



**DRAKENSTEIN**

MUNISIPALITEIT • MUNICIPALITY • UMASIPALA

Paarl | Wellington | Gouda | Saron | Simondium

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# Draft Five-Year Integrated Development Plan (IDP)

## 2026/27 Review

**31 March 2026**

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**Table 1: List of Abbreviations and Acronyms**

| <b>Abbreviation /Acronym</b> | <b>Description</b>                             | <b>Abbreviation /Acronym</b> | <b>Description</b>                             |
|------------------------------|--|------------------------------|--|
| <b>AC</b>                    | Audit Committee                                | <b>ICT</b>                   | Information and Communication Technology       |
| <b>ACDP</b>                  | African Christian Democratic Party             | <b>IDP</b>                   | Integrated Development Plan                    |
| <b>AFS</b>                   | Annual Financial Statements                    | <b>ICOSA</b>                 | Independent Civic Organisation of South Africa |
| <b>AG</b>                    | Auditor-General                                | <b>IEGS</b>                  | Integrated Economic Growth Strategy            |
| <b>AIDS</b>                  | Acquired Immune Deficiency                     | <b>IGR</b>                   | Intergovernmental Relations                    |
| <b>ANC</b>                   | African National Congress                      | <b>IHSP</b>                  | Integrated Human Settlements Plan              |
| <b>ALJAMA-AH</b>             | Political Party                                | <b>IRDP</b>                  | Integrated Residential Development Projects    |
| <b>ART</b>                   | Anti-Retroviral Treatment                      | <b>IT</b>                    | Information Technology                         |
| <b>CA</b>                    | Combined Assurance                             | <b>IWMP</b>                  | Integrated Waste Management Plan               |
| <b>CAE</b>                   | Chief Audit Executive                          | <b>JPI</b>                   | Joint Planning Initiative                      |
| <b>CAPEX</b>                 | Capital Expenditure                            | <b>KPA</b>                   | Key Performance Area                           |
| <b>CBD</b>                   | Central Business District                      | <b>KPI</b>                   | Key Performance Indicator                      |
| <b>CBP</b>                   | Community-Based Planning                       | <b>LED</b>                   | Local Economic Development                     |
| <b>CDR</b>                   | Concerned Drakenstein Residents                | <b>LUMS</b>                  | Land Use Management System                     |
| <b>CEF</b>                   | Capital Expenditure Framework                  | <b>MAYCO</b>                 | Mayoral Committee                              |
| <b>CFO</b>                   | Chief Financial Officer                        | <b>M&amp;E</b>               | Monitoring and Evaluation                      |
| <b>CJC</b>                   | Criminal Justice System                        | <b>mSCOA</b>                 | Municipal Standard Chart of Accounts           |
| <b>CM</b>                    | City Manager                                   | <b>MERO</b>                  | Municipal Economic Review and Outlook          |
| <b>CRO</b>                   | Chief Risk Officer                             | <b>MPAC</b>                  | Municipal Public Accounts Committee            |
| <b>CRP</b>                   | Current Replacement Cost                       | <b>MFMA</b>                  | Municipal Finance Management Act               |
| <b>CRR</b>                   | Capital Replacement Reserves                   | <b>MSA</b>                   | Municipal Systems Act                          |
| <b>COGTA</b>                 | Cooperative Governance and Traditional Affairs | <b>MTSF</b>                  | Medium-Term Strategic Framework                |
| <b>COPE</b>                  | Congress of the People                         | <b>MTREF</b>                 | Medium-Term Revenue and Expenditure Framework  |
| <b>CWDM</b>                  | Cape Winelands District Municipality           | <b>NDP</b>                   | National Development Plan                      |
| <b>DA</b>                    | Democratic Alliance                            | <b>NKPA</b>                  | National Key Performance Area                  |
| <b>DCF</b>                   | District Coordinating Forum                    | <b>NO</b>                    | National Outcomes                              |
| <b>DIF</b>                   | Development and Investment Forum               | <b>NPA</b>                   | National Prosecuting Authority                 |
| <b>DM</b>                    | Drakenstein Municipality                       | <b>NPP</b>                   | National People's Party                        |
| <b>DCSF</b>                  | Drakenstein Community Safety Forum             | <b>NSDF</b>                  | National Spatial Development Framework         |
| <b>ECD</b>                   | Early Childhood Development                    | <b>OPEX</b>                  | Operational Expenditure                        |
| <b>EFF</b>                   | Economic Freedom Fighters                      | <b>PA</b>                    | Patriotic Alliance                             |
| <b>EMS</b>                   | Emergency Medical Services                     | <b>PDO</b>                   | Predetermined Objectives                       |
| <b>EPWP</b>                  | Expanded Public Works Programme                | <b>PDM</b>                   | People's Democratic Movement                   |
| <b>FARMCO</b>                | Fraud and Risk Management                      | <b>PERO</b>                  | Provincial Economic Review and Outlook         |

| Abbreviation /Acronym | Description                                     | Abbreviation /Acronym | Description  |
|-----------------------|---|-----------------------|--|
| FET                   | Further Education and Training                  | PGWC                  | Provincial Government of the Western Cape                |
| GOOD                  | Political Party                                 | PHC                   | Primary Health Care                                      |
| GPRS                  | General Packet Radio Service                    | PHSHDA                | Priority Human Settlements and Housing Development Areas |
| HDI                   | Historically Disadvantaged Individuals          | PM                    | Performance Management                                   |
| HIV                   | Human Immunodeficiency Virus                    | PMS                   | Performance Management System                            |
| PMDS                  | Performance Management and Development System   | SMME                  | Small, Medium and Micro Enterprise                       |
| PR                    | Proportional Representative                     | SO                    | Strategic Objectives                                     |
| PSO                   | Provincial Strategic Objective                  | STATSSA               | Statistics South Africa                                  |
| SANS                  | South African National Standards                | TB                    | Tuberculosis   |
| SAPS                  | South African Police Service                    | VF                    | Freedom Front Plus                                       |
| SCM                   | Supply Chain Management                         | VIP                   | Vision Inspired Priorities                               |
| SDBIP                 | Service Delivery and Budget Implementation Plan | WC                    | Ward Committee   |
| SDF                   | Spatial Development Framework                   | WC-PGDS               | WC Provincial Growth and Development Strategy            |
| SDG                   | Sustainable Development Goals                   | WDP                   | Ward Development Plan                                    |
| SIHSP                 | Sustainable Integrated Human Settlement Plan    | WSDP                  | Water Services Development Plan                          |
| SIME                  | Strategic Integrated Municipal Engagement       | WWTW                  | Wastewater Treatment Works                               |

Table 2: Table of Definitions

| Description                           | Definition  |
|---------------------------------------|---|
| <b>Key Performance Areas (KPA's)</b>  | KPA's refer to the areas within the business unit for which an individual or group is logically responsible.  |
| <b>Predetermined Objectives (POs)</b> | POs are the areas identified as important or crucial, where a result will assist in the achievement of the set objectives or goal.  |
| <b>Big Moves</b>                      | In the Drakenstein Municipality context, Big Moves are defined as a cluster of highly interconnected actions that will produce a desired end result with significant impact and benefits. Big Moves are purposefully driven by the Administration through the implementation of carefully selected key initiatives, programmes, and projects, and form the foundation of the Integrated Development Plan as well as the Budget and Performance Management System, which are both reviewed annually. |
| <b>Key Initiatives</b>                | Key initiatives may include the development of policies, bylaws, strategies, and plans that will act as strategic enablers for the attainment of Big Moves.   |

|                   |   |
|-------------------|---|
| <b>Programmes</b> | Programmes are structured and regulated activities that will provide the environment for meeting key objectives in support of Big Moves – and may include campaigns, maintenance, and upgrade programmes, and/or improvements in the Communications, Information and Communication Technology, and other networks.  |
| <b>Projects</b>   | A project is an individual or collaborative enterprise – possibly involving research or design – that is carefully planned, usually by the project’s assigned team, to achieve a particular aim. A project can also be defined as a set of interrelated tasks to be executed over a fixed period and within certain cost and other constraints.<br><i>(Wikipedia)</i> |

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## FOREWORD BY THE EXECUTIVE MAYOR



This reviewed Five Year (5) Integrated Development Plan (IDP) for the period 2025–2030, continues to build on the Drakenstein Municipality’s plans for the current term. The past five years have seen the Municipality achieve and in many instances exceed its goals and targets, overcoming many challenges in the process. It is with pride that I can say that the Municipality was rated the best Secondary City in the country by the Good Governance Africa (GGA), which is an independent organisation that through empirical research and evidence, rates all 257 municipalities. In addition, the municipality furthermore has been awarded best Secondary City by the Western Cape Government and best municipality in the Western Cape. During September 2025, the Municipality launched an official “Anthem” for the municipality, a song that strives to include and solidify unity amongst all the people of Drakenstein through music.

