 2021 and the payments that will derive from these commitments.

**6.5 Legal Implications**

The Municipal Finance Management Act (section 112) stipulates that the SCM Policy should comply with a prescribed framework as set out in section 112(1) and section 112(2) that stipulates that the regulatory framework for the municipal supply chain management must be fair, equitable, transparent, competitive and cost-effective. Reporting back in terms of paragraph 6 (2) (i) of the SCM Policy 2020/2021 to the Executive Mayor and Council on the implementation of the supply chain management system and processes enables the Executive Mayor and Council to maintain the oversight role over the implementation of the SCM Policy as approved by Council.

**6.6 Staff Implications**

None.

**6.7 Previous / Relevant Council Resolutions**

None.

**APPENDICES**

APPENDIX 1: Report for the period 01 July 2020 - 30 June 2021 on the Implementation of Council's Supply Chain Management Policy

**FOR FURTHER DETAILS CONTACT:**

<b>NAME</b>	<i>Dalleel Jacobs</i>
<b>CONTACT NUMBERS</b>	<i>021 808 8588</i>
<b>E-MAIL ADDRESS</b>	<i>Dalleel. Jacobs@ Stellenbosch.gov.za</i>
<b>DIRECTORATE</b>	<i>Financial Services</i>
<b>REPORT DATE</b>	

# APPENDIX 1

**STELLENBOSCH MUNICIPALITY**  
**IMPLEMENTATION OF SYSTEM – SUPPLY CHAIN MANAGEMENT**  
**SECTION 6 OF SCM POLICY:**  
**OVERSIGHT ROLE OF COUNCIL OVER THE IMPLEMENTATION OF SCM POLICY**

**PERIOD: 01 JULY 2020 – 30 JUNE 2021 (2020/2021)**

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLE- MENTED	COMMENTS
3(1)(a)	Prepare and submit a draft supply chain management policy complying with regulation 2 to the council of the municipality for adoption.	Accounting Officer	Chief Financial Officer	YES	Done
3(1)(b)	Review at least annually the implementation of the policy.	Accounting Officer	Chief Financial Officer	YES	Done
3(1)(c)	Submit when considered necessary, proposals for amendment of the policy by the Council.	Accounting Officer	Chief Financial Officer	YES	The SCM Policy are part of the budget related policies that are annually reviewed.
3(2)(a)	Make use of any Treasury guidelines determining standards for municipal supply chain management policies, and submit to the council that guidelines standard or modified version therefore, as a draft policy.	Accounting Officer	Chief Financial Officer	YES	All NT guidelines are included in standard documents and the municipalities SCM policy is aligned with the Model SCM policy of NT.
3(2)(b)	Ensure that a draft policy submitted to council that differs from the guideline standard complies with Regulation 2.	Accounting Officer	Chief Financial Officer	YES	Not Applicable
3(1)(c)	Report any deviation from the guideline standard to the National Treasury and relevant provincial treasury	Accounting Officer	Chief Financial Officer	YES	Not Applicable
3(4)	Must, in terms of section 62(1)(f)(iv) take all reasonable steps to ensure that the municipality has and implements a supply chain management policy as set out in Regulation 2	Accounting Officer	Chief Financial Officer	YES	Done

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLE- MENTED	COMMENTS
5(2)(a)	Make a final award above R10 million (VAT included).	Accounting Officer (after considering recommendation of Bid Adjudication Committee)		YES	In the 2020/2021 financial year, there were twenty-five (25) final awards above R10 million.
5(2)(b)	Make a final award above R200 000(VAT included), but not exceeding R10 million (VAT included).	Accounting Officer	Bid Adjudication Committee	YES	In the 2020/2021 financial year, there were seventy-four (74) final awards above R200 000 but not exceeding R10 million.
5(2)(c)	Make a final award not exceeding R200 000(VAT included) including the appointment of consultants	Accounting Officer	CFO and Senior Manager - SCM and Senior Accountants	YES	Operational Delegations are in place with clear segregation of duties as stipulated in MFMA section 115 (b)
5(3)	Submit to the officials referred to in regulation 5(4) within five days of the end of each month a written report containing particulars of each final award, except procurements made out of petty cash, made during that month, including – (a) the amount of the award; (b) the name of the person to whom the award was made; (c) the reason why the award was made to that person; and (d) the BEE/HDI status of that entity/person.	Bid Adjudication Committee (refer regulation 5(4)(a)  Chief Financial Officer – 5(4)(b)	Chief Financial Officer  Senior Manager SCM	YES	<b>The awards made were submitted on the following dates within this financial year:</b> 03 August 2020 02 September 2020 03 October 2020 03 November 2020 03 December 2020 04 January 2021 03 February 2021 01 March 2021 01 April 2021 03 May 2021 03 June 2021 02 July 2021
6(1)	Maintain oversight over the implementation of the supply chain management policy	Municipal Council		YES	The Supply Chain Management policy has been submitted to council in the last quarter of the previous financial year as part of the Budget Related

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
					policies.
6(2)(a)(i)	Submit a report to council within 30 days of the end of each financial year on the implementation of the supply chain management policy of the municipality.	Accounting Officer		YES	Done
6(2)(a)	Immediately submit a report to council whenever there are serious and material; problems in the implementation of the supply chain management policy, including such a report from any municipal entity as envisaged by this Regulation 6(2)(a)(iii)	Accounting Officer		N/A	To date no serious or material problems occurred in implementing the SCM policy.
6(3)	Submit a report to the mayor of the municipality within ten days of each quarter on the implementation of the supply chain management policy.	Accounting Officer	Chief Financial Officer	YES	Done.
7(1)	Establish a supply chain management unit.	Accounting Officer	Chief Financial Officer	YES	Unit operates under direct supervision of CFO
12(1)	Direct that: a) cash purchases up to transaction value as defined in Council's Petty Cash policy b) one verbal quotation be obtained for any specified procurement of a transaction value lower than R2,000 (VAT included); c) written or verbal quotations for procurement of goods and/or services of a transaction value between R 2, 000.00 and R 10 000.00 (VAT included) d) formal written price quotations for procurement of goods and/or services of a transaction value between R 10,000.00 and R 200,000.00 e) a competitive bidding process be followed for any specific procurement of a transaction value higher	Accounting Officer	Operational delegations in place	YES	The SCM unit is responsible for procurement within these thresholds. Delegations approved and signed by the relevant officials.

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	than R200 000.				
12(2)(a)	Allow the Accounting Officer to lower, but not to increase, the different threshold values specified in sub regulation(1).	Accounting Officer	Chief Financial Officer	YES	Delegated officials act within delegated thresholds.
14(1)(a)(ii)	Invite prospective providers of goods and services at least once a year through newspaper commonly circulating locally, the website of the municipality	Accounting Officer	Senior : Manager SCM	YES	Done
14(1)(b)	Specify the listing criteria for accredited prospective providers.	Accounting Officer	Chief Financial Officer	YES	Listing criteria is contained within the registration form.
14(1)(c)	Disallow the listing of any prospective provider whose name appears on the National Treasury's database as a person prohibited from doing business with the public sector.	Accounting Officer		YES	SCM consult National Treasury's database of defaulters before awarding of tenders and quotations
14(2)	Update the list of prospective providers at least quarterly to include any additional prospective providers and any new commodities or types of services.	Municipal Council	Chief Financial Officer	YES	Done
15	Requesting reconciliation's on petty cash purchases on a monthly basis.	Chief Financial Officer	Manager: Expenditure section	YES	N/A
16(c)	If it is not possible to obtain at least three written quotations, record and report quarterly to the accounting officer, or another official designated by the accounting officer, the reasons for this.	Accounting Officer	Chief Financial Officer	YES	<b>Reports were submitted on the following dates within this financial year:</b> 03 August 2020 02 September 2020 03 October 2020 03 November 2020 03 December 2020



REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
					04 January 2021 03 February 2021 01 March 2021 01 April 2021 03 May 2021 03 June 2021 02 July 2021
16(e)	Record the name of potential providers requested to provide written quotation with their quoted prices.	Accounting Officer	Chief Financial Officer	YES	<b>Reports were submitted on the following dates within this financial year:</b> 03 August 2020 02 September 2020 03 October 2020 03 November 2020 03 December 2020 04 January 2021 03 February 2021 01 March 2021
17(1)(c)	Approve the recorded reasons for not obtaining at least three written price quotations.	Chief Financial Officer	Senior Manager SCM & CFO: below R200,000  Accountants: Acquisitions, Contracts and SCM: Accountant Demand and Chief Buyer : below R200,000	YES	
17(1)(d)	Record the names of the potential formal written price quotation providers and their written quotations.	Accounting Officer	Senior Manager : Supply Chain Management	YES	01 April 2021 03 May 2021 03 June 2021 02 July 2021
17(2)	Report to the CFO within three days at the end of the month on any approvals given during that month by that the designed official referred to in sub-regulation (1) (c).	Chief Financial Officer	Senior Manager: Supply Chain Management	YES	
18 (a)	All requirements in excess of R30,000 (VAT included) by means of formal written price quotations should be advertised for at least 7 days on the website and municipal official website.	Chief Financial Officer	Senior Manager: Supply Chain Management	YES	Done
18 (b)	When using the list of accredited prospective providers, it should promote ongoing competition amongst providers by inviting providers to submit	Chief Financial Officer	Senior Manager: Supply Chain Management	YES	Done

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	quotations on a rotational basis.				
18(c)	Must take all reasonable steps to ensure that the procurement of goods and services through written quotations or formal written price quotations is not abused.	Accounting Officer	Chief Financial Officer	YES	Quotations and Formal written quotations are placed on the website and only opened on the closing date and time and mitigate the risks during the calling for quotations.
18(d)	Notify the Accounting Officer or CFO in writing on a monthly basis of all written quotations and formal written price quotations accepted by the official acting in terms of a sub-delegation.	Chief Financial Officer	Senior Manager : Supply Chain Management	YES	<b>Reports were submitted on the following dates within this financial year.</b> 03 August 2020 02 September 2020 03 October 2020 03 November 2020 03 December 2020 04 January 2021 03 February 2021 01 March 2021 01 April 2021 03 May 2021 03 June 2021 02 July 2021
22 (b) (i)	The publication notice must contain the closure date for the submission of bids, which may not be less than 3 weeks in case of transactions over R10m (VAT included), or which are of long term nature, or 14 days in any other case, from date on which the advertisement is placed in a newspaper.	Accounting Officer	Bid Specifications Committee	YES	For financial year 2020/2021, one-hundred-and-fifty-five (155) tender specifications served before the Bid Specifications committee.
22(2)	The Accounting Officer may determine the closure date for the submission of bids which is less than the 30 days or 14 days requirement, but only if such shorter period can be justified on the grounds of urgency or emergency or any exceptional case	Accounting Officer		YES	None

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	where it is impractical or impossible to follow the official procurement process				
23(a) (i)(ii)	The handling, opening and recording of bids should be  (i) be opened in public (ii) must be opened at the same time and as soon as possible after the period for the submission of bids has expired;	Accounting Officer	Senior Manager: Supply Chain Management	YES	Done
23 (c)	(ii) make the register available for public inspection (iii) publish the entries in the register and the bid results on the website of the municipality	Accounting Officer	Senior Manager: Supply Chain Management	YES	Done
24(1)	Negotiate the final terms of a contract with bidders identified through a competitive bidding process as preferred bidders, provided that such negotiation – (a) does not allow any preferred bidder a second or unfair opportunity;  (b) is not to the detriment of any other bidder; and  (c) does not lead to a higher price than the bid submitted. Minutes of such negotiations must be kept.	Accounting Officer	Relevant user department Head of Department or Director	YES	Provision for the signing of a Form of Tender/Service Level Agreement with successful vendors is being made in the tender documents
26(1)(b)	Appoint the members of the bid specification, evaluation and adjudication committees, taking into account Section 117 of the MFMA.	Accounting Officer		YES	Done
26(1)(c)	Appoint a neutral or independent observer to a bid specification, evaluation or adjudication committee	Accounting Officer		N/A	Not Applicable

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	for an attendance and oversight process when this is appropriate for ensuring fairness and promoting transparency.				
26(3)	Apply the committee system to formal written price quotations.	Accounting Officer		N/A	Committee system is applied for goods/services above R200 000
27(1)	Compile specifications for the procurement of goods and services by the municipality.	Accounting Officer	Bid Specifications Committee, upon advice of the relevant user department	YES	The Director signs for items to serve on Specification committee.
27(2)(g)	Approve specifications compiled by the bid specification committee prior to publication of the invitation for bids.	Accounting Officer	Bid Specifications Committee, upon advice of the relevant user department	YES	The specifications are accompanied with a questionnaire that the relevant department has to complete. Meetings are held according pre-determined schedule.
28(1)(a)	Evaluate bids in accordance with – (i) the specifications for a specific procurement ; and (ii) the points system as must be set out in the supply chain management policy of the municipality in terms of Regulation 27(2)(f) and a prescribed in terms of the Preferential Procurement Policy Framework Act.	Accounting Officer	Bid Evaluation Committee upon advice of the relevant user department.	YES	Have regular BEC scheduled meetings.
28(1)(b)	Evaluate each bidder's ability to execute the contract.	Accounting Officer	Bid Evaluation Committee, upon advice from SCM	YES	Currently part of the Standard Evaluation Report
28(1)(c)	Check in respect of the recommended bidder whether municipal rates and taxes and municipal service charges are not in arrears.	Accounting Officer	Bid Evaluation Committee	YES	Has a screening list that has to be completed.
28(1)(d)	Submit to the adjudication committee a report and recommendations regarding the award of the bid or any other related matter.	Bid Evaluation Committee		YES	Currently part of the Standard Evaluation Report
29(1)(a)	Consider the report and recommendations of the bid evaluation committee where the award value exceeds R200 000 (VAT incl.) and make the award	Accounting Officer	Bid Adjudication Committee	YES	In the 2020/2021 financial year, there were forty-nine (49) BAC meetings

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	up to value of R10m (as per delegated authority)				
29(1)(b)(i)	For bids above R10 million, the SCM BAC will make recommendation to the Municipal Manager to make the final award.	Accounting Officer		YES	In financial year 2020/2021 there were twenty-five (25) final awards above R10 million.
29(1)(b)(ii)	Make another recommendation to the accounting officer on how to proceed with the relevant procurement.	Accounting Officer		YES	None.
29(3)	Appoint the chairperson of the bid adjudication committee.	Accounting Officer		YES	Delegations given is kept for record purposes
29(5)(a)	<p>If a bid adjudication committee decides to award a bid other than the one recommended by the bid evaluation committee, the bid adjudication committee must prior to awarding the bid –</p> <p>(i) check in respect of the preferred bidder whether that bidder's municipal rates and taxes and municipal service charges are not in arrears; and</p> <p>(ii) notify the accounting officer.</p>	Bid Adjudication Committee		YES	None
29(5)(b)	<p>(i) After due consideration of the reasons for the deviation, ratify or reject the decision of the bid adjudication committee referred to in Regulation 29(5)(a); and</p> <p>(ii) If the decision of the bid adjudication committee is rejected, refer the decision of the adjudication committee back to that committee for reconsideration.</p>	Accounting Officer		YES	None

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
32(1)	<p>To procure goods or services for the municipality under a contract secured by another organ of state, but only if –</p> <p>(a) the contract has been secured by that organ of state by means of a competitive bidding process applicable to that organ of state;</p> <p>(b) the municipality has no reason to believe that such contract was not validly procured;</p> <p>(c) there are demonstrable discounts or benefits of the municipality; and</p> <p>that other organ of state and the provider have consented to such procurement in writing.</p>	Accounting Officer	Bid Adjudication Committee	YES	None
35(1)	Procure consulting services above the value of R200 000 (VAT incl.) provided that any Treasury guidelines in respect of consulting services or CIDB guidelines in respect of services related to the build environment and construction works are taken into account when such procurements are made.	Accounting Officer	Bid Adjudication Committee	YES	New tender has been advertised
35(4)	Ensure that copyright in any document produced, and the patent rights or ownership in any plant, machinery, thing, system or process designed or devised, by a consultant in the course of the consultancy service is vested in the municipality.	Municipal Council	Relevant user Department	YES	Not Applicable
36(1)(a)	Dispense with the official procurement processes	Accounting Officer	BAC considers deviations and	YES	Delegations are in place for BAC to

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	<p>established by the policy and to procure any required goods or services through any convenient process, which may include direct negotiations, but only –</p> <ul style="list-style-type: none"> <li>(i) in an emergency;</li> <li>(ii) if such goods or services are produced or available from a single provider only;</li> <li>(iii) for the acquisition of special worker of art or historical objects where specifications are difficult to compile;</li> <li>(iv) acquisition of animals or zoos; or</li> <li>(v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes</li> <li>(vi) any contract relating to the publication of notices and advertisements by or on behalf of the municipality</li> <li>(vii) any purchase on behalf of the municipality at a public auction</li> <li>(viii) any contract with an organ of state, local authority or a public utility corporation or company</li> <li>(ix) any contract in respect of which compliance therein would not be in the public interest or interest of Council</li> <li>(x) ad-hoc repairs to plant and equipment where it is not possible to ascertain the nature or extent of the work required in order to call for bids</li> <li>(xi) workshop strip &amp; quote</li> </ul>		recommend to the Accounting Officer.		recommend deviations to the Accounting Officer. Records and recordings are kept of all meetings. Departments draft memorandums and table items at BEC for consideration and recommendation to the BAC. The BAC upon approval will recommend deviation to the Accounting –Officer.
36(1)(b)	Ratify any minor breaches of the procurement processes by an official or committee acting in terms of delegated powers or duties which are purely of a technical nature.	Accounting Officer		YES	Done
36(2)	Record the reasons for any deviations in terms of	Municipal Council	Accounting Officer	YES	Done

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	Regulations 36(1)(a) and (b); and Report them to the next meeting of the Council and include as a note to the annual financial statements.				
37(2)	Decide to consider an unsolicited bid but only if –  (a) the product or service offered is a demonstrably or proven unique innovative concept; (b) the product or service will be exceptionally beneficially to, or have exceptional cost advantages for, the municipality; (c) the person who made the bid is the sole provider of the product or service; and (d) the reasons for not going through the normal bidding processes are found to be sound by the accounting officer.	Accounting Officer		NO	None
37(4)	Submit written comments received pursuant to Regulation 37(3), including any responses from the unsolicited bidder, to the National Treasury and the relevant provincial treasury for comment.	Accounting Officer		NO	None
37(5)	Consider and may award the bid or make recommendations to the accounting officer depending on the delegations to the adjudication committee.	Accounting Officer	Bid Adjudication Committee	YES	None
37(7)	When considering an unsolicited bid, take into account where considering an unsolicited bid –  (i) any comments submitted by the public; and any written comments and recommendations of the	Accounting Officer		NO	None



REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	National Treasury or the relevant provincial treasury.				
37(8)	Submit to the Auditor General, the relevant provincial treasury and the National Treasury the reasons for rejecting or not following any recommendations of the National Treasury or provincial treasury in regard to the unsolicited bid.	Accounting Officer	Senior Manager: Supply Chain Management	NO	None
38(1)(a)	Take all reasonable steps to prevent abuse of the supply chain management system.	Accounting Officer	Chief Financial Officer	YES	The National Treasury Code of Conduct has been circulated and communicated to municipal staff at various formal and informal meetings.
38(1)(b)	Investigate any allegations against an official or other role player of fraud, corruption, favoritism, unfair or irregular practices or failure to comply with the supply chain management policy, and when justified –  (i) take appropriate steps against such official or other role player; or (ii) report any alleged criminal conduct to the South African Police Service.	Accounting Officer	Internal Audit	YES	None
38(1)(c)	Check the National Treasury's database prior to awarding any contract to ensure that no recommended bidder, or any of its directors, is listed as a person prohibited from doing business with the public sector.	Accounting Officer	Senior Manager: Supply Chain Management	YES	The National Treasury website information of the List of Defaulters is currently used to verify.
38(1)(d)	Reject any bid from a bidder –  (i) if any municipal rates and taxes or municipal service charges owed by that bidder or any directors to the municipality are in arrears for more than three months;  (ii) who during the last five years has failed to	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	perform satisfactorily on a previous contract with the municipality or any other organ of state after written notice was given to that bidder that performance was unsatisfactory.				
38(1)(e)	Reject a recommendation for the award of a contract if the recommended bidder, or any of its directors, has committed a corrupt or fraudulent act in competing for the particular contract.	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place
38(1)(f)	Cancel a contract awarded to a person if – the person committed any corrupt or fraudulent act during the bidding process or the execution of the contract; or  (i) an official or other role player committed any corrupt or fraudulent act during the bidding process or the execution of the contract that benefited that person.	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place
38(1)(g)	Reject the bid of any bidder if that bidder or any of its directors –  (i) has abused the supply chain management system of the municipality or has committed any improper conduct in relation to such system;  (ii) has been convicted for fraud or corruption during the last five years;  (iii) has willfully neglected or reneged on or failed to comply with any government, municipal or other public sector contract during the past five years; or	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	(iv) has been listed in the Register for Tender Defaulters in terms of Section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004).				
38(2)	Inform the National Treasury and relevant provincial treasury in writing of any actions taken in terms of Regulation 38(1)(b)(ii), (e)	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place
40(1)	The Supply chain policy must provide for an effective system of disposal management for the disposal or letting of assets, including unserviceable, redundant or obsolete assets, subject to sections 14&90 of MFMA	Municipal Council	Chief Financial Officer	YES	Delegations are in place
40(2) a	A Supply Chain management policy must specify the ways in which assets may be disposed of, including by – (i) Transferring the asset to another organ of state in terms of a provision of the MFMA enabling the transfer of assets (ii) Transferring the asset to another organ of state at market related value or, when appropriate, free of charge (iii) Selling the asset (iv) Destroying the asset	Municipal Council	Chief Financial Officer	YES	As per delegations
40(2) (b)	Stipulate that –  Immoveable property may be sold only at market related prices except when public interest or the plight of the poor demands otherwise	Municipal Council		YES	Not Applicable