With the Municipality’s past successes having formed the foundation for the current five-year term, our manifesto is simply to have solution-driven innovations, to focus on essential economic and social development, and to continue excellent service delivery while maintaining steadfast good governance and financial management. We are furthermore committed to implementing integrated communication that not only informs and empowers our community, but also promotes Drakenstein as a business, investment, tourism and sport destination.

The Municipality’s focus will remain on maintaining good governance and compliance while practicing strict fiscal discipline. There will be a continued focus on both improving efficiencies (doing more with less) and enhancing ease of doing business in Drakenstein. Local contractor development will be given priority, and internal and external communication will be conducted proactively. The Municipality is also focused on completing key projects.

In conclusion, I want to thank the Deputy Mayor, Alderman Gert Combrink; the members of the Mayoral Committee; all our Councillors; and the City Manager who, in collaboration with his Administration, have drafted this updated roadmap for the future. We are fully committed to undertaking the route – as described in this IDP – to be a city of excellence.

**Councillor S Korabie**  
**EXECUTIVE MAYOR**

## OVERVIEW BY THE CITY MANAGER



At Drakenstein Municipality, we continue to uphold our vision as a City of Excellence, while embracing our status as a secondary city.

While it is our primary mandate to deliver potable water, sanitation, electricity and waste removal services, the Municipality has exceeded expectations by constantly focusing on improving the quality of life for our residents. Some of our remarkable service delivery achievements include consistently low levels of water and electricity distribution losses (below the national norm); the beautification of our rental stock; and aggressive waste management initiatives.

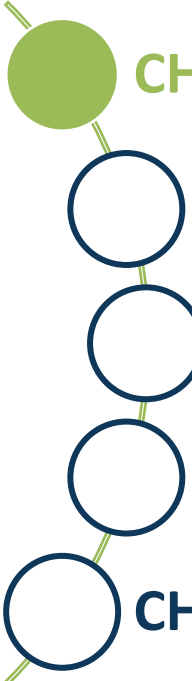
The safety of our communities remains a top priority. In this regard, we are fostering partnerships with the South African Police Service (SAPS), community police forums (CPFs), law enforcement agencies, farm and neighbourhood watches, and registered security companies, to create a safer Drakenstein.

Drakenstein Municipality achieved its eleventh clean audit (and 17<sup>th</sup> unqualified audit opinion) from the Auditor-General of South Africa for 2024/25. As a municipality, we also continue to address various external challenges, which in recent years included adverse weather events. As such, the Municipality embarked on a Flood Alleviation Study in order to plan ahead in terms of ever-changing weather patterns due to Climate Change. In addition, the historical sportsfield of De Kraal, is being upgraded through a phased approach, to remember the legends who ran on those fields, but also provide a place for future generations to come.

We furthermore introduced targeted revenue management, expenditure management, and cost containment programmes to identify, raise, and collect all revenue due to the Municipality. Included in this programme is a focus on expenditure management and cost containment to ensure that available resources are optimised for quality service delivery. Other measures include the preparation of a zero-based budget; the prioritisation of infrastructure repairs and maintenance; the funding of budgeting expenditure by realistically anticipated, cash-backed revenues; and instituting a broad range of operational efficiencies to result in operating surpluses that will be used to finance capital.

Building upon the foundation established over the previous five years, the 2025–2030 IDP aims to continue addressing our community's needs in the same innovative manner as before, by providing high-quality services and utilities. The projects, programmes, and initiatives detailed in this document will be implemented through rigorous performance management and dedicated leadership.

**Dr JH Leibbrandt**  
**CITY MANAGER**

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- CHAPTER 1: Introduction and Context** (pages 13 - 40)
  - CHAPTER 2: Situational Analysis** (pages 41 - 112)
  - CHAPTER 3: Development Plan** (pages 113 - 173)
  - CHAPTER 4: Long-Term Financial Plan** (pages 174 - 226)
  - CHAPTER 5: Implementation Plan** (pages 227 - 266)
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## **1. CHAPTER 1: INTRODUCTION AND CONTEXT**

### **1.1 INTRODUCTION**

The Municipal Systems Act, No. 32 of 2000, referred to in this document as the 'Systems Act' or 'MSA', mandates that all South African municipalities formulate successive five-year Integrated Development Plans (IDPs). An IDP is instrumental in facilitating and managing development within all spheres of the applicable area of jurisdiction. To ensure full adherence to Municipal Systems Act, the Drakenstein Council has delegated the responsibility of preparing the Drakenstein Municipality IDP to the City Manager.

The Municipality's commitment to being a City of Excellence is the focal point of the 2026–2027 IDP, with emphasis on turning the Municipality's strategy into tangible action. With institutional excellence in mind, it is important to link, integrate, and coordinate all the Municipality's strategic and operational plans. Moreover, these plans should align with national, provincial, district, and neighbouring municipal development plans and planning requirements. Focused and robust interaction with other spheres of government enhances developmental local government.

Stakeholder and community engagement – imperative for determining and undertaking development priorities – form the cornerstone of Drakenstein Municipality's IDP. Recognising that community needs are dynamic and ever-changing; these needs must be reviewed frequently. Furthermore, regular stakeholder and community engagement assists the Municipality in achieving improved service delivery targets, outputs, and outcomes, which are administered and evaluated via the Municipality's performance management system. In view of Drakenstein Municipality's mandate to deliver services to communities and businesses across various sectors, ongoing public engagement is also vital to ensure that the Municipality remains accountable to its stakeholders.

The Drakenstein Municipal Council ensures that its oversight role is effectively informed by the collective voice of its local communities by fully embracing the principles of participatory democracy. This is achieved through a well-functioning ward committee system; robust public participation in various development planning processes; and regular communication with the community – using platforms such as public meetings, community newsletters, open day stakeholder participation engagements, radio broadcasts, and various other print and digital media instruments (such as the municipal website and official Facebook page).

Drakenstein Municipality takes pride in its actions to ensure that community members participate in the planning and development of both their specific wards and the broader environment surrounding their areas of residence. This approach fosters a culture of partnership in development and enables the Municipality to deliver on the priorities as identified in its IDP.

## **1.2 STRUCTURE OF THE IDP 2026/2027**

This 2026/2027 IDP consists of five chapters, including the foreword by the Mayor and overview by the City Manager. The chapters focus on the following areas:

### **Chapter 1: Introduction and Context of the IDP 2026/2027**

Providing an introductory overview, chapter 1 outlines the legislative foundation of the 2026/2027 IDP, referring specifically to the South African Constitution; the Sustainable Development Goals (SDG); the Integrated Urban Development Framework (IUDF); the National Development Plan (NDP); the Provincial Strategic Plan; and the Cape Winelands District Municipal Plan. The chapter further elaborates on the IDP's planning and implementation process, as well as the strategic alignment between local, provincial, and national planning objectives. Socio-economic demographic trends in the Drakenstein Municipal area are also presented.

### **Chapter 2: Situation Analysis**

Chapter 2 expands on the status quo of Drakenstein Municipality, evaluated against its six Key Performance Areas (KPA) and 39 Predetermined Objectives (PDOs).

### **Chapter 3: Development Plan**

Chapter 3 outlines a tailored action plan that addresses issues and challenges identified in the situation analysis, continuously guided by the Municipality's vision. Consequently, the chapter focuses on the Municipality's strategic framework, placing emphasis on the City's Catalytic Zones and Big Moves.

### **Chapter 4: Financial Plan**

Chapter 4 details Drakenstein Municipality's medium and long-term financial strategy, elaborating on financial planning, funding, expenditure, budget projections, and sustainability. The chapter also clarifies how the Municipality's strategic plans will be funded.

### **Chapter 5: Implementation Plan**

Chapter 5 translates the strategic framework and financial plans into actionable steps, detailing roles, and responsibilities of municipal stakeholders, and ensuring accountable and improved service delivery. This chapter also outlines the Municipality's performance management process, which includes a comprehensive implementation plan with measurable performance objectives.