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
40(2)(b)(ii)	Movable assets may be sold either by way of written price quotations, a competitive bidding process, auction or at market related prices, whichever is the most advantageous to the municipality	Accounting Officer	Chief Financial Officer	YES	As per delegations
40(2)(b)(iii)	In the case of the free disposal of computer equipment, the Provincial Department of Education must first be approached to indicate within 30 days whether any of the local schools are interested in the equipment.	Accounting Officer	Chief Financial Officer	N/A	Not Applicable
40(2)(b)(iv)	In the case of the disposal of firearms, the National Conventional Arms Control Committee has approved any sale or donation of firearms to any person or institution within or outside the Republic	Accounting Officer		N/A	Not Applicable
40(2)(c)(ii)	All fees, charges, rates, tariffs, scales of fees or other charges relating to the letting of immovable property are annually reviewed	Municipal Council		YES	Done
40(2)(d)	Ensure that where assets are traded in for other assets, the highest possible trade-in is negotiated	Municipal Council		N/A	None
40(2)(b)(iii)	In the case of the free disposal of computer equipment, the provincial department of education is first approached to indicate within 30 days whether any of the local schools are interested in the equipment.			N/A	Not Applicable
41(1)	A Supply chain management policy must provide for an effective system of risk management for the identification, consideration and avoidance of potential risks in the supply chain management system	Accounting Officer	Internal Audit	YES	Busy implementing a system for risk management
42	Establish and implement an internal monitoring	Accounting Officer	Chief Financial Officer	YES	Busy implementing a system for

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	system in order to determine, on a retrospective analysis, whether the authorized supply chain management processes were followed and whether the objectives of this policy were achieved.				performance management in SCM
43(2)	Check with SARS whether a person's tax matters are in order before making an award to such person.	Municipal Council	Senior Manager: Supply Chain Management	YES	The Tax Clearance of vendors registered on the Central Supplier Database are checked regularly and before awards are made.
45	Disclose in the notes to the annual financial statements of the municipality particulars of any award of more than R2,000 to a person who is a spouse, child or parent of a person in the service of the state, or has been in the service of the state in the previous twelve months, including – (a) the name of that person; (b) the capacity in which that person is in the service of the state; and (c) the amount of the award.	Municipal Council	Chief Financial Officer	YES	This information was disclosed within the 19/20 financial statements of the municipality.
46(3)(a)	Keep a register of all declarations in terms of Regulation 46(2)(d) and (e).	Accounting Officer	Senior Manager: Supply Chain Management	YES	SCM keep record of it.
46(3)(b)	Declarations must be made to the mayor of the municipality who must ensure that such declarations are recorded in the register.	Accounting Officer	Chief Financial Officer	YES	Declarations are kept at SCM section and hard copy on file.
46(4)	Adopt the National Treasury's code of conduct and Schedule 2 of the Systems Act for supply chain management practitioners and other role players involved in supply chain management.	Accounting Officer	Senior Manager: Supply Chain Management Council's Speaker	YES	Code of conduct are circulated annually to all officials
47(2)	Report any alleged contravention of Regulation 47(1) to the National Treasury for considering whether the	Accounting Officer	Chief Financial Officer	YES	

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	offending person, and any representative or intermediate through which such person is alleged to have acted, should be listed in the National Treasury's database of persons prohibited from doing business with the public sector.				None
48	Disclose to the National Treasury and the relevant provincial treasury any sponsorship promised, offered or granted to the municipality whether directly or through a representative or intermediate, by any person who is – (a) a provider or prospective provider of goods or services to the municipality; or (b) a recipient or prospective recipient of goods disposed or to be disposed, of by the municipality.	Accounting Officer	Senior Manager: Supply Chain Management	YES	None.
49	Persons aggrieved by decisions or actions taken in the implementation of this supply chain management system, may lodge within 14 days of the decision or action, a written objection or complaint against the decision or action.	Accounting Officer		YES	Have an administrative process in place.
50(1)	Appoint an independent and impartial person to assist in the resolution of disputes between the municipality and other persons and to deal with objections, complaints or queries as described more fully in Regulation 49.	Accounting Officer		YES	Done.
50(1)(a)	Responsible to assist the person appointed in terms of Regulation 50(1) to perform his or her functions effectively.	Accounting Officer		YES	Done
50(4)(b)	Appointed must submit monthly reports to the Accounting Officer on all disputes, objections, complaints or queries received, attended to or resolved.	Accounting Officer		YES	The appointed official is responsible for the submission of the monthly report to the Municipal Manager.

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLE- MENTED	COMMENTS
51	Service provider that acts on behalf of municipality to provide any service or act as a collector of fees, service charges or taxes and the compensation payable to service provider, contract must stipulate a cap on compensation payable to the service provider; that such compensation must be performance based.	Accounting Officer		YES	Done

<b>6.5</b>	<b>OVERSIGHT ROLE OF COUNCIL: SUPPLY CHAIN MANAGEMENT POLICY-REPORT ON THE IMPLEMENTATION OF THE SUPPLY CHAIN MANAGEMENT POLICY OF STELLENBOSCH MUNICIPALITY: QUARTER 4 (01 April 2021 - 30 June 2021)</b>
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**Collaborator No:**

**IDP KPA Ref No:**

**Meeting Date:**

**Good Governance and Compliance**

**21 July 2021**

**1. SUBJECT: OVERSIGHT ROLE OF COUNCIL: SUPPLY CHAIN MANAGEMENT POLICY-REPORT ON THE IMPLEMENTATION OF THE SUPPLY CHAIN MANAGEMENT POLICY OF STELLENBOSCH MUNICIPALITY: QUARTER 4 (01 April 2021 - 30 June 2021)**

**2. PURPOSE**

To submit to Executive Management a report for the period 01 April to 30 June 2021 on the implementation of Council's Supply Chain Management Policy. The report covers the performance of the various delegated functions and the implementation thereof.

**3. FOR DECISION BY MUNICIPAL COUNCIL**

Section 6 (3) & 4 of the SCM Policy 2020/2021, determines that the Accounting Officer must within 10 days at the end of each quarter; submit a report on the implementation of the SCM Policy to the Executive Mayor. This report must be made public in accordance with section 21A of the Municipal Systems Act (32 of 2000).

**4. EXECUTIVE SUMMARY**

On a quarterly basis the Accounting Officer must submit a report on the implementation of the Supply Chain Management Policy to the Executive Mayor. In terms of the SCM Regulations and Council's SCM Policy the SCM unit has been delegated to perform powers and functions that related to the procurement of goods and services, disposal of goods no longer needed, the selection of contractors to provide assistance in the provision of municipal services.

**5. RECOMMENDATIONS**

- (a) that the Executive Mayor and Council takes note of this report and **ANNEXURE A** attached to the report, and
- (b) that the report be made public in accordance with section 21A of the Municipal Systems Act.

**6. DISCUSSION/CONTENTS**

**6.1 Background**

SCM must report within 10 days before the end of each quarter on the implementation of the SCM System.

**6.2 Constitutional and Policy Implications**

Paragraph 2(1) of Council's SCM Policy determines that all officials and other role players in the supply chain management system of the Stellenbosch Municipality must implement the SCM Policy in a way that gives effect to section 217 of the Constitution and Part 1 of Chapter 11 of the Municipal Finance Management Act (56 of 2003) and



other applicable provisions of the Act; is fair, equitable, transparent, competitive and cost-effective; complies with the Regulations and any norms and standards that may be prescribed in terms of section 168 of the MFMA; is consistent with other applicable legislation; does not undermine the objective for uniformity in supply chain management systems between organs of state in all spheres; and is consistent with national economic policy concerning the promotion of investments and doing business with the public sector.

Paragraph 6(1) of the Supply Chain Management Policy of Council determines that the Council of Stellenbosch municipality reserves the right to maintain oversight over the implementation of the SCM Policy as approved and amended from time to time. Paragraph 6(3) of the above stated Policy determines that the Accounting Officer must within 10 days of the end of each quarter; submit a report on the implementation of the Supply Chain Management Policy to the Executive Mayor.

**6.3 Environmental implications**

None.

**6.4 Financial Implications**

The financial implications are the transactions for the procurement of goods and services that were processed during the 01 April to 30 June 2021 and the payments that will derive from these commitments.

**6.5 Legal Implications**

The Municipal Finance Management Act (section 112) stipulates that the SCM Policy should comply with a prescribed framework as set out in section 112(1) and section 112(2) that stipulates that the regulatory framework for the municipal supply chain management must be fair, equitable, transparent, competitive and cost-effective. Reporting back in terms of paragraph 6(3) of the SCM Policy 2020/2021 to the Executive Mayor and Council on the implementation of the supply chain management system and processes enables the Executive Mayor and Council to maintain the oversight role over the implementation of the SCM Policy as approved by Council.

**6.6 Staff Implications**

None.

**6.7 Previous / Relevant Council Resolutions**

None

**APPENDICES**

APPENDIX 1: Report for the period 01 April to 30 June 2021 on the Implementation of Council's Supply Chain Management Policy

# APPENDIX 1

**STELLENBOSCH MUNICIPALITY**  
**IMPLEMENTATION OF SYSTEM – SUPPLY CHAIN MANAGEMENT**  
**SECTION 6 OF SCM POLICY:**  
**OVERSIGHT ROLE OF COUNCIL OVER THE IMPLEMENTATION OF SCM POLICY**

**PERIOD: 01 APRIL 2021 - 30 JUNE 2021**

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLE- MENTED	COMMENTS
3(1)(a)	Prepare and submit a draft supply chain management policy complying with regulation 2 to the council of the municipality for adoption.	Accounting Officer	Chief Financial Officer	YES	Done
3(1)(b)	Review at least annually the implementation of the policy.	Accounting Officer	Chief Financial Officer	YES	Done
3(1)(c)	Submit when considered necessary, proposals for amendment of the policy by the Council.	Accounting Officer	Chief Financial Officer	YES	The SCM Policy are part of the budget related policies that are annually reviewed.
3(2)(a)	Make use of any Treasury guidelines determining standards for municipal supply chain management policies, and submit to the council that guidelines standard or modified version therefore, as a draft policy.	Accounting Officer	Chief Financial Officer	YES	All NT guidelines are included in standard documents and the municipalities SCM policy is aligned with the Model SCM policy of NT.
3(2)(b)	Ensure that a draft policy submitted to council that differs from the guideline standard complies with Regulation 2.	Accounting Officer	Chief Financial Officer	YES	Not Applicable
3(1)(c)	Report any deviation from the guideline standard to the National Treasury and relevant provincial treasury	Accounting Officer	Chief Financial Officer	YES	Not Applicable
3(4)	Must, in terms of section 62(1)(f)(iv) take all reasonable steps to ensure that the municipality has and implements a supply chain management policy as set out in Regulation 2	Accounting Officer	Chief Financial Officer	YES	Done

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
5(2)(a)	Make a final award above R10 million (VAT included).	Accounting Officer (after considering recommendation of Bid Adjudication Committee)		YES	In the fourth quarter, there were seven (7) final awards above R10 million.
5(2)(b)	Make a final award above R200 000(VAT included), but not exceeding R10 million (VAT included).	Accounting Officer	Bid Adjudication Committee	YES	In the fourth quarter, there were twenty-four (24) final awards above R200 000 but not exceeding R10 million.
5(2)(c)	Make a final award not exceeding R200 000(VAT included) including the appointment of consultants	Accounting Officer	CFO and Senior Manager - SCM and Senior Accountants	YES	Operational Delegations are in place with clear segregation of duties as stipulated in MFMA section 115 (b)
5(3)	Submit to the officials referred to in regulation 5(4) within five days of the end of each month a written report containing particulars of each final award, except procurements made out of petty cash, made during that month, including – (a) the amount of the award; (b) the name of the person to whom the award was made; (c) the reason why the award was made to that person; and (d) the BEE/HDI status of that entity/person.	Bid Adjudication Committee (refer regulation 5(4)(a)  Chief Financial Officer – 5(4)(b)	Chief Financial Officer  Senior Manager SCM	YES	<b>The awards made were submitted on the following dates within this quarter:</b> 03 May 2021 03 June 2021 02 July 2021
6(1)	Maintain oversight over the implementation of the supply chain management policy	Municipal Council		YES	The Supply Chain Management policy has been submitted to council in the last quarter of the previous financial year as part of the Budget Related policies.

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
6(2)(a)(i)	Submit a report to council within 30 days of the end of each financial year on the implementation of the supply chain management policy of the municipality.	Accounting Officer		YES	Done
6(2)(a)	Immediately submit a report to council whenever there are serious and material; problems in the implementation of the supply chain management policy, including such a report from any municipal entity as envisaged by this Regulation 6(2)(a)(iii)	Accounting Officer		N/A	To date no serious or material problems occurred in implementing the SCM policy.
6(3)	Submit a report to the mayor of the municipality within ten days of each quarter on the implementation of the supply chain management policy.	Accounting Officer	Chief Financial Officer	YES	Done.
7(1)	Establish a supply chain management unit.	Accounting Officer	Chief Financial Officer	YES	Unit operates under direct supervision of CFO
12(1)	Direct that: a) cash purchases up to transaction value as defined I Council's Petty Cash policy b) one verbal quotation be obtained for any specified procurement of a transaction value lower than R2,000 (VAT included); c) written or verbal quotations for procurement of goods and/or services of a transaction value between R 2, 000.00 and R 10 000.00 (VAT included) d) formal written price quotations for procurement of goods and/or services of a transaction value between R 10,000.00 and R 200,000.00 e) a competitive bidding process be followed for any specific procurement of a transaction value higher than R200 000.	Accounting Officer	Operational delegations in place	YES	The SCM unit is responsible for procurement within these thresholds. Delegations approved and signed by the relevant officials.

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
12(2)(a)	Allow the Accounting Officer to lower, but not to increase, the different threshold values specified in sub regulation(1).	Accounting Officer	Chief Financial Officer	YES	Delegated officials act within delegated thresholds.
14(1)(a)(ii)	Invite prospective providers of goods and services at least once a year through newspaper commonly circulating locally, the website of the municipality	Accounting Officer	Senior : Manager SCM	YES	Done
14(1)(b)	Specify the listing criteria for accredited prospective providers.	Accounting Officer	Chief Financial Officer	YES	Listing criteria is contained within the registration form.
14(1)(c)	Disallow the listing of any prospective provider whose name appears on the National Treasury's database as a person prohibited from doing business with the public sector.	Accounting Officer		YES	SCM consult National Treasury's database of defaulters before awarding of tenders and quotations
14(2)	Update the list of prospective providers at least quarterly to include any additional prospective providers and any new commodities or types of services.	Municipal Council	Chief Financial Officer	YES	Done
15	Requesting reconciliation's on petty cash purchases on a monthly basis.	Chief Financial Officer	Manager: Expenditure section	YES	N/A
16(c)	If it is not possible to obtain at least three written quotations, record and report quarterly to the accounting officer, or another official designated by the accounting officer, the reasons for this.	Accounting Officer	Chief Financial Officer	YES	<b>Reports were submitted on the following dates within this quarter:</b> 03 May 2021 03 June 2021 02 July 2021

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
16(e)	Record the name of potential providers requested to provide written quotation with their quoted prices.	Accounting Officer	Chief Financial Officer	YES	<b>Reports were submitted on the following dates within this quarter:</b> 03 May 2021 03 June 2021 02 July 2021
17(1)(c)	Approve the recorded reasons for not obtaining at least three written price quotations.	Chief Financial Officer	Senior Manager SCM & CFO: below R200,000  Accountants: Acquisitions, Contracts and SCM: Accountant Demand and Chief Buyer : below R200,000	YES	
17(1)(d)	Record the names of the potential formal written price quotation providers and their written quotations.	Accounting Officer	Senior Manager : Supply Chain Management	YES	
17(2)	Report to the CFO within three days at the end of the month on any approvals given during that month by that the designed official referred to in sub-regulation (1) (c).	Chief Financial Officer	Senior Manager: Supply Chain Management	YES	
18 (a)	All requirements in excess of R30,000 (VAT included) by means of formal written price quotations should be advertised for at least 7 days on the website and municipal official website.	Chief Financial Officer	Senior Manager: Supply Chain Management	YES	
18 (b)	When using the list of accredited prospective providers, it should promote ongoing competition amongst providers by inviting providers to submit quotations on a rotational basis.	Chief Financial Officer	Senior Manager: Supply Chain Management	YES	Done
18(c)	Must take all reasonable steps to ensure that the procurement of goods and services through written	Accounting Officer	Chief Financial Officer	YES	Quotations and Formal written quotations are placed on the website

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	quotations or formal written price quotations is not abused.				and only opened on the closing date and time and mitigate the risks during the calling for quotations.
18(d)	Notify the Accounting Officer or CFO in writing on a monthly basis of all written quotations and formal written price quotations accepted by the official acting in terms of a sub-delegation.	Chief Financial Officer	Senior Manager : Supply Chain Management	YES	<b>Reports were submitted on the following dates within this quarter.</b> 03 May 2021 03 June 2021 02 July 2021
22 (b) (i)	The publication notice must contain the closure date for the submission of bids, which may not be less than 3 weeks in case of transactions over R10m (VAT included), or which are of long term nature, or 14 days in any other case, from date on which the advertisement is placed in a newspaper.	Accounting Officer	Bid Specifications Committee	YES	For quarter four, forty-five (45) tender specifications served before the Bid Specifications committee.
22(2)	The Accounting Officer may determine the closure date for the submission of bids which is less than the 30 days or 14 days requirement, but only if such shorter period can be justified on the grounds of urgency or emergency or any exceptional case where it is impractical or impossible to follow the official procurement process	Accounting Officer		YES	None
23(a) (i)(ii)	The handling, opening and recording of bids should be  (i) be opened in public (ii) must be opened at the same time and as soon as possible after the period for the submission of bids has expired;	Accounting Officer	Senior Manager: Supply Chain Management	YES	Done



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23 (c)	(ii) make the register available for public inspection (iii) publish the entries in the register and the bid results on the website of the municipality	Accounting Officer	Senior Manager: Supply Chain Management	YES	Done
24(1)	Negotiate the final terms of a contract with bidders identified through a competitive bidding process as preferred bidders, provided that such negotiation – (a) does not allow any preferred bidder a second or unfair opportunity;  (b) is not to the detriment of any other bidder; and  (c) does not lead to a higher price than the bid submitted. Minutes of such negotiations must be kept.	Accounting Officer	Relevant user department Head of Department or Director	YES	Provision for the signing of a Form of Tender/Service Level Agreement with successful vendors is being made in the tender documents
26(1)(b)	Appoint the members of the bid specification, evaluation and adjudication committees, taking into account Section 117 of the MFMA.	Accounting Officer		YES	Done
26(1)(c)	Appoint a neutral or independent observer to a bid specification, evaluation or adjudication committee for an attendance and oversight process when this is appropriate for ensuring fairness and promoting transparency.	Accounting Officer		N/A	Not Applicable
26(3)	Apply the committee system to formal written price quotations.	Accounting Officer		N/A	Committee system is applied for goods/services above R200 000
27(1)	Compile specifications for the procurement of goods and services by the municipality.	Accounting Officer	Bid Specifications Committee, upon advice of the relevant user department	YES	The Director signs for items to serve on Specification committee.
27(2)(g)	Approve specifications compiled by the bid specification committee prior to publication of the invitation for bids.	Accounting Officer	Bid Specifications Committee, upon advice of the relevant user department	YES	The specifications are accompanied with a questionnaire that the relevant department has to complete. Meetings

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					are held according pre-determined schedule.
28(1)(a)	Evaluate bids in accordance with –  (i) the specifications for a specific procurement ; and (ii) the points system as must be set out in the supply chain management policy of the municipality in terms of Regulation 27(2)(f) and a prescribed in terms of the Preferential Procurement Policy Framework Act.	Accounting Officer	Bid Evaluation Committee upon advice of the relevant user department.	YES	Have regular BEC scheduled meetings.
28(1)(b)	Evaluate each bidder's ability to execute the contract.	Accounting Officer	Bid Evaluation Committee, upon advice from SCM	YES	Currently part of the Standard Evaluation Report
28(1)(c)	Check in respect of the recommended bidder whether municipal rates and taxes and municipal service charges are not in arrears.	Accounting Officer	Bid Evaluation Committee	YES	Has a screening list that has to be completed.
28(1)(d)	Submit to the adjudication committee a report and recommendations regarding the award of the bid or any other related matter.	Bid Evaluation Committee		YES	Currently part of the Standard Evaluation Report
29(1)(a)	Consider the report and recommendations of the bid evaluation committee where the award value exceeds R200 000 (VAT incl.) and make the award up to value of R10m (as per delegated authority)	Accounting Officer	Bid Adjudication Committee	YES	In the fourth quarter there were fifteen (15) BAC meetings
29(1)(b)(i)	For bids above R10 million, the SCM BAC will make recommendation to the Municipal Manager to make the final award.	Accounting Officer		YES	In the fourth quarter there were seven (7) final awards above R10 million.
29(1)(b)(ii)	Make another recommendation to the accounting officer on how to proceed with the relevant procurement.	Accounting Officer		YES	None.
29(3)	Appoint the chairperson of the bid adjudication committee.	Accounting Officer		YES	Delegations given is kept for record purposes

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29(5)(a)	<p>If a bid adjudication committee decides to award a bid other than the one recommended by the bid evaluation committee, the bid adjudication committee must prior to awarding the bid –</p> <p>(i) check in respect of the preferred bidder whether that bidder's municipal rates and taxes and municipal service charges are not in arrears; and</p> <p>(ii) notify the accounting officer.</p>	Bid Adjudication Committee		YES	None
29(5)(b)	<p>(i) After due consideration of the reasons for the deviation, ratify or reject the decision of the bid adjudication committee referred to in Regulation 29(5)(a); and</p> <p>(ii) If the decision of the bid adjudication committee is rejected, refer the decision of the adjudication committee back to that committee for reconsideration.</p>	Accounting Officer		YES	None
29(6)	Refer any recommendation made by the evaluation committee or adjudication committee back to that committee for reconsideration of the recommendation.	Accounting Officer		YES	One (1) tender was referred back to the BEC in the fourth quarter
29(7)	Comply with Section 114 of the MFMA within ten working days.	Accounting Officer		YES	Not applicable
31(1)	Request the State Information Technology Agency (SITA) to assist the municipality with the acquisition of IT related goods or services through a competitive bidding process.	Accounting Officer	Bid Adjudication Committee	YES	Not Applicable
31(2)	Enter into a written agreement to regulate the	Accounting Officer		YES	Not Applicable

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	services rendered by, and the payments made to, SITA.				
31(3)	<p>Notify SITA together with a motivation of the IT needs of the municipality if –</p> <p>(a) the transaction value of IT related goods or services required by the municipality in any financial year will exceed R50 million (VAT incl); or</p> <p>(b) the transaction value of a contract to be procured by the municipality whether for one or more years exceeds R50 million.</p>	Accounting Officer		YES	Not Applicable
31(4)	Submit to the Council, the National Treasury, the relevant provincial treasury and the Auditor General the SITA comments and the reasons for rejecting or not following such comments if the municipality disagrees with SITA's comments.	Accounting Officer	Senior Manager: Supply Chain Management	YES	Not Applicable
32(1)	<p>To procure goods or services for the municipality under a contract secured by another organ of state, but only if –</p> <p>(a) the contract has been secured by that organ of state by means of a competitive bidding process applicable to that organ of state;</p> <p>(b) the municipality has no reason to believe that such contract was not validly procured;</p>	Accounting Officer	Bid Adjudication Committee	YES	None

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	(c) there are demonstrable discounts or benefits of the municipality; and  that other organ of state and the provider have consented to such procurement in writing.				
35(1)	Procure consulting services above the value of R200 000 (VAT incl.) provided that any Treasury guidelines in respect of consulting services or CIDB guidelines in respect of services related to the build environment and construction works are taken into account when such procurements are made.	Accounting Officer	Bid Adjudication Committee	YES	New tender has been advertised
35(4)	Ensure that copyright in any document produced, and the patent rights or ownership in any plant, machinery, thing, system or process designed or devised, by a consultant in the course of the consultancy service is vested in the municipality.	Municipal Council	Relevant user Department	YES	Not Applicable
36(1)(a)	Dispense with the official procurement processes established by the policy and to procure any required goods or services through any convenient process, which may include direct negotiations, but only –  (i) in an emergency; (ii) if such goods or services are produced or available from a single provider only; (iii) for the acquisition of special worker of art or historical objects where specifications are difficult to compile; (iv) acquisition of animals or zoos; or	Accounting Officer	BAC considers deviations and recommend to the Accounting Officer.	YES	Delegations are in place for BAC to recommend deviations to the Accounting Officer. Records and recordings are kept of all meetings. Departments draft memorandums and table items at BEC for consideration and recommendation to the BAC. The BAC upon approval will recommend deviation to the Accounting –Officer.