### 1.3 BACKGROUND

Drakenstein Municipality is in South Africa’s Cape Winelands District, alongside the Category B municipalities of Stellenbosch, Breede Valley, Witzenberg and Langeberg. The Municipality spans an area of approximately 1 538 km<sup>2</sup> from Simondium south of the N1 freeway to Saron in the north. Bordered by the Klein Drakenstein, Limiet and Saron Mountain ranges in the east and the agricultural zone to the west of the R45 road, the urban conurbation comprises Paarl, Mbekweni and Wellington, with their respective central business districts in Paarl and Wellington. The outlying hinterland includes smaller rural communities such as Saron and Gouda in the north and Hermon in the mid-west, as well as the adjacent agricultural lands. See the following table for a visual representation of the towns within Drakenstein and its geographic location in the Western Cape Province, South Africa.

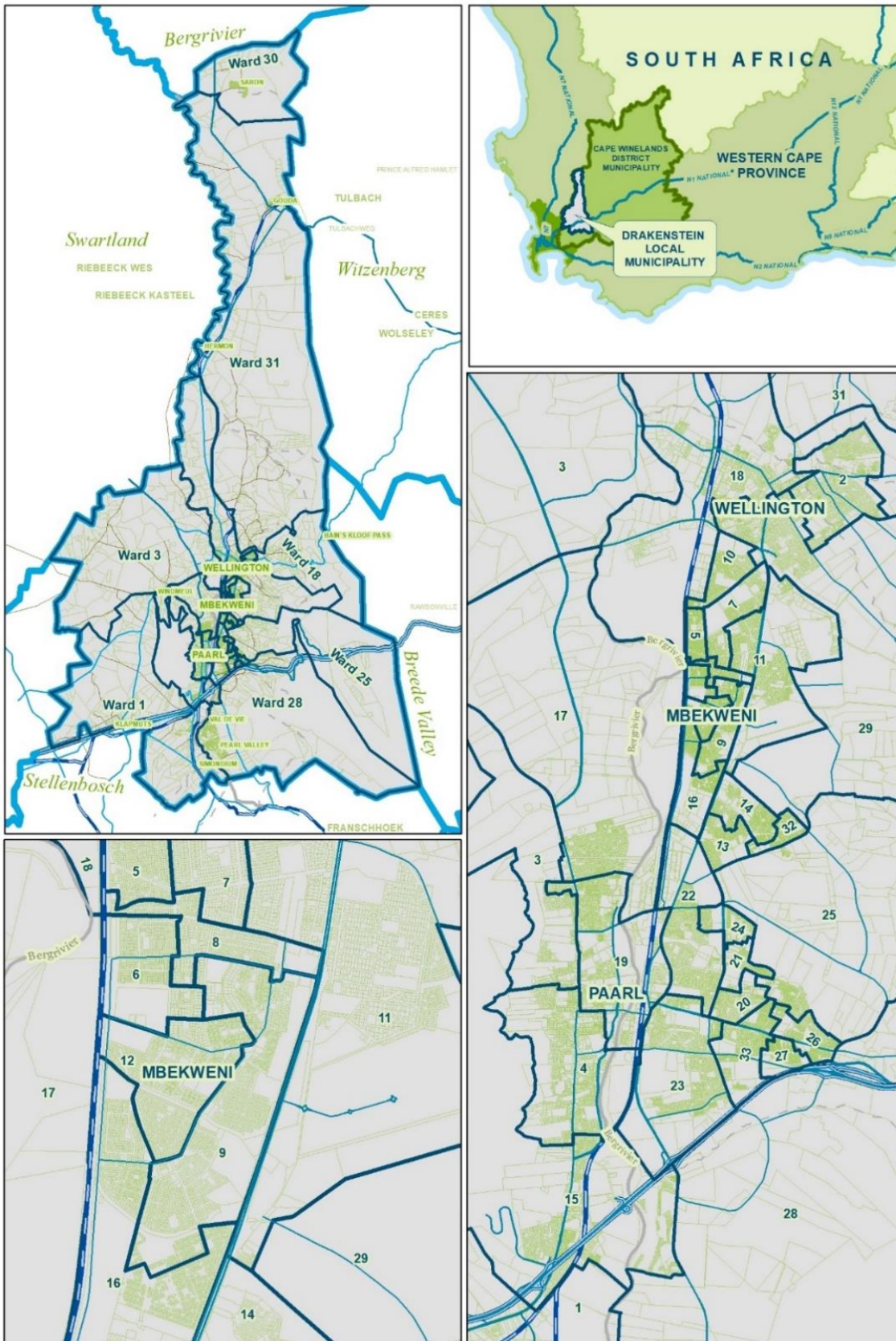
### 1.4 WARD DEMARCATION

The Municipality comprises of 33 wards. The list below details the sub-places or townships in each ward:

**Table 3: Wards**

|   |  |
|---|--|
| <b>Ward 1:</b> Simondium  | <b>Ward 18:</b> Soetendal, Wellington North                    |
| <b>Ward 2:</b> Kerk St., Berg-en-Dal, Ranzadale                 | <b>Ward 19:</b> Northern Paarl Central                         |
| <b>Ward 3:</b> Windmeul and Bergriver Farms, Slot van die Paarl | <b>Ward 20:</b> Miqlat Centre Area                             |
| <b>Ward 4:</b> Paarl Central                                    | <b>Ward 21:</b> Chicago South, Magnolia                        |
| <b>Ward 5:</b> Carterville and New Rest                         | <b>Ward 22:</b> New Orleans, Charleston Hill, Huguenot         |
| <b>Ward 6:</b> Silvertown, Mbekweni                             | <b>Ward 23:</b> Klein Parys, Denneburg, Langvlei               |
| <b>Ward 7:</b> Van Wyksvlei, Weltevrede                         | <b>Ward 24:</b> Chicago  |
| <b>Ward 8:</b> Mbekweni   | <b>Ward 25:</b> Nederburg, Lantana                             |
| <b>Ward 9:</b> Mbekweni   | <b>Ward 26:</b> Lantana, New York                              |
| <b>Ward 10:</b> Hillcrest, Wellington                           | <b>Ward 27:</b> Amstelhof                                      |
| <b>Ward 11:</b> Newton, Van Wyksvlei, Safmarine                 | <b>Ward 28:</b> Ronwè, Sonop, Salem and Surrounding Farms      |
| <b>Ward 12:</b> Mbekweni  | <b>Ward 29:</b> Voor St. Area, Uitsig, Perdeskoen Farms        |
| <b>Ward 13:</b> Groenheuwel, Fairyland                          | <b>Ward 30:</b> Saron  |
| <b>Ward 14:</b> Groenheuwel, Smartietown                        | <b>Ward 31:</b> Gouda, Hermon, Bovlei, Voor en Agter Groenberg |
| <b>Ward 15:</b> Southern Paarl, Courtrai                        | <b>Ward 32:</b> Fairyland, Smartie Town, and Milky Town        |
| <b>Ward 16:</b> Mbekweni, Drommedaris, Dal Josaphat             | <b>Ward 33:</b> Langvlei, Boland Park, Lustigan Village        |
| <b>Ward 17:</b> Northern Paarl, Nieuwedrift                     |  |