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	(v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes (vi) any contract relating to the publication of notices and advertisements by or on behalf of the municipality (vii) any purchase on behalf of the municipality at a public auction (viii) any contract with an organ of state, local authority or a public utility corporation or company (ix) any contract in respect of which compliance therein would not be in the public interest or interest of Council (x) ad-hoc repairs to plant and equipment where it is not possible to ascertain the nature or extent of the work required in order to call for bids (xi) workshop strip & quote				
36(1)(b)	Ratify any minor breaches of the procurement processes by an official or committee acting in terms of delegated powers or duties which are purely of a technical nature.	Accounting Officer		YES	Done
36(2)	Record the reasons for any deviations in terms of Regulations 36(1)(a) and (b); and  Report them to the next meeting of the Council and include as a note to the annual financial statements.	Municipal Council	Accounting Officer	YES	Done
37(2)	Decide to consider an unsolicited bid but only if –  (a) the product or service offered is a demonstrably or proven unique innovative concept; (b) the product or service will be exceptionally beneficially to, or have exceptional cost	Accounting Officer		NO	None

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	<p>(c) advantages for, the municipality; the person who made the bid is the sole provider of the product or service; and</p> <p>(d) the reasons for not going through the normal bidding processes are found to be sound by the accounting officer.</p>				
37(4)	Submit written comments received pursuant to Regulation 37(3), including any responses from the unsolicited bidder, to the National Treasury and the relevant provincial treasury for comment.	Accounting Officer		NO	None
37(5)	Consider and may award the bid or make recommendations to the accounting officer depending on the delegations to the adjudication committee.	Accounting Officer	Bid Adjudication Committee	YES	None
37(7)	When considering an unsolicited bid, take into account where considering an unsolicited bid –  (i) any comments submitted by the public; and  any written comments and recommendations of the National Treasury or the relevant provincial treasury.	Accounting Officer		NO	None
37(8)	Submit to the Auditor General, the relevant provincial treasury and the National Treasury the reasons for rejecting or not following any recommendations of the National Treasury or provincial treasury in regard to the unsolicited bid.	Accounting Officer	Senior Manager: Supply Chain Management	NO	None
38(1)(a)	Take all reasonable steps to prevent abuse of the supply chain management system.	Accounting Officer	Chief Financial Officer	YES	The National Treasury Code of Conduct has been circulated and communicated to municipal staff at various formal and informal meetings.

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38(1)(b)	Investigate any allegations against an official or other role player of fraud, corruption, favoritism, unfair or irregular practices or failure to comply with the supply chain management policy, and when justified –  (i) take appropriate steps against such official or other role player; or (ii) report any alleged criminal conduct to the South African Police Service.	Accounting Officer	Internal Audit	YES	None
38(1)(c)	Check the National Treasury's database prior to awarding any contract to ensure that no recommended bidder, or any of its directors, is listed as a person prohibited from doing business with the public sector.	Accounting Officer	Senior Manager: Supply Chain Management	YES	The National Treasury website information of the List of Defaulters is currently used to verify.
38(1)(d)	Reject any bid from a bidder –  (i) if any municipal rates and taxes or municipal service charges owed by that bidder or any directors to the municipality are in arrears for more than three months;  (ii) who during the last five years has failed to perform satisfactorily on a previous contract with the municipality or any other organ of state after written notice was given to that bidder that performance was unsatisfactory.	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place
38(1)(e)	Reject a recommendation for the award of a contract if the recommended bidder, or any of its directors, has committed a corrupt or fraudulent act in competing for the particular contract.	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place
38(1)(f)	Cancel a contract awarded to a person if – the person committed any corrupt or fraudulent act	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply	YES	Bid Evaluation checklist is in place



REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	during the bidding process or the execution of the contract; or  (i) an official or other role player committed any corrupt or fraudulent act during the bidding process or the execution of the contract that benefited that person.		Chain Management		
38(1)(g)	Reject the bid of any bidder if that bidder or any of its directors –  (i) has abused the supply chain management system of the municipality or has committed any improper conduct in relation to such system;  (ii) has been convicted for fraud or corruption during the last five years;  (iii) has willfully neglected or reneged on or failed to comply with any government, municipal or other public sector contract during the past five years; or  (iv) has been listed in the Register for Tender Defaulters in terms of Section 29 of the Prevention and Combating of Corrupt Activities Act (No 12 of 2004).	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place
38(2)	Inform the National Treasury and relevant provincial treasury in writing of any actions taken in terms of Regulation 38(1)(b)(ii), (e)	Accounting Officer	Bid Adjudication Committee Senior Manager: Supply Chain Management	YES	Bid Evaluation checklist is in place
40(1)	The Supply chain policy must provide for an effective system of disposal management for the disposal or	Municipal Council	Chief Financial Officer	YES	Delegations are in place

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	letting of assets, including unserviceable, redundant or obsolete assets, subject to sections 14&90 of MFMA				
40(2) a	<p>A Supply Chain management policy must specify the ways in which assets may be disposed of, including by –</p> <ul style="list-style-type: none"> <li>(i) Transferring the asset to another organ of state in terms of a provision of the MFMA enabling the transfer of assets</li> <li>(ii) Transferring the asset to another organ of state at market related value or, when appropriate, free of charge</li> <li>(iii) Selling the asset</li> <li>(iv) Destroying the asset</li> </ul>	Municipal Council	Chief Financial Officer	YES	As per delegations
40(2) (b)	<p>Stipulate that –</p> <p>Immoveable property may be sold only at market related prices except when public interest or the plight of the poor demands otherwise</p>	Municipal Council		YES	Not Applicable
40(2)(b)(ii)	Movable assets may be sold either by way of written price quotations, a competitive bidding process, auction or at market related prices, whichever is the most advantageous to the municipality	Accounting Officer	Chief Financial Officer	YES	As per delegations
40(2)(b)(iii)	In the case of the free disposal of computer equipment, the Provincial Department of Education must first be approached to indicate within 30 days	Accounting Officer	Chief Financial Officer	N/A	Not Applicable

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	whether any of the local schools are interested in the equipment.				
40(2)(b)(iv)	In the case of the disposal of firearms, the National Conventional Arms Control Committee has approved any sale or donation of firearms to any person or institution within or outside the Republic	Accounting Officer		N/A	Not Applicable
40(2)(c)(ii)	All fees, charges, rates, tariffs, scales of fees or other charges relating to the letting of immovable property are annually reviewed	Municipal Council		YES	Done
40(2)(d)	Ensure that where assets are traded in for other assets, the highest possible trade-in is negotiated	Municipal Council		N/A	None
40(2)(b)(iii)	In the case of the free disposal of computer equipment, the provincial department of education is first approached to indicate within 30 days whether any of the local schools are interested in the equipment.			N/A	Not Applicable
41(1)	A Supply chain management policy must provide for an effective system of risk management for the identification, consideration and avoidance of potential risks in the supply chain management system	Accounting Officer	Internal Audit	YES	Busy implementing a system for risk management
42	Establish and implement an internal monitoring system in order to determine, on a retrospective analysis, whether the authorized supply chain management processes were followed and whether the objectives of this policy were achieved.	Accounting Officer	Chief Financial Officer	YES	Busy implementing a system for performance management in SCM
43(2)	Check with SARS whether a person's tax matters are in order before making an award to such person.	Municipal Council	Senior Manager: Supply Chain Management	YES	The Tax Clearance of vendors registered on the Central Supplier Database are checked regularly and before awards are made.
45	Disclose in the notes to the annual financial	Municipal Council	Chief Financial Officer	YES	This information was disclosed within

REG. NO.	CRYPTIC DESCRIPTION OF POWER OR DUTY	POWER CURRENTLY RESIDING	DELEGATED	IMPLEMENTED	COMMENTS
	statements of the municipality particulars of any award of more than R2,000 to a person who is a spouse, child or parent of a person in the service of the state, or has been in the service of the state in the previous twelve months, including – (a) the name of that person;  (b) the capacity in which that person is in the service of the state; and  (c) the amount of the award.				the 19/20 financial statements of the municipality.
46(3)(a)	Keep a register of all declarations in terms of Regulation 46(2)(d) and (e).	Accounting Officer	Senior Manager: Supply Chain Management	YES	SCM keep record of it.
46(3)(b)	Declarations must be made to the mayor of the municipality who must ensure that such declarations are recorded in the register.	Accounting Officer	Chief Financial Officer	YES	Declarations are kept at SCM section and hard copy on file.
46(4)	Adopt the National Treasury's code of conduct and Schedule 2 of the Systems Act for supply chain management practitioners and other role players involved in supply chain management.	Accounting Officer	Senior Manager: Supply Chain Management Council's Speaker	YES	Code of conduct are circulated annually to all officials
47(2)	Report any alleged contravention of Regulation 47(1) to the National Treasury for considering whether the offending person, and any representative or intermediate through which such person is alleged to have acted, should be listed in the National Treasury's database of persons prohibited from doing business with the public sector.	Accounting Officer	Chief Financial Officer	YES	None
48	Disclose to the National Treasury and the relevant provincial treasury any sponsorship promised, offered or granted to the municipality whether directly	Accounting Officer	Senior Manager: Supply Chain Management	YES	None.

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	or through a representative or intermediate, by any person who is – (a) a provider or prospective provider of goods or services to the municipality; or  (b) a recipient or prospective recipient of goods disposed or to be disposed, of by the municipality.				
49	Persons aggrieved by decisions or actions taken in the implementation of this supply chain management system, may lodge within 14 days of the decision or action, a written objection or complaint against the decision or action.	Accounting Officer		YES	Have a complaints and appeal register in place.
50(1)	Appoint an independent and impartial person to assist in the resolution of disputes between the municipality and other persons and to deal with objections, complaints or queries as described more fully in Regulation 49.	Accounting Officer		YES	Done.
50(1)(a)	Responsible to assist the person appointed in terms of Regulation 50(1) to perform his or her functions effectively.	Accounting Officer		YES	Done
50(4)(b)	Appointed must submit monthly reports to the Accounting Officer on all disputes, objections, complaints or queries received, attended to or resolved.	Accounting Officer		YES	The appointed official is responsible for the submission of the monthly report to the Municipal Manager.
51	Service provider that acts on behalf of municipality to provide any service or act as a collector of fees, service charges or taxes and the compensation payable to service provider, contract must stipulate a cap on compensation payable to the service provider; that such compensation must be performance based.	Accounting Officer		YES	Done

7.	<b>CONSIDERATION OF ITEMS BY THE EXECUTIVE MAYOR: [ALD G VAN DEVENTER (MS)]</b>
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7.1	<b>COMMUNITY AND PROTECTION SERVICES: (PC: CLLR R BADENHORST)</b>
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NONE

7.2	<b>CORPORATE SERVICES: (PC: CLLR AR FRAZENBURG)</b>
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7.2.1	<b>PROPOSED LEASE AGREEMENT: ERF 1281, CORNER CHURCH AND REYNEVELD STREETS, STELLENBOSCH: KNAR PROPERTIES (PTY) LTD</b>
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Collaborator No:

IDP KPA Ref No:

Meeting Date:

Good Governance

21 July 2021

**1. SUBJECT :PROPOSED LEASE AGREEMENT: ERF 1281, CORNER CHURCH AND REYNEVELD STREETS, STELLENBOSCH: KNAR PROPERTIES (PTY) LTD**

**2. PURPOSE**

To consider an application from KNAR Properties (Pty) Ltd, to enter into a Lease Agreement with Stellenbosch Municipality, in terms whereof they would be able to use a portion of Council-owned property for outdoor dining purposes.

**3. DELEGATED AUTHORITY**

In terms of delegation LEG 15 the Municipal Manager, on recommendation of the Director: Corporate Services, has the delegated authority to consider applications for encroachments onto Council owned land or public spaces. Following discussions between the Executive Mayor and the Director: Corporate Services, it was agreed that, until such time as a new Encroachment Policy is in place, all outdoor dining applications will be dealt with as Lease Agreements.

In terms of the approved System of Delegations the Executive Mayor, in consultation with the Executive Mayoral Committee, has the delegated Authority to consider applications for Lease Agreements, up to a contract value not exceeding R10M and not exceeding a period of 10 years.

**4. EXECUTIVE SUMMARY**

An application to use a portion of the street reserve for Outdoor Dining purposes has been received from the owner of erf 1281, Stellenbosch. The application is in line with the provisions /requirements of the Outdoor Dining Policy, and is supported by the Engineering Department, following various discussions between them and the Applicant.

The Executive Mayor, together with the Executive Mayoral Committee, must now consider the application

**5. RECOMMENDATIONS**

- (a) that the land as indicated on Fig 1 and 2, measuring approximately 113m<sup>2</sup>. in extent, be identified as land not needed to provide the minimum level of basic municipal services during the period that the rights are awarded;
- (b) that a contract for a period of 3 years be approved with the specific conditions that it be used for outdoor dining purposes as per the agreement to be concluded;
- (c) that the application to use a portion of Council-owned land for outdoor dining purposes be approved, subject thereto; -
  - i) that an Application for a Temporary Departure be approved by the Planning and Economic Development Department; and
  - ii) further subject to the conditions imposed by the Engineering Department namely:
    - a) The Municipality concludes an agreement with the applicant, detailing the conditions of approval.
    - b) Encroached area is zoned as road reserve and cannot be enclosed - to exclude the public, the municipality or other services provider from accessing the area.
    - c) The deck must be constructed within the encroachment area and as per Drawing No.: Concord R11 OPT2 -Meraki1-100 01 Terrace.pdf
    - d) During the construction phase as well as during its operational phase, the deck must not hinder pedestrian movements on the sidewalk.
    - e) The deck remains the property of the applicant, the applicant must:
      - Attend to maintenance and repairs of the deck.
      - Ensure public risk and liability insurance is in place to cover 3<sup>rd</sup> party claims.
    - f) Council is indemnified against all possible 3<sup>rd</sup> party claims.
    - g) The municipality or other public service provider must not be prohibited from maintaining, repairing, upgrading and / or installing new public services within the encroached area.
    - h) The deck must be constructed and installed in manner that aids removal and re-installation as and when required.
    - i) The desk or portion of the deck must therefore be removable to gain access to the encroached area, as and when required by the Municipality or other public service provider.
    - j) For planned maintenance, repairs, upgrades or new installations, the applicant will be provided with a 5-day written notice, to remove the deck or portion of the deck for the Municipality or any other public service provider to gain access.
    - k) For emergency works the applicant will be required to remove the deck or portion of the deck immediately for the municipality or other public service provider to gain access.
    - l) The applicant to re-install the deck once the works on the public services are complete.
    - m) The cost for the removal and re-installation for the deck will be for the account of the applicant.

- n) The municipality reserves the right to end the encroachment agreement when the need arises, i.e. when the encroached space is required for municipal or other public services purposes.
- (d) that the Municipal Manager be authorised to conclude a Lease Agreement for a period of three (3) years, with the option of renewal; and
- (e) that the municipal Manager be authorised to determine the rental amount and escalation.

## 6. DISCUSSION / CONTENT

### 6.1 Background

#### 6.1.1 Application for encroachment

An application was received from KNAR Properties (Pty) Ltd to enter into an agreement with Stellenbosch Municipality in terms whereof they would be able to use a portion of Council-owned property for outdoor dining purposes. A copy of the application is attached as **APPENDIX 1**, with drawings of the proposed lay-out. The extent of the encroachment area is approximately 113m<sup>2</sup>.

### 6.2 DISCUSSION

#### 6.2.1. Locality and context

Erf 1281, Stellenbosch is located at the corner of Church- and Ryneveldstreets, Stellenbosch, as shown on Fig 1. and Fig 2, below

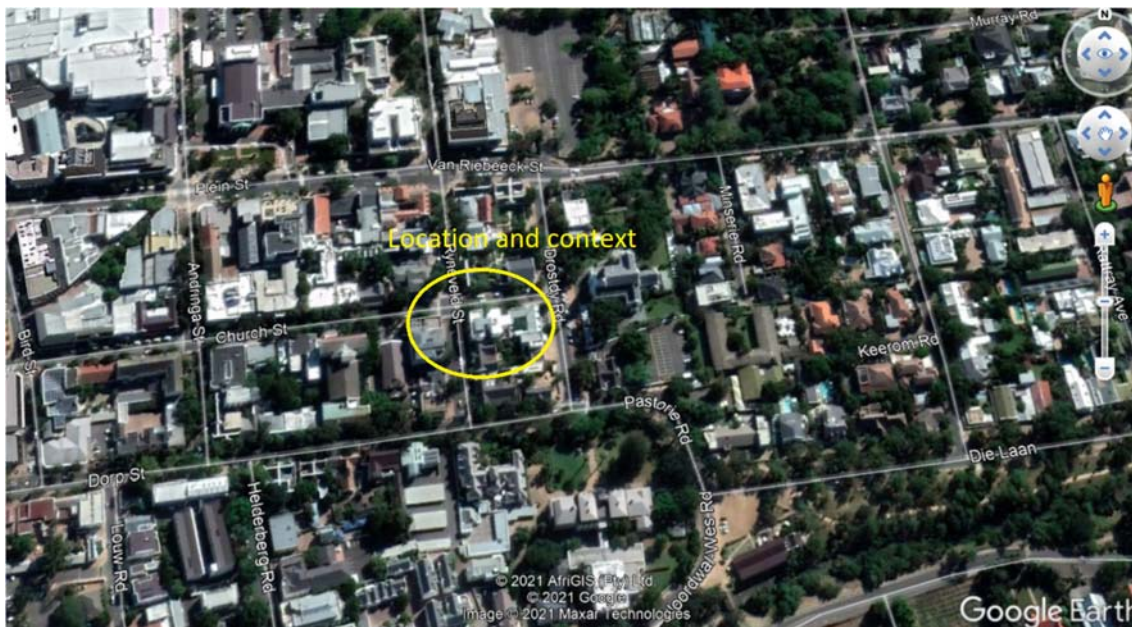


Fig 1. Location and context





Fig 2 .Extent of area



## 6.2.2 Legal requirements

### 6.2.2.1 Municipal Ordinance, No 20/1974

In terms of Section 127 (1) of the Municipal Ordinance, No 20 of 1974, when any immovable property owned by a municipality is encroached upon, the council may take steps to regularize such encroachment.

A council may further, subject to compliance with the provisions of Section 137, reduce the extent of a public place which is encroached upon by the extent of the encroachment.

Section 137 deals with the process/procedures to be followed before closure of a public place. Section 138 authorise a Council, without complying with the provisions of Section 137 (*supra*), to **temporary** close a public place, *inter alia*, "for any reason which, in the

*opinion of the Council, renders the temporary closing of such public place necessary or desirable”.*

#### **6.2.2.2 Municipal Asset Transfer Regulations**

In terms of Section 36 of the Municipal Asset Transfer Regulation, when considering an application for an approval of a right to use municipal property, the following needs to be taken into account, *inter alia*:-

- a) whether the capital asset may be required for the municipality's own use during the period for which the right is to be granted;
- b) the extent to which any compensation to be received for the right, together with the estimated value of improvements or enhancements to the asset, will result in a significant financial benefit to the municipality;
- c) the (possible) risks and rewards associated with the use in relation to the municipality's interests;
- d) Any comments received from the local community, and
- e) compliance with the legislative regime applicable to the proposed granting of the right.

#### **6.2.2.3 Stellenbosch By-Law on Roads and Streets**

In terms of section 4 of the Stellenbosch By-Law on Roads and Streets, no person may, **without prior written permission of the Municipality**, cause an encroachment on a street, sidewalk or road reserve forming part thereof.

#### **6.2.2.4 Property Management policy**

Section 9 2.2 deals with deviations from the competitive process, and reads as follows:

The Municipal Council **may dispense with the competitive processes** established in this policy, and may enter into a Private Treaty Agreement through any convenient process, which may include direct negotiations, including in response to an unsolicited application, but only in the following circumstances, and only after having advertised Council's intention so to act. Should any objections be received as a consequence of such a notice, such objections first be considered before a final decision is taken to dispense with the competitive process established in this policy. However, should any objections, be received from potential, competitive bidders, then a public competitive process must be followed. The advertisement referred to above should also be served on adjoining land owners, where the Municipal Manager is of the opinion that such transaction may have a detrimental effect on such adjoining land owner(s):

- (h) where encroachment applications are received from adjoining owners, including applications for outdoor dining permits, subject to approved tariff structure;

#### **6.2.2.4 Outdoor Dining Policy**

##### **6.2.2.4.1 Policy Objective**

To regulate the use of sidewalks or road reserves for the purpose of outdoor dining and trading, and the temporary use of Public Places for commercial ventures and displays.

**6.2.2.4.2 Suitable Locations**

Outdoor cafes, restaurants and traders may apply for encroachment where local conditions are favorable for their operation, including areas of Council e.g. road reserves, sidewalks, Public Open Spaces. All applications in locations of a high pedestrian usage, e.g. a retail center, will be required to take pedestrian needs into consideration.

**6.2.2.4.3 Assessment Criteria**

The most important local conditions to be considered when an application for encroachment of the road reserve area is received will be those issues pertaining to pedestrian (including pedestrians who are using wheel chairs, baby prams or are visually impaired) and vehicular circulation, convenience and safety of patrons and the general public, existing streetscape elements and residential amenity.

The ground surface must be sufficiently level to support a proper layout and safe use.

**6.2.2.4.4 Layout**

The style, layout and orientation of furniture should be chosen according to the extent and shape of the available space of the encroachment area.

The size of an outdoor cafe or placement of any object on the sidewalk will depend on the width of the sidewalk

**6.2.2.4.5 Defined Area**

The applicant will be required to define the area with appropriate markers. (ie a single galvanized steel nail inserted in between the pavers, or a paint spot no larger than 5cm in diameter placed at the corners of the defined area in a semi- permanent paint) to the satisfaction of Council.

**6.2.2.4.6 Encroachment Conditions**

The applicant must comply with the conditions set out in the encroachment agreement and this policy. The Encroachment will be for a period of not more than 5 years with an option to renew. These conditions would also generally require that the local environmental factors be reviewed annually and adjustments to the encroachment may be required.

If the lease agreement that is entered into is seen as not providing long term rights there is no need to advertise the proposed agreement for public input/comments or objections. Should the municipality receive any complaints the lease agreement may be terminated due to the objections.

**6.3 Financial Implications**

In terms of the current, approved tariff structure for outdoor dining encroachments a monthly fee of R 8 557.50 (incl. of VAT) is applicable and an escalation of 6% is recommended.

**6.4 Legal Implications**

The legal implications is discussed under 6.2.2 above. As the proposed term of the lease agreement is three (3) years and when the value of the lease and property is taken into account the asset transfer regulations is not applicable as it is not seen as long term rights on council property that are being given.

**6.5 Staff Implications**

No additional staff implications/

**6.6 Previous / Relevant Council Resolutions**

None

**6.7 Risk Implications**

The risks are addressed in the item.

**6.8 Comments from Senior Management****6.8.1 Director: Infrastructure Services**

The Municipality concludes an agreement with the applicant, detailing the conditions of approval.

Encroached area is zoned as road reserve and cannot be enclosed - to exclude the public, the municipality or other services provider from accessing the area.

The deck must be constructed within the encroachment area and as per Drawing No.: Concord R11 OPT2 -Meraki1-100 01 Terrace.pdf

During the construction phase as well as during its operational phase, the deck must not hinder pedestrian movements on the sidewalk.

The deck remains the property of the applicant, the applicant must:

Attend to maintenance and repairs of the deck.

Ensure public risk and liability insurance is in place to cover 3<sup>rd</sup> party claims.

Council is indemnified against all possible 3<sup>rd</sup> party claims.

The municipality or other public service provider must not be prohibited from maintaining, repairing, upgrading and / or installing new public services with-in the encroached area.

The deck must be constructed and installed in manner that aids removal and re-installation as and when required.

The desk or portion of the deck must therefore be removable to gain access to the encroached area, as and when required by the Municipality or other public service provider.

For planned maintenance, repairs, upgrades or new installations, the applicant will be provided with a 5-day written notice, to remove the deck or portion of the deck for the Municipality or any other public service provider to gain access.

For emergency works the applicant will be required to remove the deck or portion of the deck immediately for the municipality or other public service provider to gain access.

The applicant to re-install the deck once the works on the public services are complete.

The cost for the removal and re-installation for the deck will be for the account of the applicant.

The municipality reserves the right to end the encroachment agreement when the need arises, i.e. when the encroached space is required for municipal or other public services purposes.

**6.8.2 Director: Planning and Economic Development**

Supports the item

**6.8.3 Chief Financial Officer**

Supports the item

**6.8.4 Director: Community Services**

Supports the item

**6.8.5 Municipal Manager**

Supports the item

**ANNEXURES: 1. Application**

2.1 Lay-out Drawing No.: Concord R11 OPT2 -Meraki1-100 01 Terrace.pdf

**Appendix 3 Building****Appendix 4. Comments****FOR FURTHER DETAILS CONTACT:**

<b>NAME</b>	Piet Smit
<b>POSITION</b>	<i>Manager: Property Management and Municipal Building Maintenance</i>
<b>DIRECTORATE</b>	<b>CORPORATE SERVICES</b>
<b>CONTACT NUMBERS</b>	021-8088189
<b>E-MAIL ADDRESS</b>	<a href="mailto:Piet.smit@ Stellenbosch.gov.za">Piet.smit@Stellenbosch.gov.za</a>
<b>REPORT DATE</b>	2020-07-14

# APPENDIX 1



**STELLENBOSCH**  
STELLENBOSCH • PNIEL • FRANSCHHOEK

MUNICIPALITY • UMASIPALA • MUNISIPALITEIT

## ENCROACHMENT PERMIT APPLICATION

(In terms of Stellenbosch Municipality's Policy\* on Outdoor dining, Trading and the use of Public places for Commercial Trading and Display)

\*Copy of Policy available on request

**NAME OF BUSINESS:** MERAKI

**BUSINESS ADDRESS:** CONCORD BUILDING  
Corner CHURCH & RYNEVELD STREETS  
STELLENBOSCH  
7600

**BUSINESS PHONE:** 082 650 7773

**E-MAIL ADDRESS:** apbez@rsabar.com / con@theartofcon.net / emilevdm@adept.co.za

**MAILING ADDRESS:** P O BOX 20520  
BIG BAY  
7448

**APPLICANTS NAME:** KNAR PROPERTIES (PTY) LTD

### PLEASE MARK APPLICABLE BOX



OUTSIDE DINING



OUTDOOR TRADING



OUTDOOR DISPLAY

**SUBMITTAL CHECKLIST**

Special Power of Attorney/Approval from owner/landlord (only applicable if Applicant is not owner)

Application for Temporary Departure\* in terms of Section 15 (1)(a)(ii) of the Land Use Planning Ordinance, No 15/1985

\*Please indicate whether application is submitted with this application for Encroachment Permit or whether an application for Temporary Departure has already been approved.

Submit now     Already approved\*

\*If already approved, submit copy of approval

Application fee

Mark applicable box

Temporary Departure (R1945)

Encroachment Permit (R1100)

Copy of valid Business license, issued in terms of the Business Act, No 71 of 1991 (if applicable)

Copy of zoning certificate

Copy of valid liquor license (if applicable)

A scaled sketch plan, showing the proposed dining area boundary, surrounding streetscape details, furniture, ect.

Photo or architectural drawing of proposed furniture

Proof of valid Insurance Policy

Note: If not part of application, please note that Encroachment Permit, if approved, will only takes effect on proof of valid Insurance Policy

Written indemnity and acknowledge of conditions (Forms part of Encroachment Permit; to be signed by Applicant on date of application.



The undersigned hereby certifies that he/she has reviewed and agreed to abide by the Policy on Outdoor Dining, Trading and the Use Public Places. The undersigned further understands that the permit may be revoked if the conditions of the permit are not maintained. The undersigned further agrees to hold the Municipality and its employees and agents harmless and to indemnify and defend the Municipality, its employees and agents, against all claims, liability loss, damage or expense, including attorney's fee, resulting from the activities of the permittee upon the public area.

.....  
**SIGNATURE OF APPLICANT**

20 May 2021

.....  
**DATE**

**FOR OFFICIAL USE**

- The application was considered on .....by.....
- The application was

	<b>APPROVED</b>
--	-----------------

	<b>NOT APPROVED</b>
--	---------------------

Conditions (if any): .....  
.....  
.....

Applicant was informed of outcome on .....

.....  
**SIGNATURE OF RESPONSIBLE OFFICIAL**

.....  
**DATE**

Name:.....

**\*If approved**

- Encroachment fee paid
- Encroachment Agreement signed
- Agreement/Permit processed on Contract Management System

.....  
**SIGNATURE OF RESPONSIBLE OFFICIAL**

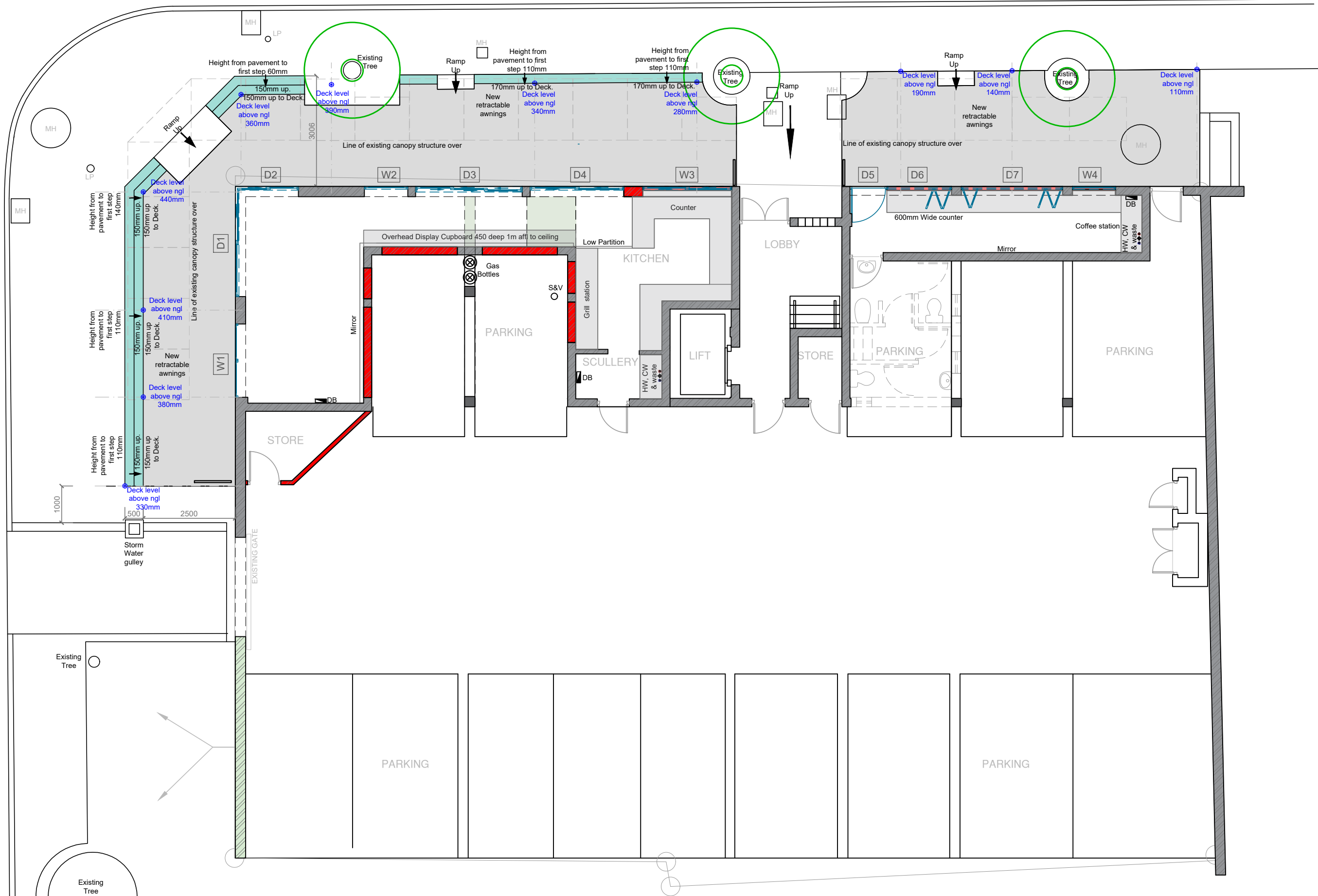
.....  
**DATE**

Name:.....

# APPENDIX 2

CHURCH STR.

RYNEVELD STR.

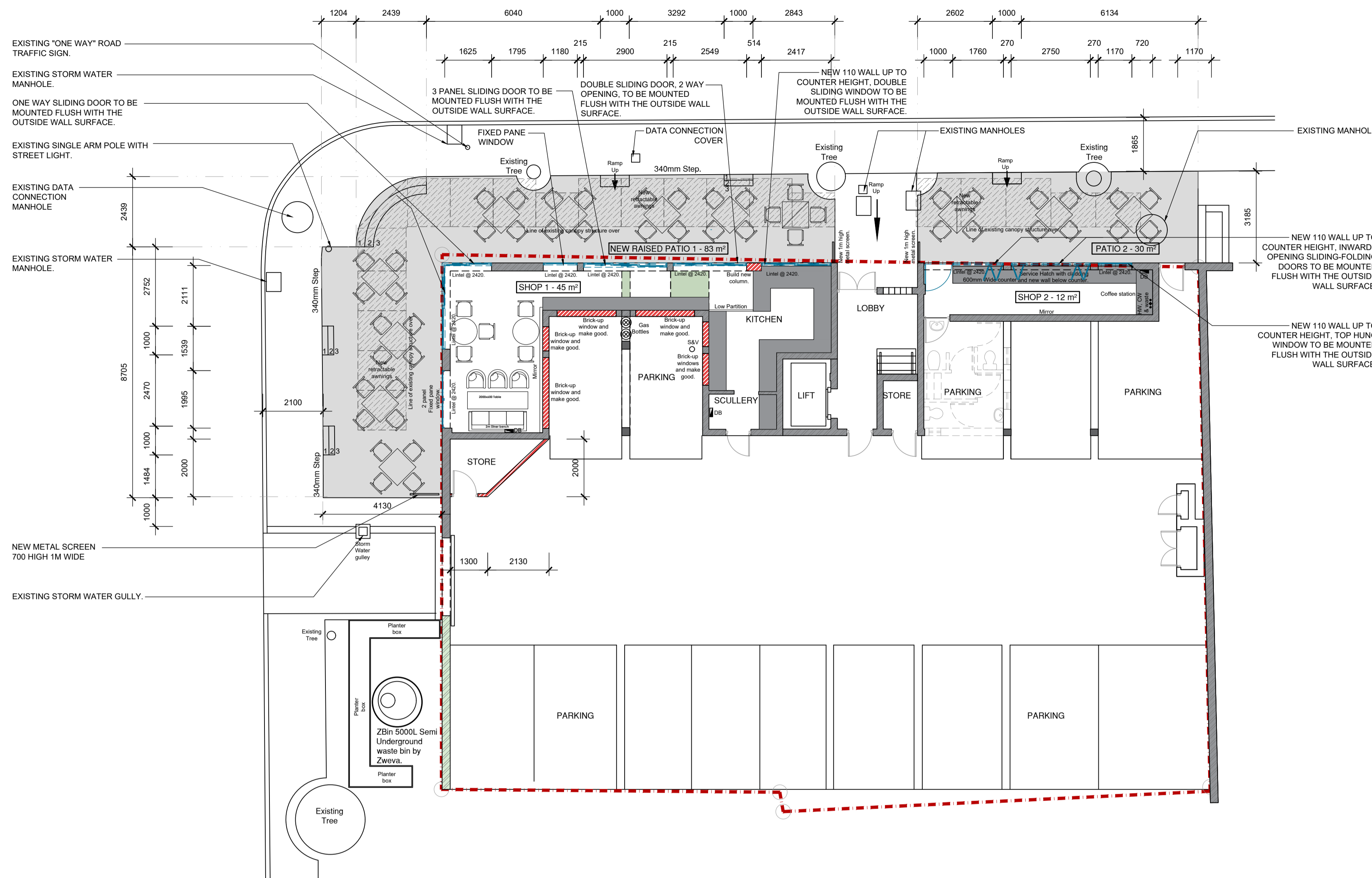


M E R A K I @ CONCORD

PROPOSED UPGRADE: OPTION 1

scale 1:100 A3

# **APPENDIX 3**



**LEGEND:**

[Hatched Box]	PROPOSED EXTERIOR DINING AREA
[Dotted Box]	PROPOSED RETRACTABLE AWNINGS
[Red Dashed Line]	NEW WALLS
[Blue Dashed Line]	BOUNDARY LINE
[Black Dashed Line]	BUILDING LINE
[Red Dashed Line]	SEWER LINE
[Green Dashed Line]	FOUL WATER PIPES
[Green Dashed Line]	WASTE WATER PIPES
[S&V Symbol]	STACK & VENT PIPE
[IE Symbol]	INSPECTION EYE
[Gully Symbol]	GULLY

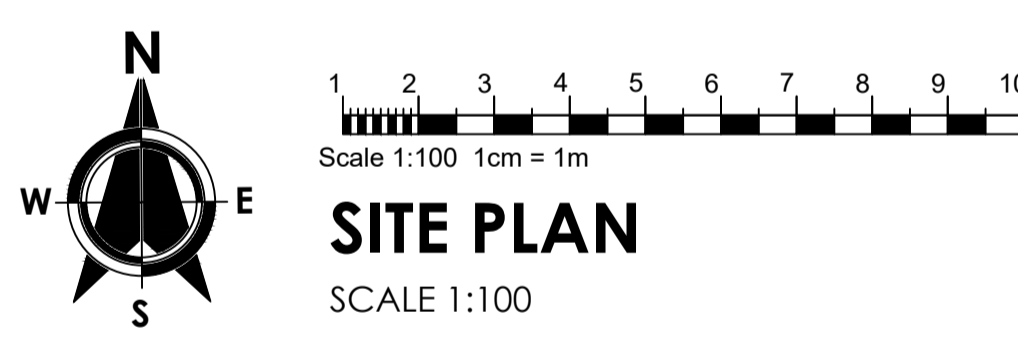
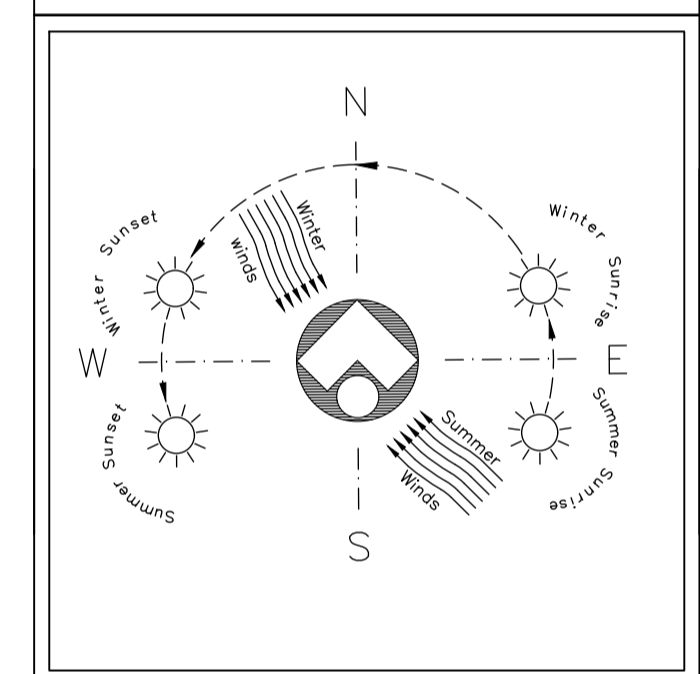
**AREAS:**

SHOP 1	45m²
SHOP 2	12m²
NEW RAISED PATIO 1	83m²
PATIO 2	30m²

- General Notes:**
- Contractor and Sub-Contractors to check all levels and dimensions on site before any work is commenced and any discrepancies to be reported to the Architect immediately.
  - Figured dimensions to be taken in preference to scaled measurements and large scale details supercede small scale drawings.
  - All work to be done in accordance National Building Regulations SABS 0400 and all requirements of Municipal and Local Authorities concerned are to be adhered to.
  - Natural light and ventilation area of all openings in accordance of floor area and SABS 0400 Part O natural light area: min. 10% of floor area and natural ventilation: min. 5% of floor area.
  - All glass areas bigger than 1sqm and at a height of less than 300mm from finished floor level to be 6mm safety glass.
  - All cavities below floor level to be filled with concrete and dpc's to be stepped.

Revisions: ( See clouded areas)

No.	Date	Description



**EXISTING STREET VIEW**  
(CORNER OF CHURCH AND RYNEVELD STREET)



**PROPOSED VIEW OF EXTERIOR DINING AREA**  
(CORNER OF CHURCH AND RYNEVELD STREET)

EXISTING CANOPY TO BE EXTENDED WITH NEW RETRACTABLE AWNINGS

PROPOSED PLATFORM TO BE CREATED FOR EXTERIOR DINING AREA

**ArchitWorks**  
J Barnard SACAP Reg No.: CSAT24713249  
IN ASSOCIATION WITH ROBERT G CUPIDO  
SACAP Reg No.: ST 2131  
Contact Details: 083 426 6791

CLIENT: **MERAKI**

PROJECT TITLE:  
**CONVERSION OF EXISTING SHOP TO COFFEE SHOP ON ERF 1281, STELLENBOSCH.**

DRAWING TITLE:  
**SITE PLANS**

PROJECT No.: CONC 2021	SCALE: AS DRAWN
DRAWING No.: 110	DATE: 2021.03.30
REV: 02	DRAWN BY: J Barnard

**FOR SUBMISSION**

# APPENDIX 4

**CONCORD**  
**REGSPERSON / BODY CORPORATE**  
**SS 300/2004**

Unit 1 Titan House  
Termo Street, Techno Park  
Stellenbosch, 7600

Tel: 021-882 9061

Posbus/PO Box 856  
Stellenbosch  
7599

18 March 2021

To whom it may concern

**REGARDING UNITS 14 & 15, CONCORD, C/O CHURCH & RYNEVELD STREET, ERF 1281**

The Trustees of Concord Body Corporate hereby wishes to confirm that we support the plans of Knar Properties for the upgrade of the units 14 & 15 with

1. not objection to the sidewalk upgrade as reflected from the renditions and drawings.
2. in principle, is in support of requesting the Stellenbosch Municipality for the fitment of a refuse Molok as depicted on the renditions and drawings.
3. in principle, is in support of the front facade upgrade as reflected from the renditions and drawings.