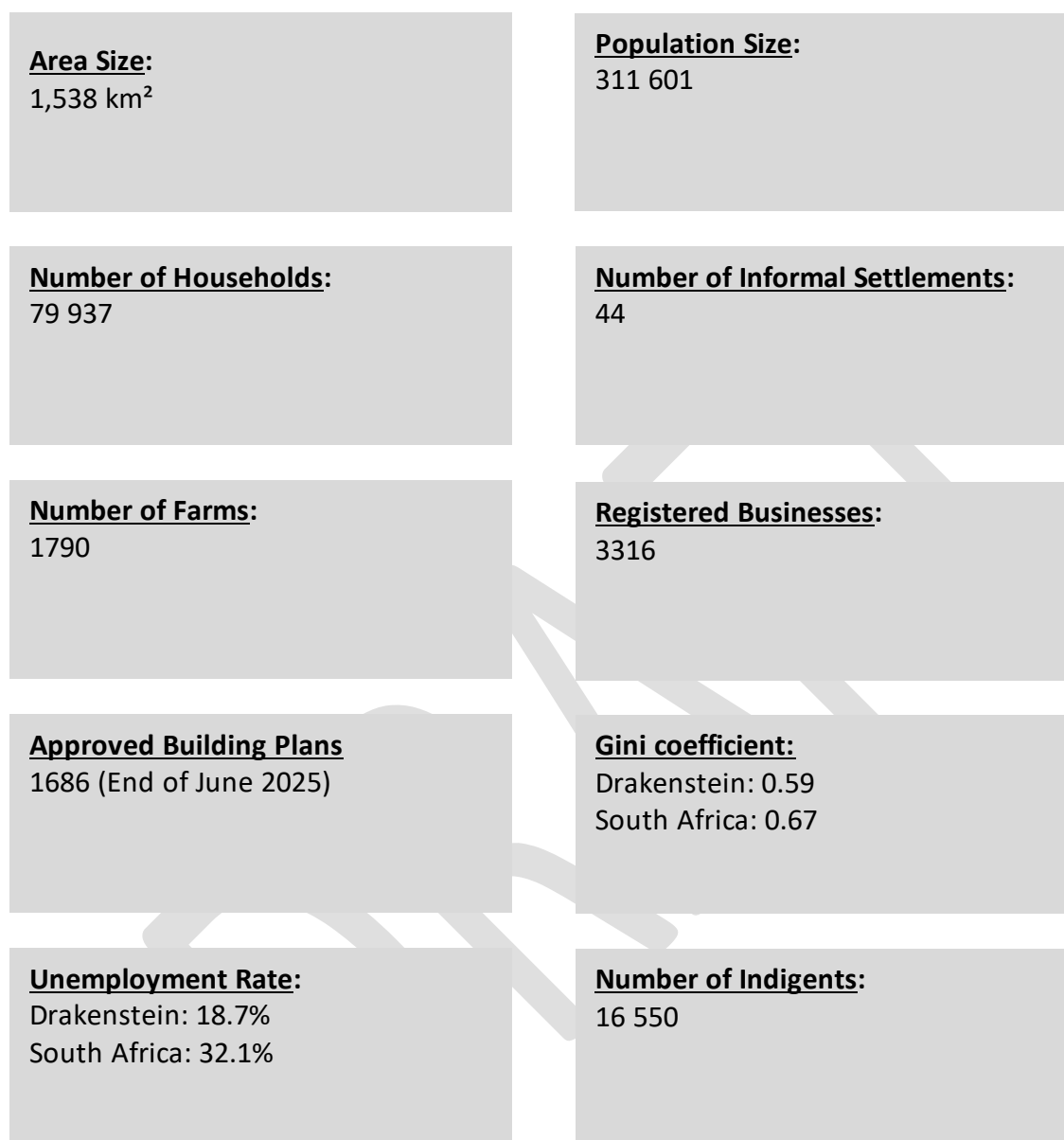
Figure 1: 2021 Ward Demarcation/Location of Drakenstein Municipality



Source: Drakenstein Municipality; 2021

## 1.5 DRAKENSTEIN MUNICIPALITY AT A GLANCE

Figure 2: Drakenstein Municipality at a Glance



Source: Drakenstein Municipality, Management Information; 2026.

## 1.6 THE ORGANISATION

The Municipal Structures Act, No. 117 of 1998, assigns powers and functions to local government and the various structures within local government.

### 1.6.1 Political Governance

Section 53 of the Municipal Systems Act (No. 32 of 2000) stipulates that the respective roles and areas of responsibility of each political structure and each political office bearer of the Municipality, as well as the City Manager, must be clearly defined. Such definition is important to ensure a well-functioning organisation. The political arm of the Municipality is headed by the Executive Mayor Councillor Stephen Korabie, Deputy Executive Mayor Alderman Gert Combrink, Speaker Koos le Roux, and Chief Whip Alderlady Christephine Kearns.

Drakenstein Municipality consists of 65 Councillors, of which 33 are Ward Councillors and 32 are Proportional Representation (PR) Councillors. The Speaker presides at meetings of the Council. See the list indicating all Councillors with their capacity/position below:

**Table 4: Ward Councillors**

| Ward No. | Ward Councillor Name    | Ward No. | Ward Councillor Name               |
|----------|-------------------------|----------|------------------------------------|
| Ward 1   | Calvin Kroutz           | Ward 18  | Elizabeth Baron                    |
| Ward 2   | Nicolaas Sauerman       | Ward 19  | Theunis Gerhardus Bester           |
| Ward 3   | Annelize van Rooyen     | Ward 20  | Patricia Beverly Ann Cupido        |
| Ward 4   | Johan Miller            | Ward 21  | Eva Gouws                          |
| Ward 5   | Thobani Patrick Mooi    | Ward 22  | Felix Patric Cupido                |
| Ward 6   | Nothula Nongogo         | Ward 23  | Elizabeth Aletta Solomons          |
| Ward 7   | Ruth Belldine Arnolds   | Ward 24  | Miriam Maria Adriaanse             |
| Ward 8   | Ntombovuyo Godongwana   | Ward 25  | Laurichia Tylial van Niekerk       |
| Ward 9   | Luvuyo Espin Bolani     | Ward 26  | Joan Anderson                      |
| Ward 10  | Christephine Kearns     | Ward 27  | Veronica Leoni Maralack-Boonzaaier |
| Ward 11  | Aidan Charles Stowman   | Ward 28  | Reinhardt van Nieuwenhuyzen        |
| Ward 12  | Ludia Sindiswa Sambokwe | Ward 29  | Avron Marchius Beres Appollis      |
| Ward 13  | Soudah Ross             | Ward 30  | Johannes Smit                      |
| Ward 14  | Brenda van Willingh     | Ward 31  | Catherine Maria Jacobs             |
| Ward 15  | Stephanus Liebenberg    | Ward 32  | Sangolomzi Ganandana               |
| Ward 16  | Zamikhaya Xhego         | Ward 33  | Lorenzo Clive Arendse              |
| Ward 17  | Lorraine Cyster         |          |                                    |