This support from the Trustees is given that Knar Properties will comply to all necessary Stellenbosch Municipality sign-off procedures which includes.

1. the installation of LPG gas bottles and subjected to the changing of the conduct rule.
2. issue of a health certificate for the operation of the restaurant, as well as a liquor license
3. and subjected to an 80% approval by owners.

Regards,



Nelius Smit

Chairman – On behalf of the trustees of Concord Body Corporate

---

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	<b>PLANNING, LOCAL ECONOMIC DEVELOPMENT AND TOURISM: (PC: CLLR E GROENEWALD (MS))</b>
-----	---

7.7.1	<b>REPORT ON PROGRESS WITH THE PREPARATION OF A LOCAL SPATIAL DEVELOPMENT PLAN FOR THE ADAM TASS CORRIDOR</b>
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**Collaborator No:** 708438  
**IDP KPA Ref No:** Valley of Opportunity  
**Meeting Date:** 21 July 2021

**1. SUBJECT: REPORT ON PROGRESS WITH THE PREPARATION OF A LOCAL SPATIAL DEVELOPMENT PLAN FOR THE ADAM TASS CORRIDOR**

**2. PURPOSE**

To update Council of the progress with the preparation of a local spatial development framework (LSDF) for the Adam Tas Corridor.

**3. DELEGATED AUTHORITY**

Mayoral Committee

**4. EXECUTIVE SUMMARY**

The possible development of the Adam Tas Corridor was first identified as a catalytic project in the Municipal Spatial Development Framework which was approved by Council in November 2019. The municipal manager approved the commencement of the drafting of the LSDF on 20 March 2020.

The LSDF is required to develop a coherent spatial vision for the defined ATC area, which supports key municipal strategic directives and objectives of the wider ATC initiative. This spatial framework will assist in guiding decision-making on development applications to enable the progressive realization of the vision and will contribute to identifying key implementation actions to achieve the objectives of the ATC.

Following a public tender process (Tender No: BSM 01/21), the Built Environment Partnership was appointed by Stellenbosch Municipality in January 2021 to assist with the preparation of a Local Spatial Development Framework (LSDF) for the Adam Tas Corridor (ATC). Albeit the Stellenbosch Municipality will lead the project – and remains accountable for it – the Municipality is undertaking the project with the support of and in partnership of the Western Cape Government (WCG).

An overall project ATC LSDF Project Plan, indicating *inter alia* work focus per phase, deliverables and time frames was submitted by the consultants. In summary:

- A six-month process is envisaged.
- Work is largely based on and commences with a review of work completed before.
- The updated urban development framework/ design concept and yields will lead the work.
- The primary target – to ensure actual development as planned – is the development of an Implementation Framework which includes recommendations on how

development rights are to be established and allocated, and the associated landowner/ public sector commitments and processes.

Parallel processes are also underway under the auspices of the Stellenbosch Institute of Advanced Study (STIAS) – a founding partner of the initiative – which may add significant value to preparation of the LSDF.

These include:

- Work by a “mobility” team exploring movement improvements in Stellenbosch, and specifically servicing the ATC.
- Work by a “beneficiation” team exploring how to prepare the private sector and landowners to partner and contribute to the ATC in a manner which serves projects objectives.

The service provider team shall interact with these teams with a view to add value to the LSDF.

The emerging working vision for the ATC became clearer and is as follows:

An ATC developed as:

- A proactive intervention to address needs in Stellenbosch, including fixing the mistakes of the past and enabling equitable access to urban opportunity for all citizens.
- An integrated, inclusive environment for living, work, and enjoyment.
- A pro-active partnership between the public, private, and community sectors in response to citizen needs and national, provincial, and municipal policy.
- A place which embodies and expands our best knowledge of what constitutes good, equitable, and efficient settlement.
- A “new town in town” in Stellenbosch; integrating currently fragmented parts of the town, exploiting underutilized resources, and based on non-motorized and public transport.

The development of the ATC area seeks the following strategic outcomes:

- A vibrant, compact, and efficient urban district, respectful of the environment and history.
- Increased access to livelihood opportunity for ordinary citizens.
- Seamless integration with surrounding areas.
- Financial sustainability.
- Active partnership between stakeholders.
- A clear development process with speedy decision-making.

A summary of the project plan is attached as Table 1 below.

Month 1: PROJECT START-UP	Month 2: COMPARATIVE ANALYSIS	Month 3: DRAFT LSDF DEVELOPMENT	Month 4: DRAFT LSDF DEVELOPMENT (CONTINUED)	Month 5: PUBLIC PARTICIPATION	Month 6: PROJECT CLOSE-OUT
<ul style="list-style-type: none"> <li>• Contracting/ Inception Report</li> <li>• Public participation approach</li> <li>• Opportunities/ constraints</li> <li>• Working vision/ principles</li> </ul>	<ul style="list-style-type: none"> <li>• Updated urban design concept (including precincts)</li> <li>• Approach to accommodating inclusionary housing</li> <li>• Environmental fixes</li> <li>• Conservation fixes</li> <li>• Infrastructure constraints and opportunities</li> <li>• Market potential analysis</li> <li>• Landowner engagements</li> </ul>	<ul style="list-style-type: none"> <li>• Bulk calculations and distribution</li> <li>• Understanding of infrastructure enhancements required to serve land use/ bulk</li> <li>• High-level transport enhancements to serve bulk</li> </ul>	<ul style="list-style-type: none"> <li>• Draft LSDF, including: <ul style="list-style-type: none"> <li>- Land use/ bulk</li> <li>- Built form and public space framework</li> <li>- Movement framework</li> <li>- Green network</li> <li>- Conservation framework</li> <li>- Infrastructure framework (including electrical, water, sewage, and stormwater)</li> </ul> </li> <li>• Provisional phasing plan</li> <li>• Provisional lead projects</li> <li>• Provisional economic impact assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation materials for public participation</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation framework</li> <li>• Final LSDF and Implementation Framework (including summaries)</li> </ul>

Table 1. Summary and progress of project plan.

Attached to the report as **ANNEXURE 1** a presentation on the ATC prepared for discussion with the project team for information.

## 5 RECOMMENDATION

that the Mayoral Committee take note of the progress with the drafting of the LSDF for the Adam Tas Corridor.

## 6. DISCUSSION

### 6.1 Background

The possible development of the Adam Tas Corridor was first identified as a catalytic project in the Municipal Spatial Development Framework which was approved by Council in November 2019. The municipal manager approved the commencement of the drafting of the LSDF on 20 March 2020.

The LSDF is required to develop a coherent spatial vision for the defined ATC area, which supports key municipal strategic directives and objectives of the wider ATC initiative. This spatial framework will assist in guiding decision-making on development applications to enable the progressive realization of the vision and will contribute to identifying key implementation actions to achieve the objectives of the ATC.

Following a public tender process (Tender No: BSM 01/21), the Built Environment Partnership was appointed by Stellenbosch Municipality in January 2021 to assist with the preparation of a Local Spatial Development Framework (LSDF) for the Adam Tas Corridor (ATC). Albeit the Stellenbosch Municipality will lead the project – and remains accountable for it – the Municipality is undertaking the project with the support of and in partnership of the Western Cape Government (WCG).

Work on the LSDF should be informed and guided by:

- Agreed overarching and sector-specific policy objectives of the Stellenbosch Municipality, and a clear understanding of the opportunities and constraints related

to the built and natural environment, existing infrastructure and movement systems, and market potential.

- Regular engagement with key project stakeholders.

The LSDF should be supported by a beneficiation framework, providing a clear understanding of how public good interventions and social inclusion is to be ensured and achieved (including inclusionary housing, public space, and public facilities) through partnership, development contributions, and other development obligations.

To enable development, the LSDF should include an implementation framework, comprising of *inter alia*:

- A land use and infrastructure framework and associated development obligations (supported by environmental, heritage, and economic impact assessments) which forms the basis of allocating development rights proactively through the Stellenbosch Municipality Zoning Scheme By-law.
- An indication of incentives available to enable development (including the motivation/application for the declaration of the ATC as an Urban Development Zone).

The draft LSDF for the Adam Tas Corridor will be submitted for discussion by the municipal project team on 3 June 2021 after which it will be interrogated and possibly amended.

## 6.2 Core Approach to Joint Planning

A key determinant of approach is the need to reconcile the needs of individual landowners and precincts – each with its own dynamics and opportunities – and a focus on the whole area, maximizing resources to also meet a public or common agenda through coordinated, joint work.

***Also being the other ...***

*“There are contexts where the model of a single identity works well and fulfils a necessary function. However, in situations of cultural diversity and social transformation where social inclusion is a high priority, it is singularly unsuitable and can have even destructive consequences. In such contexts, pursuing a multiple identity both on the individual and the group level is a more effective strategy, not only because it is more suited to reach out and bridge divides, but also because it does not deny the existence of single identities and their relative importance.”*

*- Bernard Lategan (from “‘Incompleteness’ and the Quest for Multiple Identities in South Africa”)*

The common or shared agenda includes:

- **Shared infrastructure** (enhanced and new). A good example is grade separated bridging between the ATC and the east. All precincts will benefit, but it is unlikely that an individual precinct can afford the associated cost.

- **Inclusionary housing** (including the ATC becoming a “recipient” of inclusionary housing contributions).
- **Environmental remediation** (e.g., addressing pollution of the Plankenbrug River and developing/ managing Papegaaiberg as a central “limited use conservation park” accessible to all).
- The **provision of public facilities** (e.g., some precincts may have to accommodate schools, also benefitting others, provided in partnership between government and the private sector).
- An **emergent public transport** service linked to the main town.

### 6.3 Determining the bulk.

The bulk applicable to the ATC as a whole and individual precincts have been determined following several steps:

- Identification of the m<sup>2</sup> area of development parcels – within the overall Development Framework – within each precinct based on developable areas (which excludes riverine corridors, flood plains, vineyards, major routes, the railway corridor, sports fields, and major public open spaces).
- Distinguishing between two types of development parcels/ areas identified: green fields and brownfields (where future adaptive reuse will be applicable, also informed by heritage inputs).
- Application of an efficiency ratio of 85% to brownfields parcels to accommodate adaptive reuse.
- A reduction of 15% from the area of development parcels to accommodate internal streets and circulation.
- An application of a building height range to development parcels.
- Application of land use categories proportionally to the total bulk for each precinct (informed by the envisaged character of each precinct).
- Calculation of the bulk for each land use and each precinct, reflected as a minimum and maximum.
- Application of a range of net densities to the area/bulk assigned for residential use, providing an estimate number of units.

### 6.4 Proposed Precincts

Eleven (11) different and distinct precincts were identified each with its own character. The developments envisaged in the respective precincts also differ and is set in in table 2 below.

<b>DROË DYKE</b>	Gateway precinct at the south-western entrance to Stellenbosch/ ATC. In general, together with the Northern Precinct, to contain a higher proportion of housing than other precincts, as well as mixed use retail and commercial activities. A major focus of formal and
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	informal recreational and sport activities (some of which may serve the ATC and areas beyond) along the river corridor.
<b>SAWMILL</b>	Mixed use commercial and retail precinct, including housing, light industry, workshops, and entrepreneurial spaces. Some adaptive reuse of old industrial structures.
<b>OUDE LIBERTAS</b>	Largely institutional use precinct comprising the University of Stellenbosch Business School and Oude Libertas theatre complex, together with the cemetery and historic vineyard abutting Adam Tas Road.
<b>ADAM TAS</b>	Mixed use medium to high density precinct including residential and commercial/retail activity.
<b>REMGRO</b>	Mixed use medium to high density precinct including residential and commercial/retail activity with sensitive incorporation of the Rupert museum and vineyards.
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<b>VAN DER STEL</b>	Mixed use medium to high density precinct including rationalised sports uses and residential/ commercial/ retail activity. Incorporation of a new public transport interchange (possibly along Merriman Road).
<b>PLANKENBRUG</b>	Mixed use area incorporating new development and adaptive reuse through redevelopment of individual and consolidated properties currently in multiple ownership. Strong presence of small workshops and industrial spaces.
<b>NORTHERN EXTENSION</b>	Gateway precinct at the northern entrance to Stellenbosch and the ATC. In general, together with the Droë Dyke Precinct, to contain a higher proportion of housing than other precincts, as well as mixed use retail and commercial activities. Some blocks to contain mostly housing. A focus of formal and informal recreational and sport activities.
<b>PAPEGAAIBERG</b>	Protected nature area sensitively developed as a central recreational park to contain active conservation, walking, and cycling routes, linked to surrounding areas and the broader Stellenbosch NMT network.

Table 2. Development Precincts

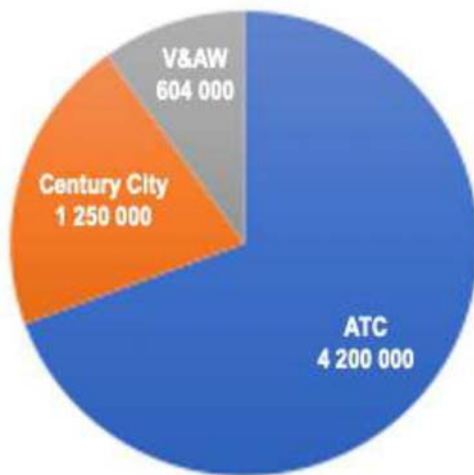
The summary of bulk/yields is illustrated in Table 3 below.

LAND USE	% ALLOCATION	MINIMUM BULK	MAXIMUM BULK
Residential Only	13	534 295	747 304
Mixed use Residential	29	1 194 390	1 678 611
<i>Residential</i>	80	955 512	1 342 889
<i>Commercial/Retail</i>	20	238 878	335 722
Mixed use Commercial	28	1 166 671	1 574 517
<i>Residential</i>	20	233 334	314 903
<i>Commercial/Retail</i>	80	933 337	1 259 614
Light Industry	15	645 243	862 473
Sports	3	141 951	194 161
Public facilities	12	502 352	703 795
<b>TOTAL</b>		<b>4 184 902</b>	<b>5 760 861</b>

LAND USE	% ALLOCATION	MINIMUM BULK	MAXIMUM BULK
Residential	41	1 723 141	2 405 096
Commercial/Retail	28	1 172 215	1 595 336
Light Industry	15	645 243	862 473
Sports	3	141 951	194 161
Public facilities	12	502 352	703 795
<b>TOTAL</b>		<b>4 184 902</b>	<b>5 760 861</b>

Table 3. Summary of potential bulk

When calculating the potential development rights in terms of percentage allocation of land and bulk (total square meterage that can be developed) it becomes clear that a substantial development can potentially takes place along the ATC. To put the potential scale of development in perspective, Figure 1 below roughly illustrates the extent of development in comparison with better known developments.



### Figure 1. Comparison in bulk

Key aspects of the movement network have been aligned with the Development Framework, including station locations, the route of an NMT/ public transport network, and points of key intersections and bridging.

Such a substantial development will have a major impact on services infrastructure. In terms of the terms of reference the consultant team is currently following finalization of provisional development yields, investigations to test impact on bulk sewer reticulation and treatment, water reticulation and treatment, and electricity services have commenced.

The high-level capacity, categorization, and phasing of network elements will be finalized as part of the service infrastructure investigations.

The current work focus of the consultants for the ATC project are the following:

- Completion of the LSDF.
- Testing infrastructure implications of the development framework.
- Test the economic impact of the proposed development.

## 6.5 Implementation Framework

From the outset it was clear that the project should commit to develop a regulatory environment which meets core criteria of responsibility, inclusive management, and consideration of all relevant factors, while serving fast, efficient delivery. Specifically, the land use management system should provide for both upfront certainty on the extent of development opportunity available and progressive discussion and approval of detailed implementation parameters.

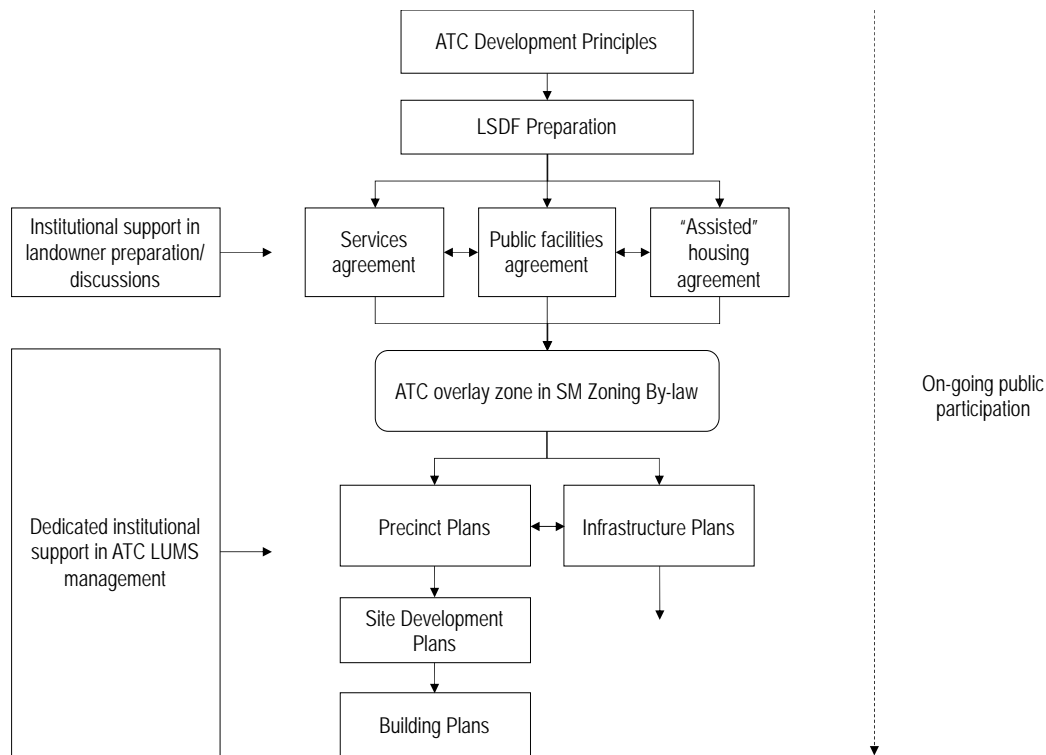
The LSDF should thus indicate how the plan (currently being developed) for the ATC should be translated and incorporated in the Land Use Management System (LUMS) of the Stellenbosch Municipality (SM), including the legal incorporation of landowner development rights, associated qualifications and obligations, and the processes to be followed to exercise these rights.

The LUMS, rather than the plan on its own, is really at the core of establishing the ATC. Without the LSDF being “cemented” into a legal system of rights, obligations, and processes – including institutional arrangements for its management – it simply remains a “vision” of what is possible.

The LSDF process will not encompass all the work required to establish the overlay zone, for example, the actual drafting of the overlay zone for gazetting and process for its approval. Rather, the LSDF will set the ground and prepare for it. For this reason, the discussion and work around the LUMS has started in parallel to the drafting of the LSDF. A position paper was prepared to prompt and enable a discussion around the nature of the LUMS envisaged for the ATC, to both inform work on the LSDF and ensure a seamless transition between the LSDF process and actual development of the ATC.

The diagram below illustrates the relationship between various LUMS elements.





A key instrument is the establishment of an ATC Local Area Overlay zone as provided for in Section 17 of the SM Land Use Planning By-law.

The Overlay Zone must specify development rights and associated obligations and processes to utilize rights. It is envisaged that Individual landowners will follow a prescribed “package of plans” process to utilize rights. Provisionally, EIAs/ HIAs to occur during Precinct/ Site Development Plan stages

However, not all that is required to meet the strategic outcomes of the project could be met through zoning and establishing an Overlay Zone. Development agreements adds to the overlay zone provision through:

- Allowing greater latitude to advance local LSDF policies in sometimes new and creative ways.
- Allowing public agencies greater flexibility in imposing conditions and requirements on proposed project.
- Affording landowners greater assurance that once approved, their projects can be built.

In support of ATC implementation, agreements are envisaged dealing with *inter alia*:

- Shared responsibility related to the provision/ phasing of infrastructure services, including the extent and use of development contributions.

- Incentives offered to landowners (including the cost of public land to be made available for development and conditions associated with its development).
- Shared responsibility related to the formation and operation of institutional arrangements established in support of the ATC Overlay Area.
- Landowner and shared responsibility related to the provision of inclusionary housing.
- Shared responsibility related to undertaking environmental remediation work.
- Shared responsibility related to the provision and operation of public facilities.

The project will require dedicated institutional arrangements and processes.

- A “start-up” entity is possible ... enabling others to join over time.
- The entity must support Municipal decision-making structures.
- The entity will not necessarily control or own land but coordinate the application of “new” development rights.
- The entity will work in terms of a “head of agreement”.
- In time, provision need to be made for landowners, financial investors, community beneficiation and “other” development partners/ interests.

## 6.6 Risks

These risks do not relate solely to LSDF completion, but rather to the transition between the LSDF and actions towards implementation.

Risk	Possible consequences	Required action
Indecision on nature of ATC LUMS regime	Long delay between LSDF approval and accommodation in Zoning By-law. •Uncertainty related to interim use and lead projects. •Stinted development	Municipal decision
Decision related to advertising of LSDF	Long delay between LSDF approval and accommodation in Zoning By-law.	Municipal decision
Lack of collective discussion between landowners/ project partners	Lack of agreement on individual/ collective obligations. • Pressure to proceed individually and a competition” to use existing bulk capacity. •Inadequate institutional capacity to support project roll-out.	Structured, collective engagement between landowners/ project partners with a view to finalise a MOU/ agreement on approach/ implications.
Financial modelling of LSDF “land value add”	Uncertainty related to inclusionary housing obligations.	Finalise service provider appointment.

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## 6.7 Extension of Built Environment Partnership Contract to Include Land Value Increase Calculations

An underlying principle since the inception of the ATC project has been that public sector enablement of redevelopment of the area must contribute to meeting a range of societal needs in Stellenbosch.

These needs vary from directing demand for development in a manner which protects the natural/agricultural resource surround and the historic fabric of the old town, to increased residential and livelihood opportunity for groups currently excluded by the market from such opportunity in Stellenbosch town (at the same time, increased residential opportunity in town – if appropriately managed – will reduce commuting to and from Stellenbosch).

Public sector development enablement may comprise various initiatives, from planning to fiscal incentives. Critical among these is considerably increased development rights through the zoning of the land.