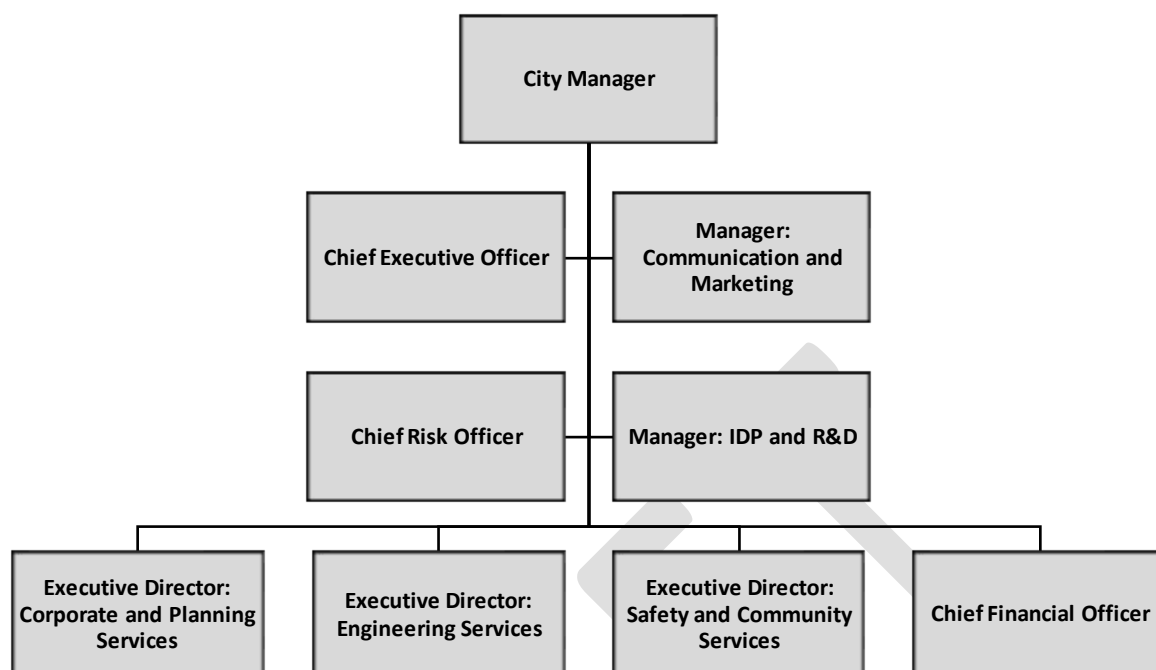
**Table 5: PR Councillors**

| No. | PR Councillor Name         | No. | PR Councillor Name      |
|-----|----------------------------|-----|-------------------------|
| 1.  | Gert Combrink              | 17. | Randy Nell              |
| 2.  | Koos le Roux               | 18. | Nomzamo Zoya            |
| 3.  | Frances Jacobs             | 19. | Mputumi Stulweni        |
| 4.  | Margaretha Andreas         | 20. | Sindile Gravel          |
| 5.  | Renier (Anré) Koegelenberg | 21. | Moutie Richards         |
| 6.  | Aletta van Santen          | 22. | Morris Zwinye           |
| 7.  | Noël Adams                 | 23. | Claire Klaaste          |
| 8.  | Stephen Korabie            | 24. | Christopher Mangena     |
| 9.  | Leandra Matthee            | 25. | Jaydine Adams           |
| 10. | Bazil Jacobs               | 26. | Bongiwe Primrose Duba   |
| 11. | John de Kock               | 27. | Andrew Fourie           |
| 12. | Vernon Moses               | 28. | Stephan Landsberg       |
| 13. | Johann Van Schalkwyk       | 29. | Adriaan du Plessis      |
| 14. | Keagen Gertse              | 30. | Doreen Carolissen       |
| 15. | Mercia Jooste              | 31. | Jovan-Ré Warnick Cupido |
| 16. | Jerome September           | 32. | Derrick America         |

## 1.7 THE ADMINISTRATION

The City Manager is the Accounting Officer of the Municipality and the head of the Administration. His primary function is to serve as the chief custodian of service delivery, and the implementation of political priorities. He is supported by the Strategic Management Team (SMT), which includes the Executive Directors of four departments, as well as four divisional managers reporting directly to the City Manager, as indicated in the following figure. The SMT is responsible for the following: identifying and setting strategic interventions to improve service delivery; developing new initiatives based on feedback from political leadership, departments, and the local community; and managing current priorities.

Figure 3: Macro Organisational Structure



## 1.8 DEMOGRAPHIC PROFILE

### 1.8.1 Population and Household Profile

The population of Drakenstein is 311 601 and the number of households is 76 195. The following table shows the number of households by different ethnic groups. According to Quantec (2023), coloured households represented 54.65% of the total number of households, followed by black African at 28.95%, and white at 16.06%. Indian/Asian households represented the smallest portion of households at 0.34%.

Table 6: Household Composition by Ethnic Group

| Household Composition by Ethnic Group   |              |               |               |                   |               |                   |
|---|--------------|---------------|---------------|-------------------|---------------|-------------------|
| <i>*Quantec data is regularly updated, and figures may be different from those previously reported.</i> |              |               |               |                   |               |                   |
| No.   | Ethnic Group | 2019/2020     | 2020/21       | % Share 2020/2021 | 2021/2022     | % Share 2021/2022 |
| 1.  | Black        | 18 838        | 19 504        | 28.73%            | 19 981        | 28.95%            |
| 2.  | Coloured     | 36 313        | 37 076        | 54.62%            | 37 723        | 54.65%            |
| 3.  | Indian/Asian | 225           | 231           | 0.34%             | 234           | 0.34%             |
| 4.  | White        | 11 056        | 11 073        | 16.31%            | 11 089        | 16.06%            |
| <b>Total</b>  |              | <b>66 433</b> | <b>67 883</b> | <b>100%</b>       | <b>69 027</b> | <b>100%</b>       |

Source: Quantec Research, 2023.

### 1.8.2 Socio-Economic Status Information

According to Quantec Research data (2024), the unemployment rate in Drakenstein in 2023 was 18.7%. However, given the seasonal nature of local employment in the agricultural sector, as well as a too-narrow official definition of unemployment, it is estimated that a more realistic unemployment figure could be close to 30%. In this regard, it is useful to refer to the Gini coefficient, a well-known measure of economic or income inequality. The coefficient ranges from 0 to 1, with 0 representing perfect equality and 1 representing perfect inequality. In 2022/23, the Gini coefficient in the Drakenstein municipal area was recorded by Quantec Research as 0.577, a marginal decrease in inequality compared to a recording of 0.578 in 2021/22. Drakenstein’s income inequality can largely be attributed to a growing working age population in low-skilled employment, which typically pays low wages. The table below depicts the socio-economic status of the Municipality, including Gini coefficient data.

**Table 7: Socio-Economic Status**

| No. | Year    | Unemployment rate | Youth unemployment | % of working age population in low-skilled employment | Gini coefficient | Illiterate people older than 20 years |
|-----|---------|-------------------|--------------------|---|------------------|---------------------------------------|
| 1.  | 2020/21 | 16.1%             | 23.8%              | 30.5%   | 0.579            | 11.9%                                 |
| 2.  | 2021/22 | 19.7%             | 28.6%              | 31.5%   | 0.578            | 11.7%                                 |
| 3.  | 2022/23 | 18.7%             | 27.3%              | 29.7%   | 0.577            | 11.8%                                 |

Source: Quantec Research 2024. Quantec data is regularly updated, and figures may be different from those previously reported.

The following table indicates that in 2022/23, there were increases in employment across all 10 economic sectors in Drakenstein, with the most jobs created in the wholesale, retail trade, catering and accommodation sector (2319 jobs), followed by agriculture, forestry and fishing (1614 jobs); finance, insurance, real estate and business services (845 jobs); community, social and personal services (311 jobs); manufacturing (222 jobs); transport, storage and communication (219 jobs); and construction (139 jobs).

**Table 8: Employment per Economic Sector within Drakenstein**

| No.  | Sector  | Number of Jobs |                |                |
|--|---|----------------|----------------|----------------|
|  |   | 2020/2021      | 2021/2022      | 2022/2023      |
| *Quantec data is regularly updated, and figures may be different from those previously reported. |   |                |                |                |
| 1.   | Agriculture, Forestry and Fishing                     | 16 961         | 16 342         | 17 956         |
| 2.   | Mining and Quarrying                                  | 65             | 66             | 74             |
| 3.   | Manufacturing   | 8 968          | 8 529          | 8 751          |
| 4.   | Electricity, Gas and Water                            | 336            | 332            | 356            |
| 5.   | Construction  | 6 541          | 6 197          | 6 336          |
| 6.   | Wholesale, retail trade, catering and accommodation   | 21 867         | 20 865         | 23 184         |
| 7.   | Transport, storage and communication                  | 3 325          | 2 999          | 3 218          |
| 8.   | Finance, insurance, real estate and business services | 17 361         | 17 140         | 17 985         |
| 9.   | General government                                    | 6 528          | 6 626          | 6 714          |
| 10.  | Community, social and personal services               | 20 913         | 21 215         | 21 526         |
| <b>Total</b>   |   | <b>102 867</b> | <b>100 313</b> | <b>106 102</b> |

Source: Quantec, 2024.

### 1.8.3 Poverty

According to a report released by Statistics South Africa in 2017 (titled ‘Poverty Trends in South Africa: An examination of absolute poverty between 2006 and 2015’), the deteriorating financial health of households and individuals under the strain of economic pressures has resulted in higher poverty levels.

The categories of individuals who appear to be most vulnerable to poverty still largely comprise African females; children aged 17 years and younger; people from rural areas; and those with no education. Inflation-adjusted poverty lines show that food poverty increased from R219 in 2006 to R531 per person per month in 2017. The lower-bound poverty line has increased from R370 in 2006 to R758 per person per month in 2017, while the upper-bound poverty line rose from R575 in 2006 to R1 138 per person per month in 2017.

### 1.8.4 Income Inequality

It is concerning to note that income inequality has been soaring not only in Drakenstein but also in the Cape Winelands and the broader Western Cape Province. This trend suggests that the relatively satisfactory growth experienced across these regions has not been evenly distributed among households or individuals. As mentioned earlier, the Drakenstein municipal area’s Gini coefficient for 2023 was 0.578 – as a measure of economic or income inequality, this indicates a high level of unequal distribution of wealth. Drakenstein’s rising income inequality can largely be attributed to a growing working age population in low-skilled employment (that typically pays low wages).

### **1.8.5 Human Development**

The United Nations uses the Human Development Index (HDI)<sup>1</sup> to assess the relative level of socio-economic development (including life expectancy, education, and per capita income indicators) in countries. Drakenstein's HDI for 2022/23 was recorded as 0.767 (Quantec 2024), representing an increase from 0.749 in 2021 when the index took a dip due to Covid 19 pandemic. The index was recorded at 0.761 in 2020, before the pandemic. There were increases recorded in the number of households receiving basic services between 2021 and 2022, with access to water increasing to 78 992 households in 2022 from 72 517 in 2021 and access to sanitation increasing to 77 302 in 2022 from 75 765 in 2021. Households having access to electricity increased to 54 881 in 2022 from 53 899 in 2021 while solid waste removal increased to 43 321 households in 2022 from 42 635 in 2021 (Stats SA, 2024).

### **1.8.6 Indigent Households**

Recent data released by Statistics South Africa indicates that the number of indigent households in Drakenstein decreased to 20 843 in 2022, from 21 588 in 2021. This can be attributed to slight improvements in employment and a decrease in unemployment. As a result, the number of consumers receiving free basic services also dropped. According to Drakenstein's Management Information the number of indigent households in 2024 is 11 755. Households receiving free basic electricity decreased to 20 843 in 2022 to 18 333 in 2024. While households receiving free basic water, sanitation and solid waste removal dropped from 17 682 in 2022 to 16 282 in 2024.

### **1.8.7 Economic Development and Urban Renewal**

Economic development remains a priority for the Municipality. The municipal area has become increasingly populated, with the addition of informal structures and new informal settlements. Consequently, urbanisation and renewal are critical to provide excellent service delivery while managing the increase in informal structures. The Municipality established the Development and Urbanisation Steering Committee (DUSC), which invites prospective developers to invest in the municipal area. As the area becomes more developed, it drives economic growth through job creation. The Municipality also developed an Investment Prospectus with the aim of attracting more investment, which will help grow the economy and, as a result, enable maintenance and expansion of the necessary service delivery for the community. Urbanisation and human settlements are discussed in more detail under PDO 31, while economic development and the role of the DUSC are discussed under PDO 27. These two topics are discussed together because one cannot proceed without the other, allowing the Municipality to adopt a multidisciplinary approach. Economic growth and development are also monitored monthly through the Section 71 Financial Report. As shown in table 6, the economic sectors that made the largest contributions to the Drakenstein

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<sup>1</sup> The HDI is a composite indicator reflecting education levels, health, and income. It is a measure of peoples' ability to live a long and healthy life, to communicate, participate in the community and to have sufficient means to be able to afford a decent living. The HDI is represented by a number between 0 and 1, where 1 indicates a high level of human development and 0 represents no human development.

economy in 2023/24 were finance, insurance, real estate, and business services (R7.8 billion); wholesale, retail trade, catering and accommodation (R4.8 billion); manufacturing (R4.6 billion); and community, social and personal services (R3.4 billion). Other sectors that also contributed significantly in 2022/23 included general government (R2.9 billion); agriculture, forestry and fishing (R1.9 billion); transport, storage and communication (R1.9 billion); and construction (R1.4 billion).

**Table 9: Gross Value Added per Economic Sector within Drakenstein**

| No.   | Sector  | R'000 000     |               |               |
|---|---|---------------|---------------|---------------|
|   |   | 2020/2021     | 2021/2022     | 2022/2023     |
| <b>*Quantec data is regularly updated, and figures may be different from those previously reported.</b> |   |               |               |               |
| 1.  | Agriculture, Forestry and Fishing                     | 1,690         | 1,799         | 1,969         |
| 2.  | Mining and Quarrying                                  | 61            | 73            | 78            |
| 3.  | Manufacturing   | 3,965         | 4,363         | 4,621         |
| 4.  | Electricity, Gas and Water                            | 566           | 630           | 712           |
| 5.  | Construction  | 1,358         | 1,411         | 1,446         |
| 6.  | Wholesale, Retail Trade, Catering and Accommodation   | 3,892         | 4,550         | 4,878         |
| 7.  | Transport, Storage and Communication                  | 1,589         | 1,718         | 1,948         |
| 8.  | Finance, Insurance, Real Estate and Business Services | 6,813         | 7,358         | 7,854         |
| 9.  | General government                                    | 2,727         | 2,808         | 2,900         |
| 10.   | Community, Social and Personal Services               | 2,947         | 3,268         | 3,409         |
| <b>Total</b>  |   | <b>25,613</b> | <b>27,982</b> | <b>29,820</b> |

Source: Quantec, 2024.

## 1.9 EDUCATION

Education and training improve access to employment opportunities and help to sustain and accelerate overall development in an area. In addition, education and training expand the range of options available from which a person can choose to create opportunities for a fulfilling life. Through indirect positive effects on health and life expectancy, the level of education of a population also influences its welfare.

### 1.9.1 Learner Enrolment, Learner-Teacher Ratio and Learner Retention Rate

Learner enrolment in Drakenstein increased from 49 268 learners in 2018 to 50 186 learners in 2020. This signals a 1.8% increase in the number of learners from 2018 to 2020, the third highest in the district when compared to other municipal areas. This change could be attributed to several possible factors, including demographics and the socio-economic context.

The learner-teacher ratio marginally decreased from 28.2% in 2019 to 27.7% in 2020, largely because of an increase in enrolled learners. The learner retention rate decreased to 66.4% in 2020, which does not bode well considering more job losses and higher unemployment levels among the low-skilled labour force.

### **1.9.2 Grade 12 Dropout Rates**

The retention rates for learners within the Drakenstein municipal area declined from 27.1% in 2015 to 26.0% in 2016 (the enrolment period between 2015 and 2016). These rising dropout rates are influenced by a wide array of economic factors, including growing unemployment levels, increased poverty, more indigent households, and more households with little income, as well as teenage pregnancies.

### **1.9.3 Educational Facilities**

The availability of adequate educational facilities – such as primary and high schools, as well as further education and training (FET) colleges – has a direct impact on academic outcomes. Currently, Drakenstein had 75 public ordinary (primary and high) schools, and three special schools. This could, in future, further decrease the drop-out rate. The Municipality has one university campus located in Wellington and three FET colleges, making further education accessible.

### **1.9.4 Schools with Libraries**

A well-substantiated body of economic research has identified the power of public libraries as powerful agents of community development and growth. In this regard, five key aspects of public libraries as agents of change have been proposed: they provide access to information and learning opportunities; they support social inclusion and equality; they foster community engagement; they create a bridge to resources and community participation; and they can act as catalysts for economic vitality within the community. Additionally, the presence of 10 schools equipped with libraries and media centres further improves access to information.

### **1.9.5 Educational Outcomes**

Education remains one of the key avenues through which the government engages with the economy. In preparing individuals for the labour market, educational policy choices and decisions become pivotal in shaping the effectiveness of future economic and poverty reduction strategies. Since 2018, Drakenstein's matriculation outcomes have exceeded 80%, with a matric pass rate of 83.7% recorded in 2020. This surpasses the district pass rate of 78.4%.

### **1.9.6 Highest Level of Education**

Statistics South Africa's 'Community Survey 2016' revealed a 6.3% increase in the proportion of persons aged twenty and over who completed secondary school, whereas the percentage of those attaining a higher educational qualification decreased by 0.9% in 2016. The percentage of persons in this age bracket with no schooling diminished by 1.1% from 3.2% in 2011 to 2.1% in 2016.

### **1.9.7 Literacy Levels**

While literacy is often defined as the capability to read and write, a more comprehensive definition encompasses the successful completion of a minimum of seven years of schooling. The literacy rate is calculated as the proportion of individuals aged 14 and older who have completed at least seven years of formal education. In 2011, the literacy rate in Drakenstein was recorded at 84.8% – higher than the average literacy rate in the Cape Winelands District (81.7%) and the rest of South Africa (80.9%) – yet marginally lower than the literacy rate in the Western Cape (87.2%).

## **1.10 HEALTH**

### **1.10.1 Healthcare Facilities**

A 2019 report by Statistics South Africa titled ‘Inequality Trends in South Africa: A multidimensional diagnostic of inequality’, sheds light on the utilisation of healthcare facilities in the country. According to the report, an estimated 75.1% of households chose public healthcare facilities when a household member fell ill, versus 24.9% that utilised private healthcare facilities (in 2017). This disparity is likely due to the limited proportion of households with access to medical aid. To illustrate, statistics indicate that merely 16.9% of households in South Africa – only just 25% in the Western Cape – were covered by medical aid.

In 2025, Drakenstein has 17 primary healthcare clinics (comprising 11 fixed and six mobile clinics), one regional hospital, and three community daycare centres.