Arguably, the rise in developability and land values resulting from change in use of land – through public resource use and decision – constitutes an “unearned increment” not created by the investment or labour of the landowner which must be subject to appropriate recapture by public bodies for community benefit.

As indicated by Urban LandMark, “Value creation is important because it can potentially create a ‘surplus’ above normal profits that with the creative use of value capture mechanisms can cross subsidize the accommodation of the poor on these sites – for example, it can ‘make the numbers work’ for inclusionary housing from a developer point of view.”<sup>1</sup>

In South Africa today, development charges are the main value capture instrument used. Development charges are levies imposed on developers of new or existing properties during an effective change in land use rights, usually at the point that a property is subdivided or when a development or building permit is issued. The primary purpose of a development charge is to contribute to the cost of additional municipal infrastructure arising from the more intensive development associated with these land use rights.

In the case of the ATC project, value capture could be extended to enable:

- Inclusionary housing.
- The provision and management of public facilities.
- Remedial work to the environment.

Four components appear important related to value capture. The first is the value *creation* of land through the public action, and increased zoning specifically. The second is the *calculation* of the additional value created over and above the value that the property would have if the public action, specifically zoning – had not taken place. The third is the *capturing* of this value. The fourth is the *use* of the funds resulting from the captured value.

The Terms of reference for the appointment of the consultants did not included the determining of the additional land value accrued due to land use rights awarded through

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<sup>1</sup> Improving access to the city through value capture: An overview of capturing and allocating value created through the development of transport infrastructure in South Africa, 2012

the overlay zone. It is thus proposed that it be investigated if it is feasible and affordable to extend the terms of reference to include this calculation. The proposed extension of the BEP brief is to focus on:

- The calculation of additional value component of value capture.
- Recommendations on the capture of value – specifically in relation to development phasing – and the use of funds.

It is anticipated that landowners will also undertake their own calculations of additional value, and that the capture and use components will be deliberated with the ATC Team across disciplines prior to framing recommendations.

It is expected that the calculation of increased value will be undertaken using a variety of approaches, including valuation by “comparison” – using market information – and the residual land value method, derived from the value of the completed development (net) minus the development costs, and including a developer's profit.

In undertaking the calculation of additional value, consideration should be given to inter alia:

- The existence of any particular development plan or elements of zoning of land for different uses.
- The existence of any current permissions to undertake development. Where the permission is time-limited, it should be established whether it is still valid. and, if close to expiry, whether a similar permission would be granted again
- The existence of regulations that specify the extent to which development of the site might be permissible without the need for a planning application or consent.
- The Draft Development Framework and associated uses/yields currently under for the Adam Tas Corridor.

In executing the task, BEP will be required to:

- Engage with the Development Action Group with a view to benefit from the body of information and knowledge accumulated as part of its Value Capture programme.
- Engage with the work related to value capture currently under preparation by the City of Cape Town.

Certain value thresholds apply to the modification of contracts post-award. The National Treasury has issued SCM Instruction Note 3 of 2016/2017 on Preventing and Combating Abuse in the Supply Chain Management System (SCM Instruction Note 3 of 2016/17), which prescribes thresholds for the expansion or variation of the value of contracts post-award. Contracts may be expanded or varied by not more than 20% or ZAR20 million (including all applicable taxes) for construction-related goods, works and/or services, and by 15% or ZAR15 million (including all applicable taxes) for all other goods and/or services of the original value of the contract, whichever is the lower amount. The relevant treasuries may, however, decrease these thresholds for institutions reporting to them.

In terms of the stipulation that services contracts not be expanded by more than the total cost of the work shall thus not exceed and amount of R221 535 including VAT.

**7. FINANCIAL IMPLICATIONS**

Should the contract for BEP be extended an additional amount of not more than 15% of the total contract value will be payable which will amount to no more than R221 535. Funds are available under U-key no 20200706013345.

**8. LEGAL IMPLICATIONS**

There are no legal implications.

**9. RISK IMPLICATIONS**

At this stage, no risks have been identified by the Project Leader to complete the project within the required timeframes and proposed budget.

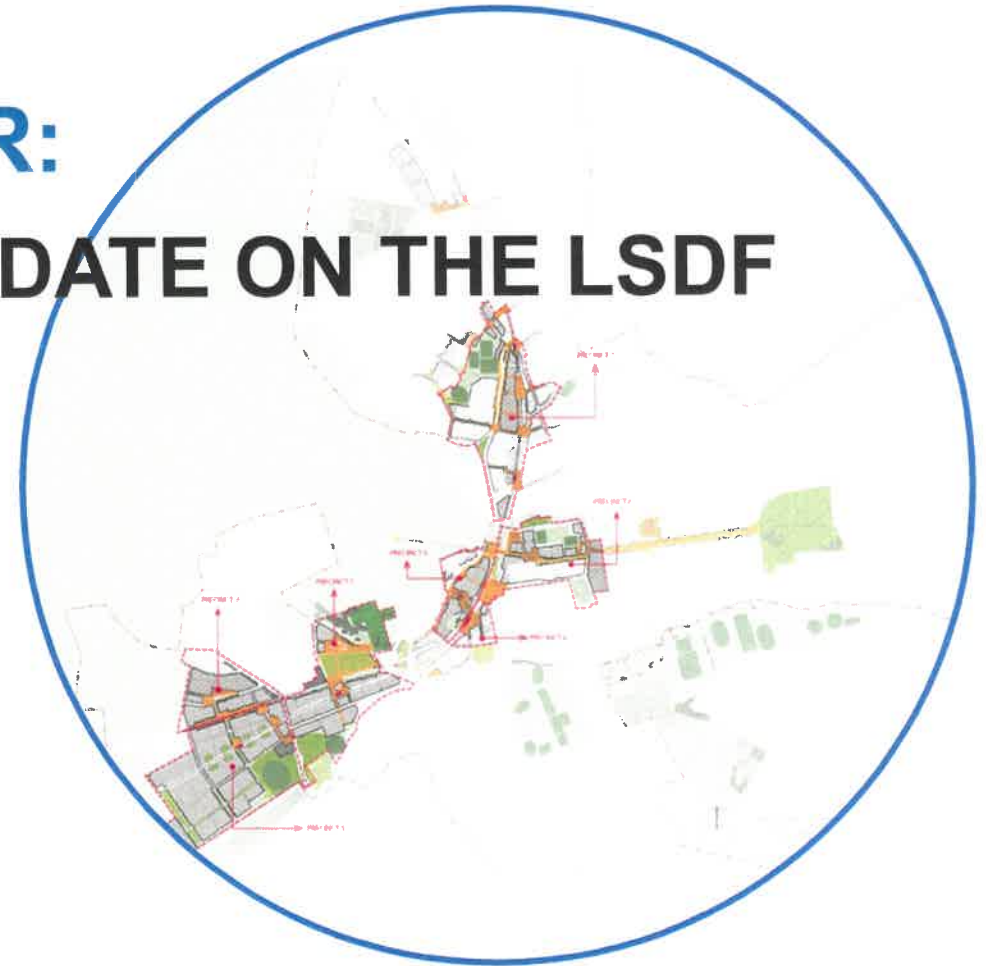
**FOR FURTHER DETAILS CONTACT:**

<b>NAME</b>	Bernabe de la Bat Pr Pln 696/1992
<b>POSITION</b>	Manager: Spatial Planning
<b>DIRECTORATE</b>	Planning and Economic Development
<b>CONTACT NUMBERS</b>	021 808 8653
<b>E-MAIL ADDRESS</b>	Bernabe.delabat@@ Stellenbosch.gov.za
<b>REPORT DATE</b>	28 May 2021

# APPENDIX 1

# ADAM TAS CORRIDOR: WORK COMPLETED TO DATE ON THE LSDF

Project Team Meeting  
June 2021



ATC LSDF

## **Presentation structure**

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- Introduction
- Development Framework
- Implementation Framework
- Current work focus
- Project risks



ATC LSDF: INTRODUCTION

## **The task**

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- To prepare a LSDF for the ATC aligned with existing legislation, policy and plans (across spheres of government).
- The LSDF to include an Implementation Framework.

## ATC LSDF: INTRODUCTION

## Summary project plan

Month 1: PROJECT START-UP	Month 2: COMPARATIVE ANALYSIS	Month 3: DRAFT LSDF DEVELOPMENT	Month 4: DRAFT LSDF DEVELOPMENT (CONTINUED)	Month 5: PUBLIC PARTICIPATION	Month 6: PROJECT CLOSE-OUT
<ul style="list-style-type: none"> <li>• Contracting/ Inception Report</li> <li>• Public participation approach</li> <li>• Opportunities/ constraints</li> <li>• Working vision/ principles</li> </ul>	<ul style="list-style-type: none"> <li>• Updated urban design concept (including precincts)</li> <li>• Approach to accommodating inclusionary housing</li> <li>• Environmental fixes</li> <li>• Conservation fixes</li> <li>• Infrastructure constraints and opportunities</li> <li>• Market potential analysis</li> <li>• Landowner engagements</li> </ul>	<ul style="list-style-type: none"> <li>• Bulk calculations and distribution</li> <li>• Understanding of infrastructure enhancements required to serve land use/ bulk</li> <li>• High-level transport enhancements to serve bulk</li> </ul>	<ul style="list-style-type: none"> <li>• Draft LSDF, including:               <ul style="list-style-type: none"> <li>- Land use/ bulk</li> <li>- Built form and public space framework</li> <li>- Movement framework</li> <li>- Green network</li> <li>- Conservation framework</li> <li>- Infrastructure framework (including electrical, water, sewage, and stormwater)</li> </ul> </li> <li>• Provisional phasing plan</li> <li>• Provisional lead projects</li> <li>• Provisional economic impact assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation materials for public participation</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation framework</li> <li>• Final LSDF and Implementation Framework (including summaries)</li> </ul>

## ATC LSDF: INTRODUCTION

## What informs

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- Previous work (spanning 4+ years).
- Case studies (precedent, local and abroad).
- New studies (including heritage, environment, and so on).
- Policy (existing and emergent across sector and spheres of government).
- Principles.
  - Normative principles of SPLUMA related to spatial justice, efficiency, and so on.
  - Responsible resource use.
  - Pedestrianism, NMT, and public transport.
  - Administrative clarity and efficiency.
  - Shared responsibility and use of resources between different sectors.

## ATC LSDF: INTRODUCTION

## Vision

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The working vision for the ATC area is:

*An ATC developed as:*

- *A proactive intervention to address needs in Stellenbosch, including fixing the mistakes of the past and enabling equitable access to urban opportunity for all citizens.*
- *An integrated, inclusive environment for living, work, and enjoyment.*
- *A pro-active partnership between the public, private, and community sectors in response to citizen needs and national, provincial, and municipal policy.*
- *A place which embodies and expands our best knowledge of what constitutes good, equitable, and efficient settlement.*
- *A “new town in town” in Stellenbosch; integrating currently fragmented parts of the town, exploiting underutilized resources, and based on non-motorized and public transport.*

In the process, what is held dear about Stellenbosch is respected and expanded.

## **Strategic outcomes**

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Development of the ATC area seeks the following strategic outcomes:

- A vibrant, compact, and efficient urban district, respectful of the environment and history.
- Increased access to livelihood opportunity for ordinary citizens.
- Seamless integration with surrounding areas.
- Financial sustainability.
- Active partnership between stakeholders.
- A clear development process with speedy decision-making.

## ATC LSDF: INTRODUCTION

## Core approach

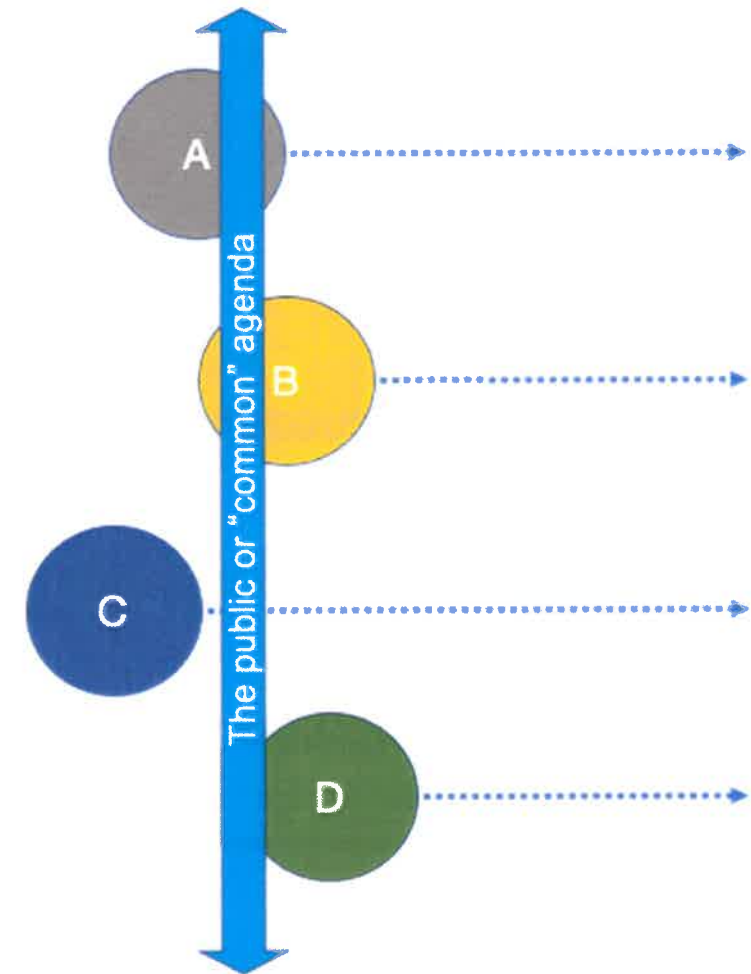
A key determinant of approach is the need to reconcile the needs of individual landowners and precincts – each with its own dynamics and opportunities – and a focus on the whole area, maximizing resources to also meet a public or common agenda through coordinated, joint work ...

### *Also being the other ...*

*“There are contexts where the model of a single identity works well and fulfils a necessary function. However, in situations of cultural diversity and social transformation where social inclusion is a high priority, it is singularly unsuitable and can have even destructive consequences.*

*In such contexts, **pursuing a multiple identity** both on the individual and the group level is a more effective strategy, not only because it is more suited to reach out and bridge divides, but also because it does not deny the existence of single identities and their relative importance.”*

- *Bernard Lategan (from “‘Incompleteness’ and the Quest for Multiple Identities in South Africa”)*



## Aspects of a shared or common agenda

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The common or shared agenda includes:

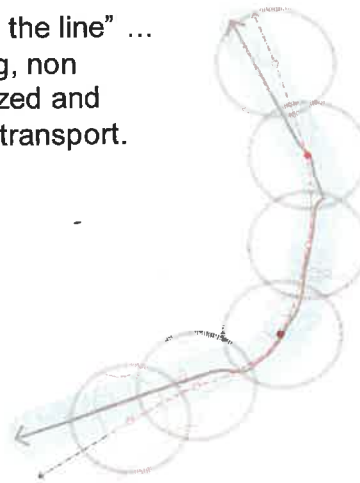
- **Shared infrastructure** (enhanced and new). A good example is grade separated bridging between the ATC and the east. All precincts will benefit, but it is unlikely that an individual precinct can afford the associated cost.
- **Inclusionary housing** (including the ATC becoming a “recipient” of inclusionary housing contributions).
- **Environmental remediation** (e.g., addressing pollution of the Plankenbrug River and developing/ managing Papegaaiberg as a central “limited use conservation park” accessible to all).
- **The provision of public facilities** (e.g., some precincts may have to accommodate schools, also benefitting others, provided in partnership between government and the private sector).
- **An emergent public transport** service linked to the main town...

ATC LSDF: INTRODUCTION

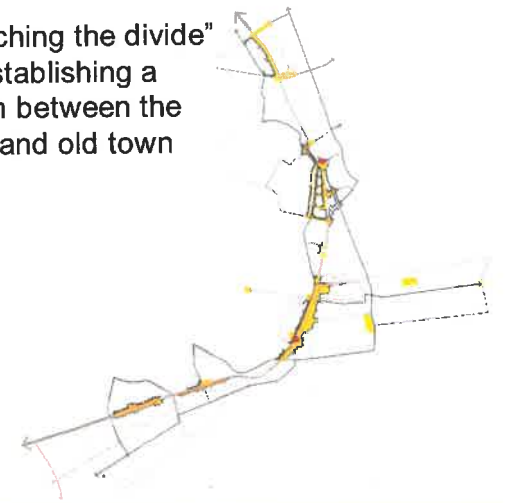
# Concept

## ATC: Five key design ideas ...

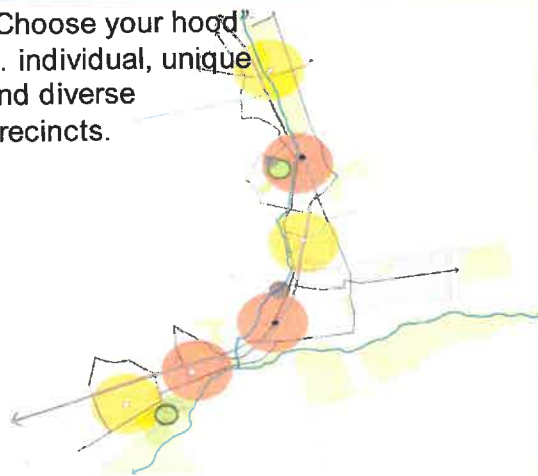
1. "Living the line" ... walking, non motorized and public transport.



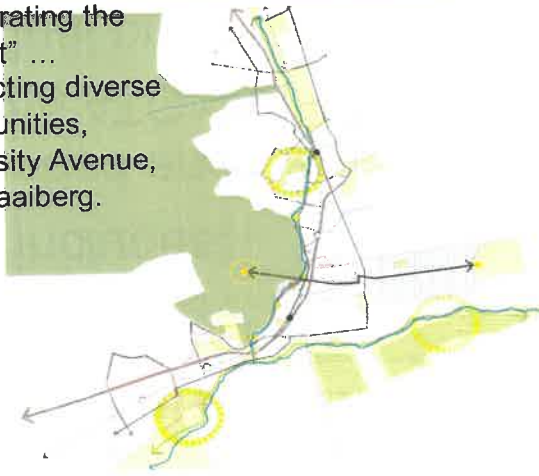
2. "Stitching the divide" ... establishing a seam between the new and old town



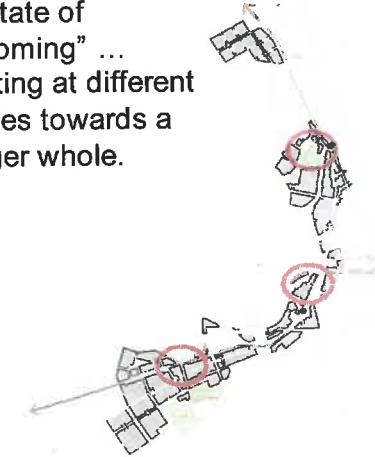
3. "Choose your hood" ... individual, unique and diverse precincts.



4. "Celebrating the context" ... connecting diverse communities, University Avenue, Papegaaiberg.



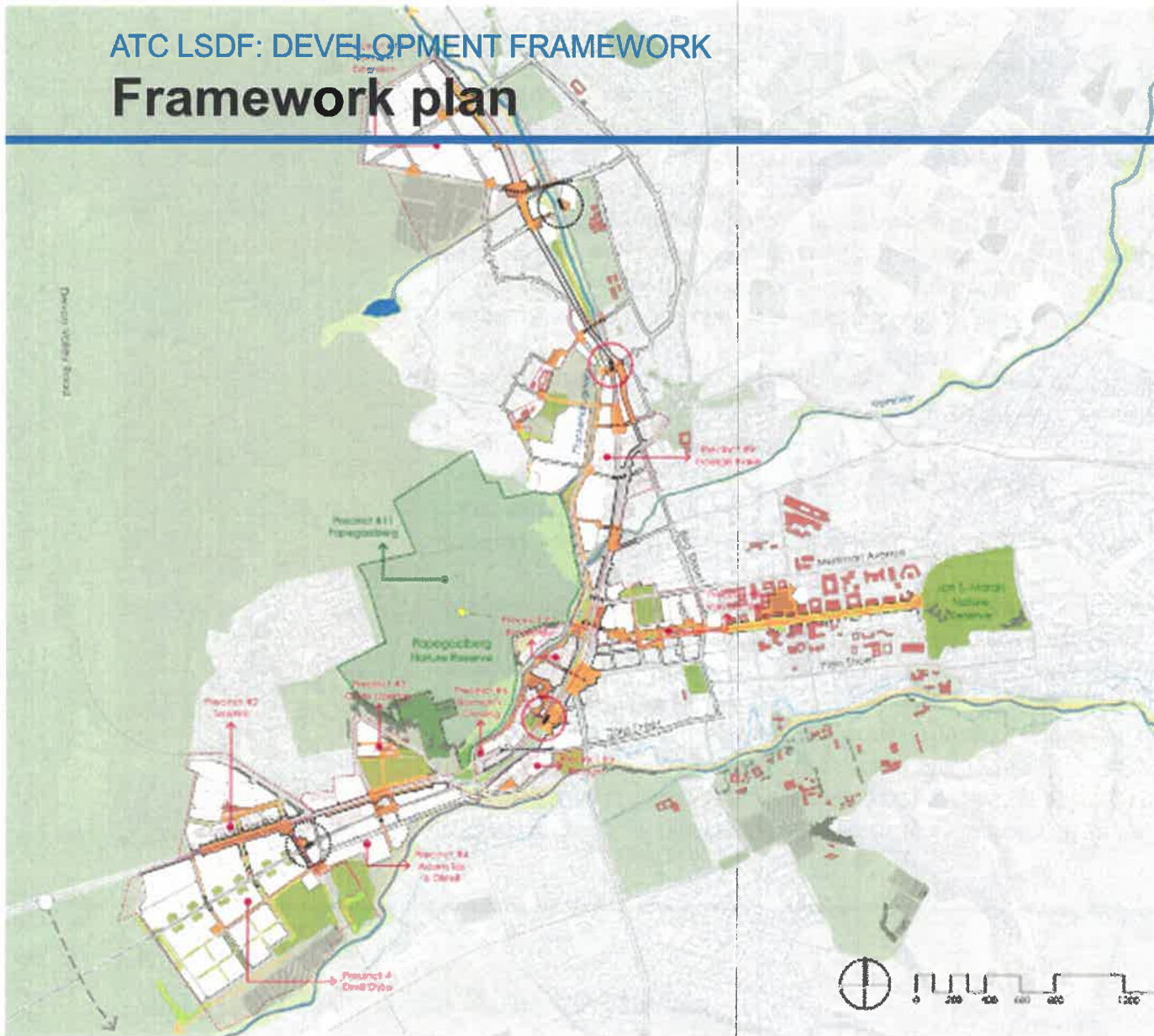
5. "A state of becoming" ... starting at different places towards a bigger whole.





## ATC LSDF: DEVELOPMENT FRAMEWORK

# Framework plan



- Parallel integrated movement systems of different character/function (internal to the ATC and the adjacent Adam Tas).
- Seamless NMT connections between the new and old towns.
- Major “anchoring” of the new and old towns through “University Avenue” (an NMT route linking Papegaaiberg with Jan S. Marais Park).
- Distinct precincts, focus on stations/ minor interchange points.

## ATC LSDF: DEVELOPMENT FRAMEWORK

## Precincts

Precinct 1: <b>DROË DYKE</b>	Gateway precinct at the south-western entrance to Stellenbosch/ ATC. In general, together with the Northern Precinct, to contain a higher proportion of housing than other precincts, as well as mixed use retail and commercial activities. A major focus of formal and informal recreational and sport activities (some of which may serve the ATC and areas beyond) along the river corridor.
Precinct 2: <b>SAWMILL</b>	Mixed use commercial and retail precinct, including housing, light industry, workshops and entrepreneurial spaces. Some adaptive reuse of old industrial structures.
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Precinct 7: <b>BERGKELDER</b>	Mixed use medium to high density precinct including residential and commercial/retail activity with sensitive incorporation and adaptive re-use of historic structures. Envisaged as a centre of the ATC and location for significant bridging between the ATC and the east.
Precinct 8: <b>VAN DER STEL</b>	Mixed use medium to high density precinct including rationalised sports uses and residential/ commercial/ retail activity. Incorporation of a new public transport interchange (possibly along Merriman Road).
Precinct 9: <b>PLANKENBRUG</b>	Mixed use area incorporating new development and adaptive reuse through redevelopment of individual and consolidated properties currently in multiple ownership. Strong presence of small workshops and industrial spaces.
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Precinct 11: <b>PAPEGAAIBERG</b>	Protected nature area sensitively developed as a central recreational park to contain active conservation, walking and cycling routes, linked to surrounding areas and the broader Stellenbosch NMT network.

## ATC LSDF: DEVELOPMENT FRAMEWORK

## Determining bulk/ yields

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The bulk applicable to the ATC as a whole and individual precincts have been determined following several steps:

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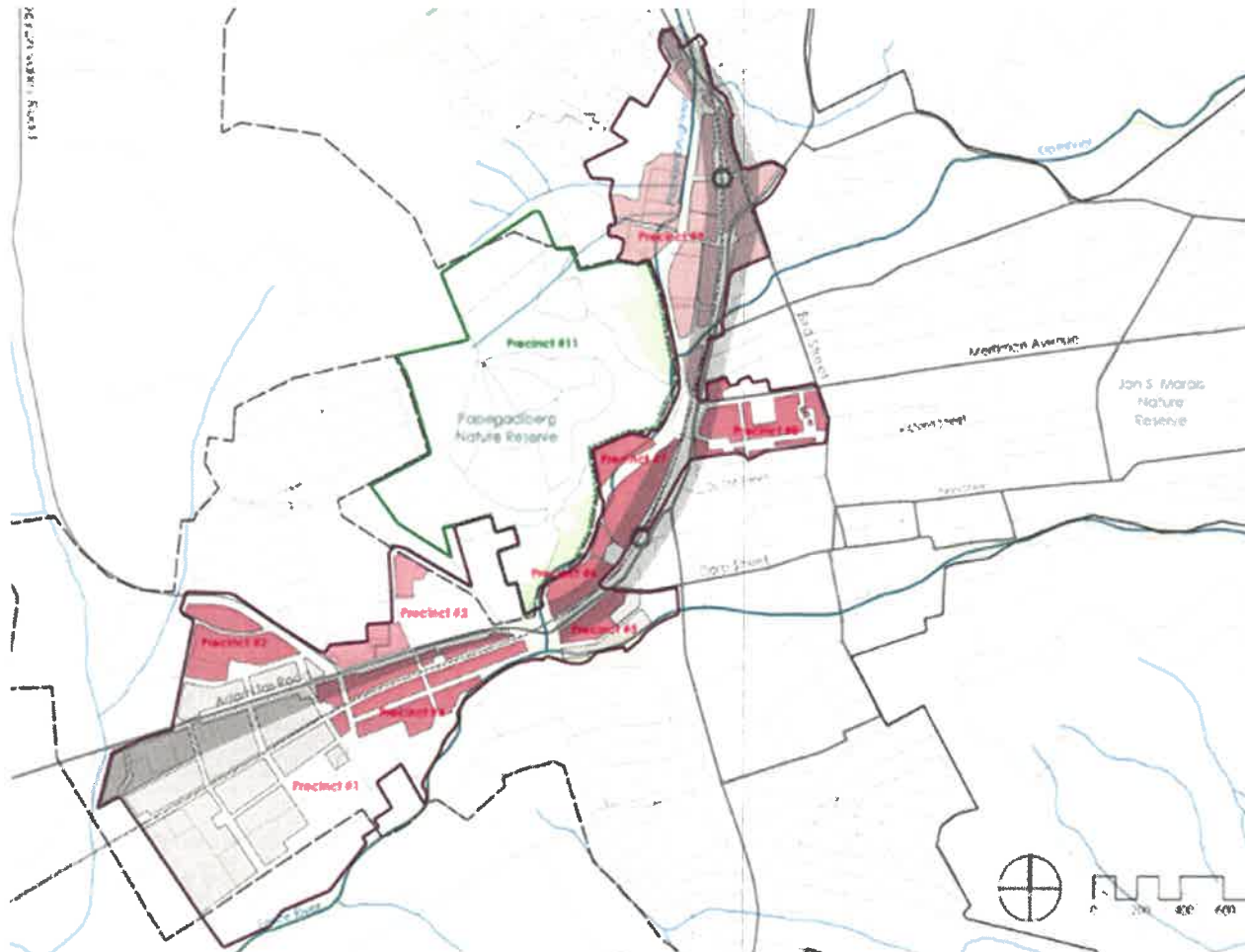
## ATC LSDF: DEVELOPMENT FRAMEWORK

**Land use**

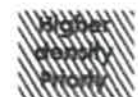
<b>LAND USE GROUPING</b>	<b>EXPLANATION</b>
<b>Residential</b>	Medium density social housing and inclusionary housing comprising 2-4 storey duplexes or walk-ups with shared courtyards/internal green spaces.
<b>Mixed use residential</b>	Medium to high density residential apartments with active ground floor use comprising retail and/or other complimentary activities. <i>Ratio: 80% Residential, 20% Commercial/ retail</i>
<b>Mixed use commercial</b>	Medium to high density commercial activities including retail, hospitality and residential components. <i>Ratio: 20% Residential, 80% Commercial/ retail</i>
<b>Light industry</b>	Workshops, studios, warehouses and other, light industrial activities integrated into surrounding land uses with minimal segregation and blank facades.
<b>Sports</b>	Sport fields, club houses and other sporting related activities.
<b>Public facilities</b>	Public institutions such as schools, libraries, government services, clinics, community centres as well as cultural institutions (e.g., museums or theatres).

# ATC LSDF: DEVELOPMENT FRAMEWORK

## Building heights



Three indicative height ranges applied to developable areas.



Higher density priority areas along portions of Adam Tas Road/ R44

## ATC LSDF: DEVELOPMENT FRAMEWORK

**Developable areas**

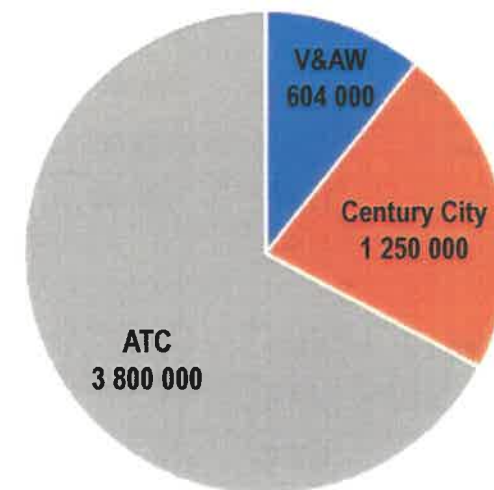
PRECINCT	Developable area (m <sup>2</sup> )	Undevelopable (m <sup>2</sup> )	Remainder (m <sup>2</sup> )
Precinct 1: Droë Dyke	432 812	205 518	227 553
Precinct 2: Sawmill	140 179	-	80 458
Precinct 3: Oude Libertas	59 345	172 900	37 382
Precinct 4: Adam Tas	142 466	-	161 350
Precinct 5: Remgro	61 798	21 210	23 963
Precinct 6: Bosman's Crossing	41 465	-	17 367
Precinct 7: Bergkelder	84 952	-	51 669
Precinct 8: Van der Stel	68 779	-	100 223
Precinct 9: Plankenbrug	281 470	119 491	252 592
Precinct 10: Northern Extension	288 683	164 116	236 775
Precinct 11: Papegaaiberg	-	-	-
<b>TOTAL</b>	<b>1 601 949</b>		

- Developable area (15% internal streets deducted)
- Undevelopable: riverine corridor, flood plain, vineyards, existing sports fields etc.
- Remainder : major streets, open space

## ATC LSDF: DEVELOPMENT FRAMEWORK

## Summary bulk/ yields

LAND USE	% ALLOCATION	MINIMUM BULK (m <sup>2</sup> )	MAXIMUM BULK (m <sup>2</sup> )
Residential Only	12	372 971	528 793
Mixed use Residential	28	884 948	1 250 285
<i>Residential</i>	80	707 959	1 000 228
<i>Commercial/Retail</i>	20	176 990	250 057
Mixed use Commercial	20	908 685	1 227 516
<i>Residential</i>	20	181 737	245 503
<i>Commercial/Retail</i>	80	726 948	982 013
Light Industry	16	500 076	669 315
Sports	3	104 551	143 809
Public facilities	12	375 427	526 881
<b>TOTAL</b>		<b>3 146 659</b>	<b>4 346 599</b>







## ATC LSDF: DEVELOPMENT FRAMEWORK

**Residential units****Density ranges considered**

180 units/ hectare	Very high density
150 units/ hectare	High density
120 units/ hectare	Medium density
100 units/ hectare	Lower density

**Determining a minimum and maximum number of units**

125 units/ hectare	Minimum
145 units/ hectare	Maximum



## ATC LSDF: DEVELOPMENT FRAMEWORK

## Residential units

PRECINCT	Minimum Density (units)	Maximum Density (units)
Precinct 1: Droë Dyke	3 997	5 181
Precinct 2: Sawmill	659	818
Precinct 3: Oude Libertas	233	288
Precinct 4: Adam Tas	1 952	2 329
Precinct 5: Remgro	203	240
Precinct 6: Bosman's Crossing	219	264
Precinct 7: Bergkelder	137	173
Precinct 8: Van der Stel	345	428
Precinct 9: Plankenbrug	267	322
Precinct 10: Northern Extension	2 273	2 744
Precinct 11: Papegaaiberg	-	-
<b>TOTAL</b>	<b>10 282</b>	<b>12 787</b>
<b>POPULATION (3,6 household size)</b>	<b>37 000</b>	<b>46 800</b>



## ATC LSDF: DEVELOPMENT FRAMEWORK

**Public facility implications**

<b>ADDITIONAL PUBLIC FACILITY REQUIREMENTS</b>	<b>Minimum population 37 000</b>	<b>Maximum population 47 000</b>
<b>Secondary School</b>	3	5
<b>Primary school</b>	4	6
<b>Small creche</b>	37	46
<b>ECD Creche</b>	18	23
<b>ECD resource hub and care centre</b>	2	2
<b>Sports Fields / Neighbourhood park</b>	6	7
<b>Local sports facility (complex)</b>	2	2
<b>Local / neighbourhood park (play)</b>	18	23
<b>Post Office</b>	1	2
<b>Religious Centre</b>	6	7
<b>Small Clinic</b>	7	9
<b>Small health centre</b>	1	1
<b>Local Market</b>	2	2
<b>ICT access point</b>	1	2

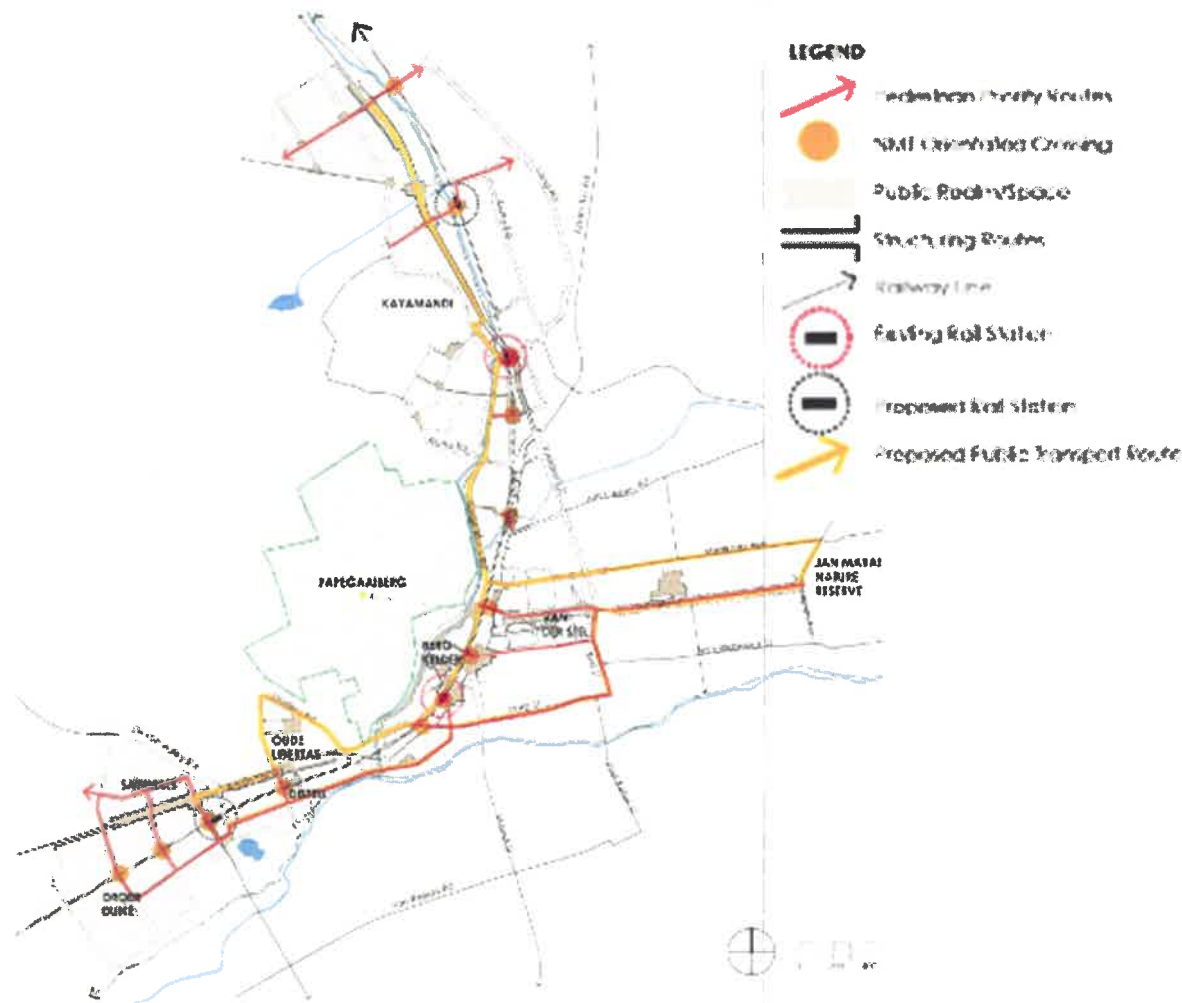
## **Movement network**

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- Key aspects of the movement network have been aligned with the Development Framework, including station locations, the provisional route of an NMT/ public transport network, and points of key intersections and bridging.
- Three workshops with transport stakeholders (including PRASA).
- The high-level capacity, categorization, and phasing of network elements will be finalized as part of the service infrastructure investigations.

## ATC LSDF: DEVELOPMENT FRAMEWORK

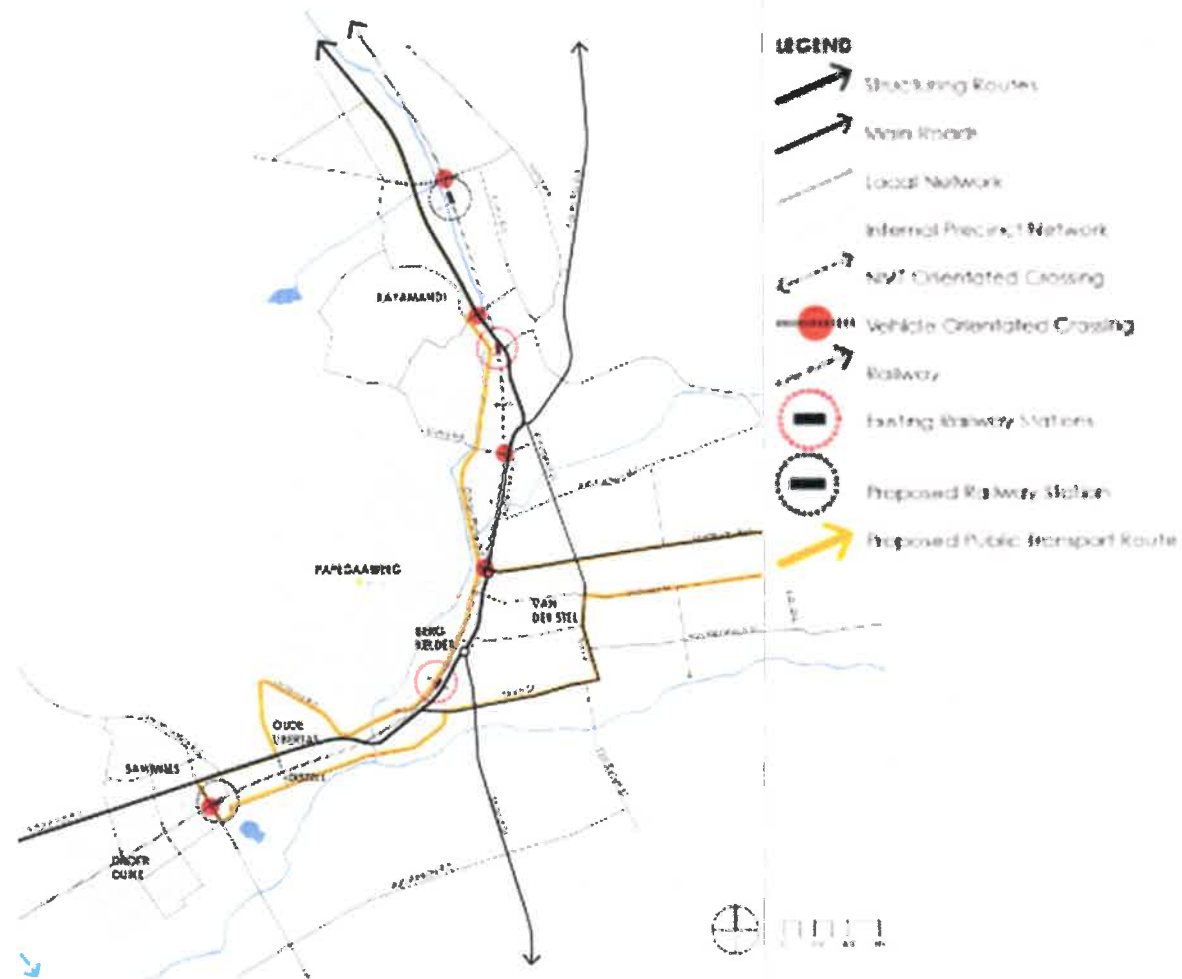
# Movement network: Public transport/ NMT



- New stations/ upgraded existing stations.
- NMT crossings.
- Incremental development of a subsidised public transport service linking precincts/ rail stations with the university and CBD ... in time incorporated into the Municipal IPTN (including the university system).
- Connectivity to other communities remains the responsibility of the Municipality (IPTN)
- Transformation of the minibus taxi industry (Association Based Companies/ Vehicle Operating Companies) – Contracted services (?)

## ATC LSDF: DEVELOPMENT FRAMEWORK

# Movement network: Vehicular movement



- Distinction between role/ hierarchy of internal and external routes.
- Grade separated intersections at specific points.