### **1.10.2 Emergency Medical Services**

The provision of additional operational ambulances can provide greater coverage of emergency medical services. In 2024, Drakenstein had five ambulances per 10 000 residents, which is above the district average of two ambulances per 10 000 people. Drakenstein Municipality’s ambulance service is especially noteworthy given that the figure of five ambulances per 10 000 residents solely refers to provincial ambulances and does not account for private emergency service providers.

## **1.11 ENVIRONMENT**

Drakenstein Municipality is situated within the unique natural environment of the Cape Floristic Region, a biodiversity hotspot and one of only six floral kingdoms worldwide. It is pivotal to recognise that our economic and social systems are fundamentally reliant on the natural environment. To ensure the continuation of an environment that fosters the health, wellbeing, and a thriving economy for its inhabitants, the sustainable use of natural resources and ecosystems is vital. While the condition of the natural environment is presently favourable, certain indicators signal that it is at risk. Threats, including habitat destruction, alien invasive species, pollution, and climate change, necessitate immediate action. The aim is to continue to monitor the environmental status and develop innovative strategies to counter these threats, thereby safeguarding the distinctive character of the region for future generations to come.

## 1.12 SAFETY AND SECURITY

The Drakenstein Community Safety Forum (DCSF) collaborates with the South African Police Service (SAPS), provincial government, various Farm Watches and Neighbourhood Watches, Municipal Law Enforcement, and Traffic Services to ensure the safety of all Drakenstein Municipality residents.

### 1.12.1 Safety Statistics

The table below summarises the safety-related statistics in the municipal area for the period 2020 – 2023:

**Table 10: Safety and Security Statistics**

| Crime   | 2020/21 | 2021/22 | 2022/23 |
|---|---------|---------|---------|
| Murder  | 157     | 125     | 149     |
| Sexual offences                                 | 969     | 752     | 627     |
| Drug-related crimes                             | 2741    | 1648    | 1433    |
| Burglary at residential premises                | 1796    | 1374    | 1273    |
| Driving under the influence of alcohol or drugs | 153     | 88      | 196     |

Source: Quantec, 2024.

### 1.12.2 Murder

Murder is defined as the unlawful and intentional killing of another person. Analysis and reports of crime throughout the national pandemic-related lockdown have shown a massive reduction in criminal activity during the initial stages, particularly during the ‘hard’ lockdown (level 5). This was evident from the 72% reduction in murders in South Africa.

### 1.12.3 Sexual Offences

Sexual offences encompass rape (including rape inflicted against males), sex work, pornography, public indecency, and human trafficking. South Africa's rate of sexual offences ranks among the highest globally. According to crime statistics released by the SAPS and Statistics South Africa, there was a 5.0% increase in sexual offences in 2020/2021 compared to a 3.7% rise in the previous financial year.

In 2022/2023, Drakenstein recorded 527 sexual offences, with an incidence rate per 100,000 population among the highest in the area, relative to other local municipalities within the Cape Winelands District.

#### **1.12.4 Drug-Related Offences**

Drug-related crimes refer to any situation where a perpetrator is found to be either in possession of, under the influence of, or selling illegal drugs. The incidence of drug-related offences is on a downward trend in both Drakenstein and the Cape Winelands District.

#### **1.12.5 Driving Under the Influence (DUI)**

A DUI offence occurs when a driver is found to be above the country's legal blood alcohol limit. In Drakenstein, the number of instances involving driving under the influence of alcohol or drugs increased from 88 in 2021 to 196 in 2023. This equates to a rate of 38 cases per 100 000 people, which lies below the district's rate of 47 per 100 000 people.

#### **1.12.6 Residential Burglaries**

Residential burglaries involve the unlawful entry into a residential dwelling with the intent to commit a crime, usually theft. Crime statistics issued by the SAPS and Statistics South Africa indicate a 6.7% decrease in the incidence of residential burglaries nationwide for 2020/2021. Within the Western Cape Province, residential burglaries saw a reduction of 8.5% between 2020 and 2021. In the Drakenstein area, cases of residential burglary decreased by 8% from 1 374 in 2021 to 1273 in 2023.

### **1.13 THE LEGISLATIVE CONTEXT**

The drafting of an Integrated Development Plan (IDP) is guided by several legislative guidelines, which include:

#### **1.13.1 The South African Constitution, 1996 ('the Constitution')**

Chapter 7 of the Constitution of South Africa is focused on local government, including the establishment thereof, the executive and legislative authority, as well as the right of local government to govern on its own initiative within the confines of national and provincial laws.

The right of the Municipality to exercise its own powers in order to perform its functions underpins the IDP 2026/2027. This blueprint provides strategic guidance for Drakenstein Municipality by giving structure to the administrative, budgeting, and planning processes. A municipality must strive, within its financial and administrative capacity, to achieve its key objectives and developmental duties.

#### **1.13.2 Section 152 of the Constitution sets out the following as key objectives for the Municipality:**

- a) to provide democratic and accountable government for local communities;
- b) to ensure the provision of services to communities in a sustainable manner;
- c) to promote social and economic development;
- d) to promote a safe and healthy environment; and

- e) to encourage the involvement of communities and community organisations in the matters of local government.

#### **1.13.3 Section 153 of the Constitution sets out the following as the key developmental duties of the Municipality:**

- a) to structure and manage its administration, budgeting, and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and
- b) to participate in national and provincial development programmes.

#### **1.13.4 Municipal Systems Act, No. 32 of 2000 ('MSA')**

Sections 28 and 29 of the MSA specify that:

- (i) each municipal council must adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP; and
- (ii) the process must be in accordance with a predetermined programme specifying timeframes for the different steps.

#### **1.13.5 Municipal Finance Management Act, No. 56 of 2003 ('MFMA')**

Chapter 4 and Section 21(1) of the MFMA stipulate that the mayor of a municipality is required to table a schedule at least 10 months before the start of the budget year in the municipal council. This schedule should outline key deadlines for the preparation, tabling and approval of the annual budget and the yearly review of the integrated development plan in terms of section 32 of the MSA. The elected Council holds the final decision-making authority over the IDP.

### **1.14 ALIGNMENT OF PLANS**

#### **1.14.1 Introduction**

Effective coordination of investments, strategic interventions, and actions across all levels of government necessitates policy alignment between national, provincial, district, and local governments to collaboratively achieve development objectives. While local government develops the IDP, it must be a cohesive intergovernmental plan fostering involvement from all governmental spheres.

This IDP has been drafted with consideration of various plans to ensure alignment, inclusivity, and involvement across all spheres of government. These plans include:

- Sustainable Development Goals (SDGs);
- National Key Performance Areas (NKPAs);
- National Outcomes (NOs);
- The Provincial Strategic Plan;
- The Cape Winelands District Integrated Development Plan; and
- The IDP Vision 2032.

### **1.14.2 Sustainable Development Goals ('SDGs')**

The 17 SDGs, otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity. These goals include areas such as climate change, economic inequality, innovation, sustainable consumption, peace, and justice, among other priorities. The goals are interconnected and often one success will involve addressing issues more commonly associated with another. The SDGs are as follows:

- End poverty in all its forms everywhere;
- End hunger, achieve food security and improved nutrition and promote sustainable agriculture;
- Ensure healthy lives and promote well-being for all at all ages;
- Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all;
- Achieve gender equality and empower all women and girls;
- Ensure availability and sustainable management of water and sanitation for all;
- Ensure access to affordable, reliable, sustainable, and modern energy for all;
- Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all;
- Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation;
- Reduce inequality within and among countries;
- Make cities and human settlements inclusive, safe, resilient, and sustainable;
- Ensure sustainable consumption and production patterns;
- Take urgent action to combat climate change and its impact;
- Conserve and sustainably use the oceans, seas, and marine resources for sustainable development;
- Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and biodiversity loss;
- Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels; and
- Strengthen the means of implementation and revitalise the global partnership for sustainable development.

*Source: United Nations, 2015.*

### **1.14.3 National Government's Outcomes – Role of Local Government**

National Government has agreed on 12 outcomes as a key focus of work and published these as annexures to the Medium-Term Strategic Framework. The outcomes are as follows:

- Outcome 1: Improved quality of basic education.
- Outcome 2: A long and healthy life for all South Africans.
- Outcome 3: All people in South Africa are and feel safe.
- Outcome 4: Decent employment through inclusive economic growth.
- Outcome 5: A skilled and capable workforce to support an inclusive growth path.