## ATC LSDF: DEVELOPMENT FRAMEWORK

**Movement network: Trip generation**

Minimum Bulk – High Level Trip Generation (COTO)					
AM			PM		
IN	OUT	TOTAL	IN	OUT	TOTAL
36 237	17 166	53 402	44 963	44 968	89 931
Reduction for intrazonal trips (20%)		42 722	Reduction for intrazonal trips (20%)		71 945

Maximum Bulk – High Level Trip Generation (COTO)					
AM			PM		
IN	OUT	TOTAL	IN	OUT	TOTAL
49 129	22 332	71 460	61 182	61 243	122 425
Reduction for intrazonal trips (20%)		57 168	Reduction for intrazonal trips (20%)		97 940

ATC LSDF: DEVELOPMENT FRAMEWORK

## **Service infrastructure**

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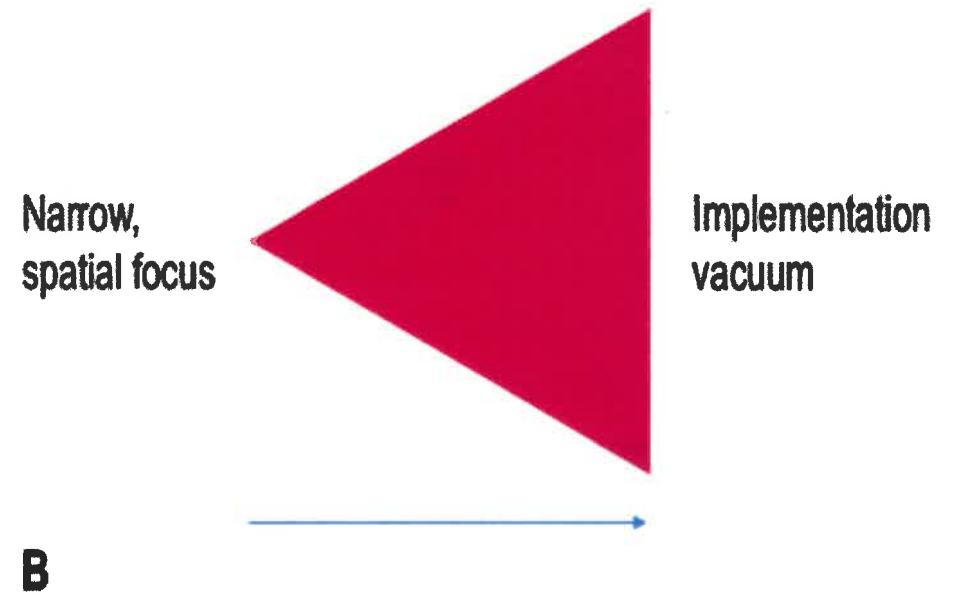
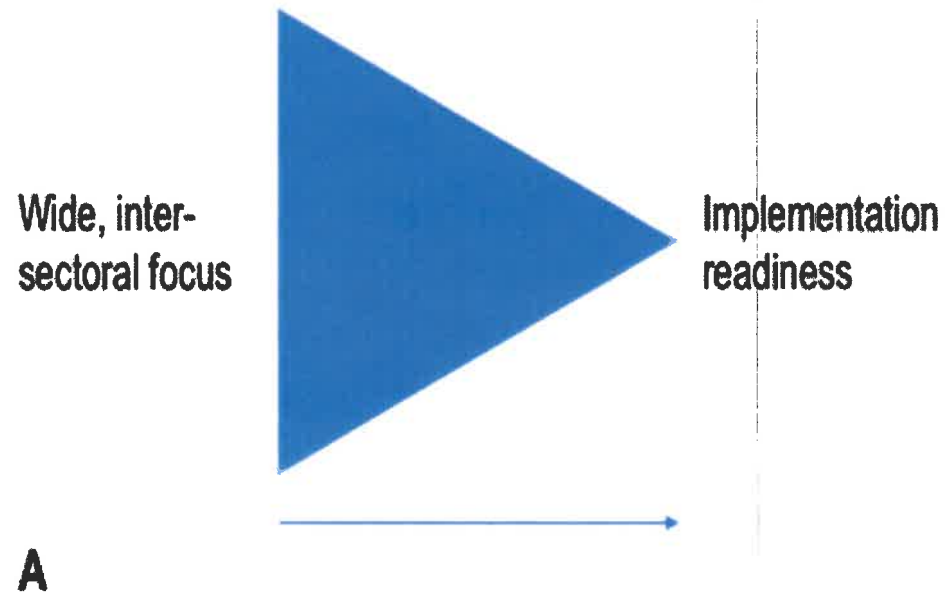
Following finalization of provisional development yields, investigations to test impact on bulk sewer reticulation and treatment, water reticulation and treatment, and electricity services have commenced.



ATC LSDF: IMPLEMENTATION FRAMEWORK

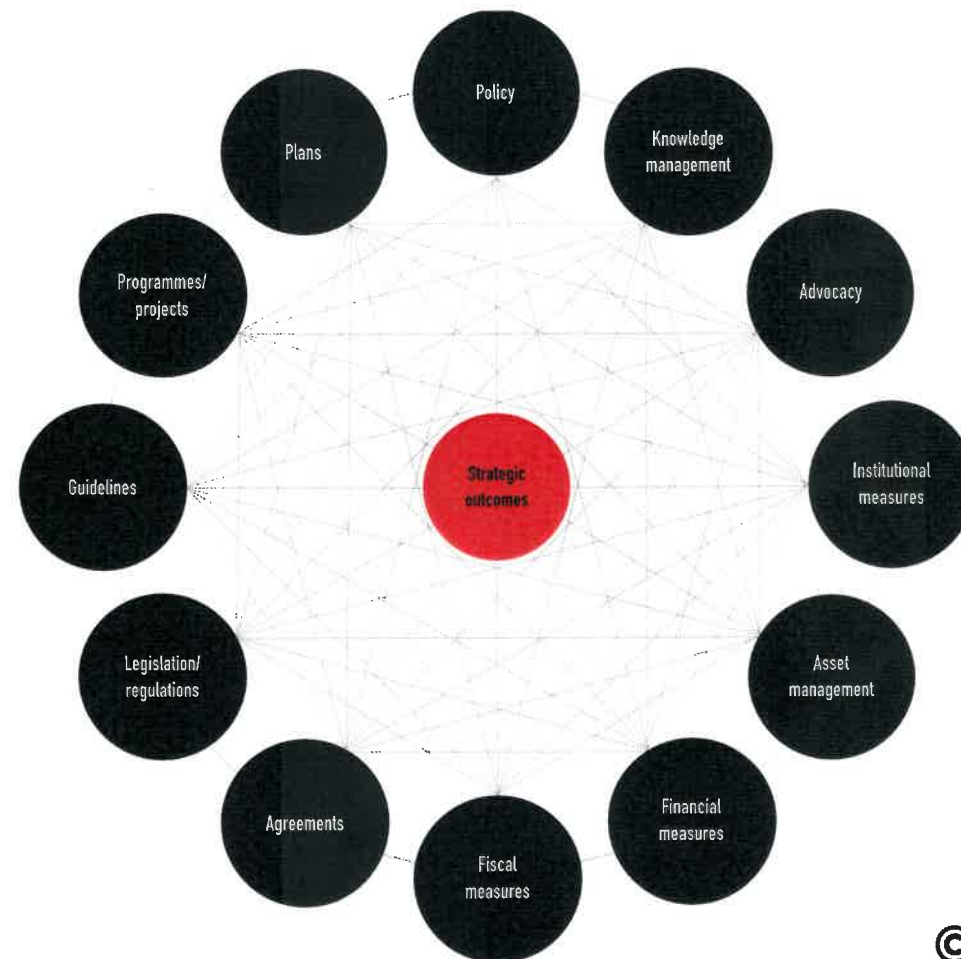
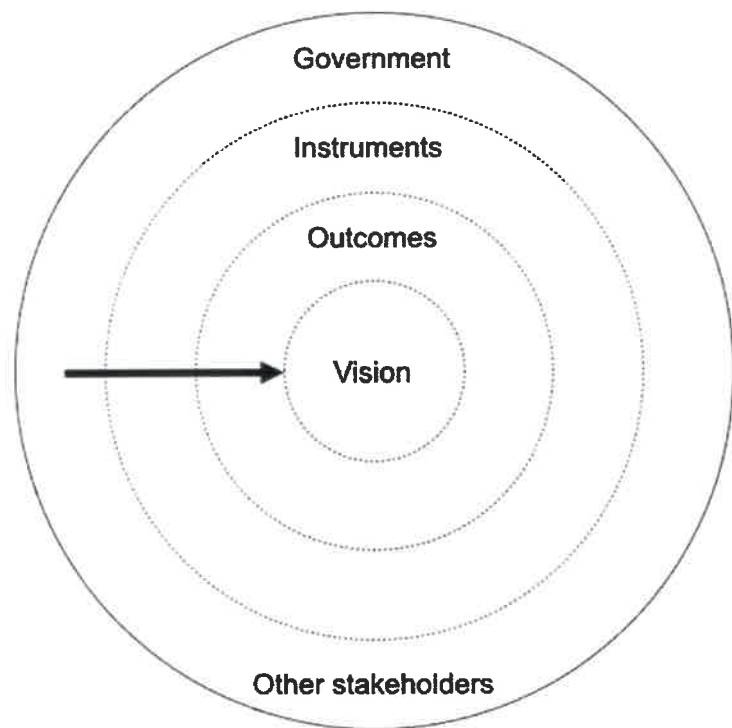
# Approach

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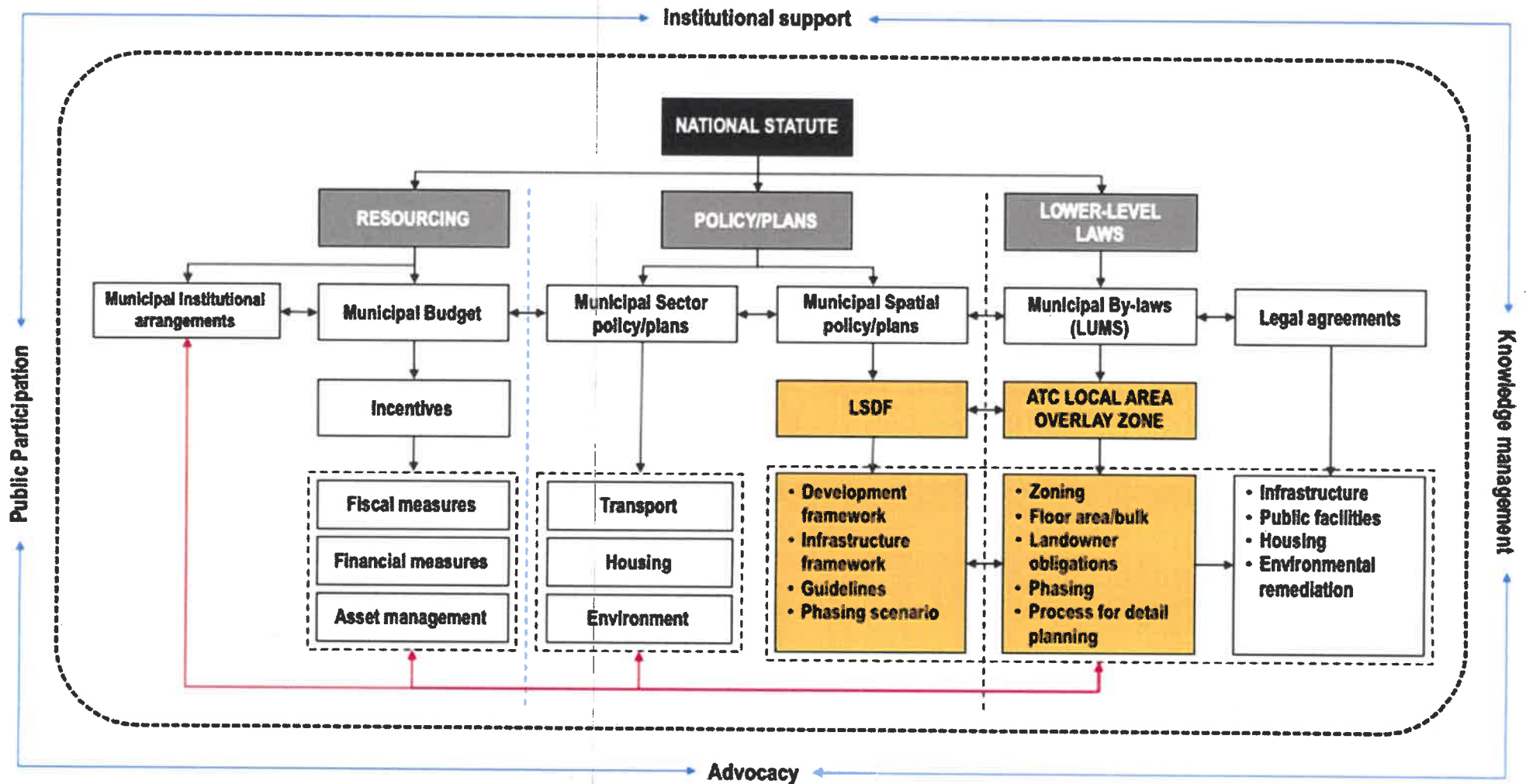
ATC LSDF: IMPLEMENTATION FRAMEWORK

# Approach and instruments of governance



ATC LSDF: IMPLEMENTATION FRAMEWORK

# Instruments at work



## ATC LSDF: IMPLEMENTATION FRAMEWORK

**Key instruments: LUMS**

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- Establishing an ATC Local Area Overlay zone as provided for in Section 17 of the SM Land Use Planning By-law.
- The Overlay Zone to specify development rights – for the whole area and individual precincts – associated obligations and processes to utilize rights.
- Individual landowners to follow a prescribed “package of plans” process to utilize rights.
- Provisionally, EIAs/ HIAs to occur during Precinct/ Site Development Plan stages.

## ATC LSDF: IMPLEMENTATION FRAMEWORK

**Key instruments: Development agreements**

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- Not all that is required to meet the strategic outcomes of the project could be met through zoning and establishing an Overlay Zone.
- Development agreements adds to the overlay zone provision through:
  - Allowing greater latitude to advance local LSDF policies in sometimes new and creative ways.
  - Allowing public agencies greater flexibility in imposing conditions and requirements on proposed project.
  - Affording landowners greater assurance that once approved, their projects can be built.

## Key instruments: Development agreements (2)

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In support of ATC implementation, agreements are envisaged dealing with *inter alia*:

- Shared responsibility related to the **provision/ phasing of infrastructure services**, including the extent and use of development contributions.
- **Incentives** offered to landowners (including the cost of public land to be made available for development and conditions associated with its development).
- Shared responsibility related to the **formation and operation of institutional arrangements** established in support of the ATC Overlay Area.
- Landowner and shared responsibility related to the **provision of inclusionary housing**.
- Shared responsibility related to undertaking **environmental remediation** work.
- Shared responsibility related to the **provision and operation of public facilities**.

ATC LSDF: IMPLEMENTATION FRAMEWORK

# Key instruments: Development contributions

- Development contributions are significant.
- We need to determine to what extent existing rights impact on contributions.

DC SUMMARY	PRECINCT 1		PRECINCT 2		PRECINCT 3		PRECINCT 4		PRECINCT 5		PRECINCT 6		PRECINCT 7		PRECINCT 8		PRECINCT 9		PRECINCT 10		TOTAL DC'S PAYABLE	
	MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX
	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )	x (10 <sup>6</sup> )
DC Amount new land use	R 331	R 423	R 209	R 315	R 76	R 102	R 316	R 396	R 94	R 123	R 72	R 90	R 185	R 253	R 119	R 162	R 484	R 624	R 258	R 332	R 2 145	R 2 821
Existing rights offset	R -	R -	R 169	R 169	R 134	R 134	R 226	R 226	R 94	R 94	R 51	R 51	R 81	R 81	R 138	R 138	R 276	R 276	R -	R -	R 1 169	R 1 169
DC's Payable to SM	R 331	R 423	R 41	R 146	R -	R -	R 90	R 170	R -	R 29	R 21	R 39	R 104	R 172	R -	R 24	R 208	R 348	R 258	R 332	R 1 053	R 1 684

Existing rights values are more than proposed new landuse DC's

## ATC LSDF: IMPLEMENTATION FRAMEWORK

**Key instruments: Institutional arrangements**

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- The project will require dedicated institutional arrangements and processes.
- A “start-up” entity is possible ... enabling others to join over time.
- The entity must support – rather than replace – Municipal decision-making structures.
- The entity will not necessarily control or own land, but coordinate the application of “new” development rights and obligations.
- The entity will work in terms of a “heads of agreement”.
- In time, provision need to be made for land owners, financial investors, community beneficiation and “other” development partners/ interests to join institutional arrangements.



## ATC LSDF: IMPLEMENTATION FRAMEWORK

**Key instruments: Lead projects and interim use**

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- Lead projects/ interim use are important to build confidence, address needs, learn, and extract value from the site.
- Lead projects should address a range of “types” – reflecting the character of the overall development – and address the needs of different stakeholder communities.
- A key question is the extent to which lead projects/ interim use can be accommodated in the absence of overarching agreements on the transfer of development rights and associated obligations.

## **Key instruments: Development guidelines**

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Guidelines to address:

- Urban form and landscape (including standards).
- Engineering services.
- Environment and resource management.
- Heritage.

## ATC LSDF: IMPLEMENTATION FRAMEWORK

**Key instruments: Fiscal and financial measures**

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- The UDZ tax incentive – administered by SARS – which aims to encourage private sector-led residential and commercial development in inner-city areas with developed public transport facilities (Has Treasury extended these measures beyond March 2021?).
- A reduction in municipal rates subject to meeting development objectives or standards (In the case of Jo'burg's "Corridors of Freedom" project, a rates rebate of 75% in the first two years is applicable).
- A reduction in service connection or plan scrutiny fees.
- A specific relationship between ATC landowners/ developers and financial institutions to ensure favourable lending rates for meeting specific objectives.
- Some proactive Government planning/ budgeting for supportive infrastructure, public facilities, and environmental remediation/management (within an understanding that the project should largely "fund itself").
- Cost of public land.

## **Key instruments: Advocacy and knowledge management**

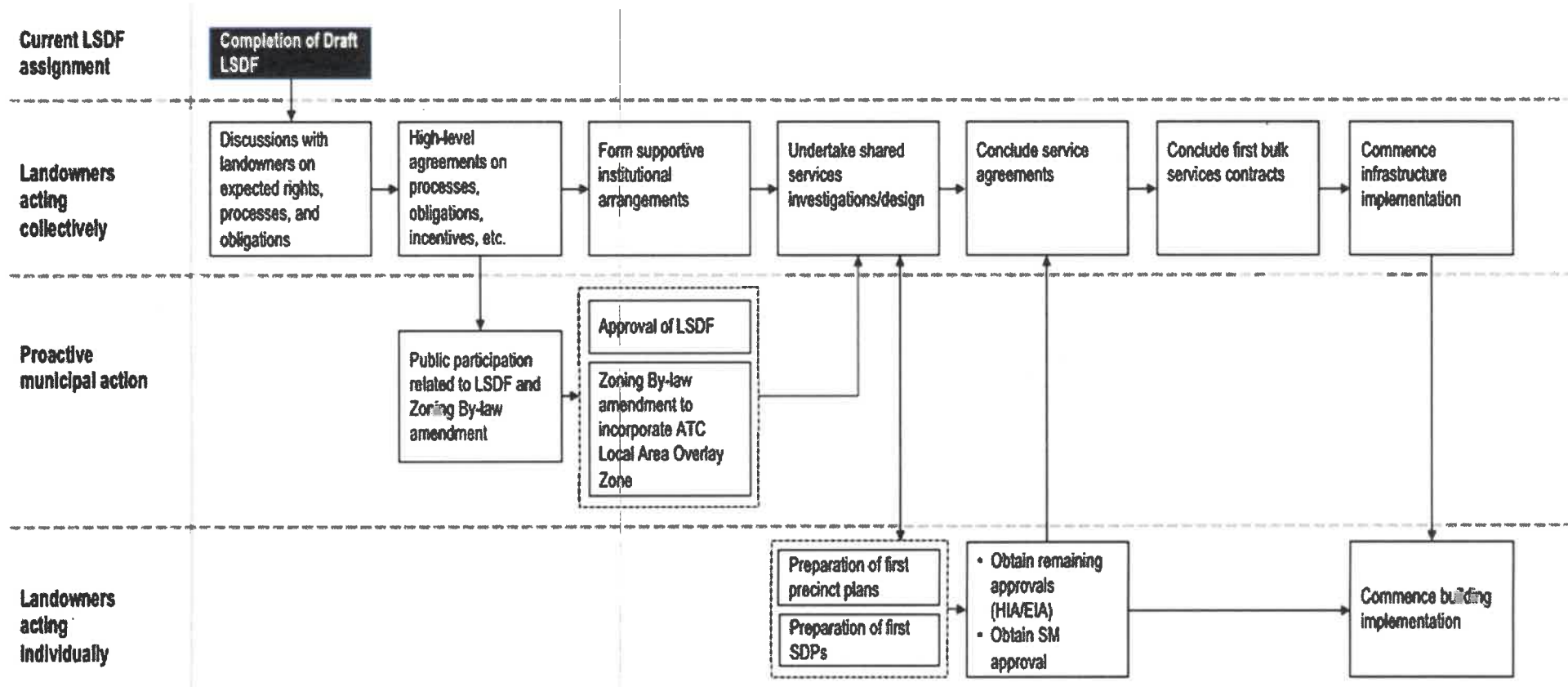
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Successful large transformative urban projects indicate that:

- The vision and plan is a key reference for all coalition partners; their leadership will refer to it in all they do (externally and in relation to staff), and actively align individual organisational plans and resources.
- Dedicated communication competency and resources are secured to “package” vivid messages (also speaking to the “hearts” of stakeholders), undertake continuous and repeat communication through several media, arrange face-to-face events, and so on.

ATC LSDF: IMPLEMENTATION FRAMEWORK

# A possible roll-out plan



ATC LSDF: CONCLUSION

## **Current work focus**

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- Completion of the 1<sup>st</sup> Draft LSDF document.
- Testing the infrastructure implications of the Development Framework.
- Testing economic impact.

## ATC LSDF: CONCLUSION

## Project risks and matters requiring focused attention

These risks do not relate solely to LSDF completion, but rather to a “seamless” transition between the LSDF and actions towards implementation.

Risk	Possible consequences	Required action
Indecision on nature of ATC LUMS regime.	<ul style="list-style-type: none"> <li>• Long delay between LSDF approval and accommodation in Zoning By-law (2 prolonged decision-making “points”).</li> <li>• Uncertainty related to interim use and lead projects.</li> </ul>	Municipal decision.
Decision related to advertising of LSDF.	Long delay between LSDF approval and accommodation in Zoning By-law.	Municipal decision.
Lack of collective discussion between landowners/ project partners.	<ul style="list-style-type: none"> <li>• Lack of agreement on individual/ collective obligations.</li> <li>• Pressure to proceed individually and a “competition” to use existing bulk capacity.</li> <li>• Inadequate institutional capacity to support project roll-out.</li> </ul>	Structured, collective engagement between landowners/ project partners with a view to finalise a MOU/ agreement on approach/ implications.
Financial modelling of LSDF “land value add”.	Uncertainty related to collective obligations (including inclusionary housing).	Finalise service provider appointment.
Project leadership.	As no individual is responsible for <i>full-time project leadership/ coordination</i> , considerable delays can be expected.	Agreement/ commitment between landowners/ project partners.

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

7.9	YOUTH, SPORT AND CULTURE: (PC: CLLR J FASSER)
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NONE

7.10	MUNICIPAL MANAGER
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NONE

8.	REPORTS SUBMITTED BY THE EXECUTIVE MAYOR
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NONE

9.	URGENT MATTERS
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10.	MATTERS TO BE CONSIDERED IN-COMMITTEE
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SEE IN-COMMITTEE DOCUMENTATION