- Outcome 6: An efficient, competitive, and responsive economic infrastructure network.
- Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all.
- Outcome 8: Sustainable human settlements and improved quality of household life.
- Outcome 9: A responsive, accountable, effective, and efficient local government system.
- Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced.
- Outcome 11: Create a better South Africa and contribute to a better and safer Africa and world.
- Outcome 12: An efficient, effective, and development-oriented public service and an empowered, fair, and inclusive citizenship.

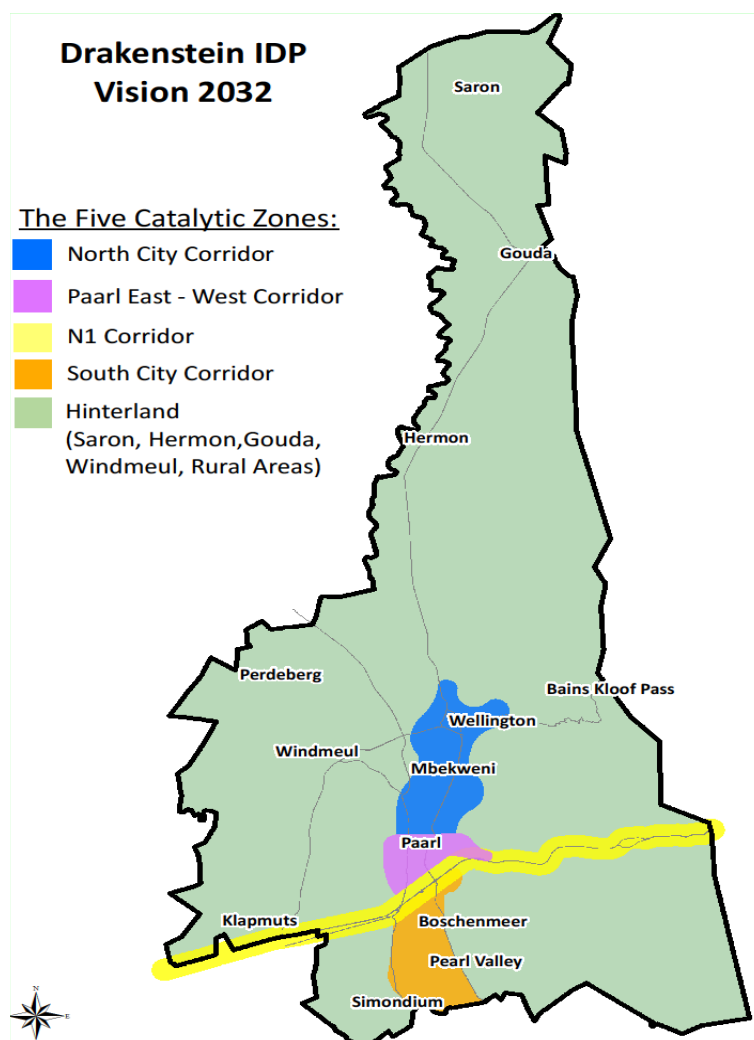
Drakenstein Municipality's Vision 2032 represents a long-term strategic plan that encompasses key initiatives, programmes, and projects allocated to a series of Big Moves. Big Moves are transformative proposals set to dramatically alter and improve the space, economy, and sustainability of Drakenstein over the next eight years. In addition, these Big Moves have been spatially located within five catalytic zones and strategically situated within Key Performance Areas (KPA's) and the focus areas of the Spatial Development Framework (SDF) focus areas.

Catalytic zones represent intra-municipal zones of spatial and economic activity. These zones cut across the wards and administrative boundaries of the five towns in Drakenstein, including Paarl, Wellington, Gouda, Saron, and Simondium. The five catalytic zones identified are as follows (also see the figure hereafter):

- N1 Corridor;
- South City Corridor;
- Paarl East/West Corridor;
- North City Corridor; and
- Hinterland – Saron, Gouda, Hermon, Windmeul and Rural Areas.

The catalytic zones are largely aligned with the Spatial Development Framework as well as the Capital Expenditure Framework (CEF). As can be seen in the figure below, certain catalytic zones overlap, thus sharing specific Big Move, including projects, programmes, and key initiatives. This overlap is critical as it fosters and reinforces the integration between the different catalytic zones.

Figure 4: The Five Catalytic Zones as defined in the Drakenstein Municipality Vision 2032



### Spatial Priority Areas

Spatial Priority Areas are grounded in the catalytic zones; however, these areas are focused on the established urban areas of Drakenstein Municipality and are, therefore, confined by the urban edge. Projects and initiatives earmarked for a catalytic zone are linked to a Spatial Priority Area, especially when it is within the urban edge.

In the development of municipal sector budgets and land use budget analysis, distinct areas of the Municipality have been clustered to reflect broad categories that better represent catchment budget programmes. These categories are referred to as Spatial Priority Areas. The five Spatial Priority Areas are represented in the following urban areas:

- N1 Corridor;
- South City Corridor (Boschenmeer, Val-De-Vie, Pearl Valley and Simondium);
- Paarl East/West Corridor;
- North City Corridor; and

- Hinterland: Saron, Gouda, Hermon, Windmeul and Bain's Kloof Village.

#### **1.14.4 The Provincial Strategic Plan**

Following the National and Provincial Elections that took place on 29 May 2024, the Western Cape Provincial Government has drafted their Provincial Strategic Plan (PSP). The PSP sets out the overarching goals and priorities of the Western Cape Government for the next five years (2025-2030). The PSP 2025-30 aims to integrate goals and priorities of Cabinet and Provincial Top Management, the four portfolios which include Growth for Jobs (G4J), Safety, Wellbeing and Innovation, Culture and Governance as well as the Programs and Projects for each Provincial Department.

The Provincial Strategic Plan 2025-30 is following a systems approach that focuses on how we collectively and in synergy deliver outcomes for people and businesses across the Western Cape and will incorporate Executive Priorities, objectives across the four WCG Portfolios, and 5-year outcomes from Departments. It will also take alignment with the MTDP, NDP, and SGDs into consideration.

### **1.15 IDP PROCESS PLAN**

#### **1.15.1 Five-Year Cycle of the IDP**

The drafting of an Integrated Development Plan (IDP) necessitates a comprehensive planning process involving a wide range of internal and external stakeholders. This process demands meticulous organisation and preparation, a duty shared among the City Manager and Senior Management and is outlined in the process plan. This plan ensures Drakenstein Municipality's institutional readiness to draft or review the IDP over a five-year period, subject to approval by Council.

Integral to the IDP process is the annual and medium-term revenue and capital expenditure framework (MTREF), which aligns with the KPAs established in the IDP. The annual Service Delivery and Budget Implementation Plan (SDBIP) ensures that the Municipality implements programmes and projects in line with IDP targets and associated budgets. The Municipality's performance is monitored through quarterly and mid-yearly performance assessment reports, as well as the Annual Report.

#### **1.15.2 IDP Annual Planning and Drafting Process**

Each year, the IDP process plan must be adopted by Council in August, in accordance with the MSA and the MFMA. It must be noted that the review process does not replace the five-year IDP nor deviate from the Municipality's long-term strategic direction.

To prepare a credible IDP, engagement with various stakeholders is imperative to gather inputs and refine the final plan. Key stakeholder engagements, including timeframes and resource allocations, are outlined in table 10:

Table 11: IDP Process Plan

| Date                       | Phase   | Tasks   |
|----------------------------|---|---|
| June 2025                  | <b>Analysis Phase:</b> Determine local issues, problems, relevant stakeholders, potential and priorities.                         | <ul style="list-style-type: none"> <li>– Internal IDP preparation meetings with Budget Office, SMT and City Manager.</li> </ul>   |
| July 2025                  | <b>Strategy Phase:</b> Determine vision, objectives, strategies, and participate in intergovernmental relations (IGR) structures. | <ul style="list-style-type: none"> <li>– Draft 2026/2027 IDP/Budget/PMS/SDF time schedule and present to SMT.</li> </ul>  |
| August 2025                | <b>Analysis Phase:</b> Determine local issues, problems, relevant stakeholders, potentials, and priorities.                       | <ul style="list-style-type: none"> <li>– Table 2026/2027 IDP/Budget/PMS/SDF time schedule for Council’s approval.</li> </ul>  |
| September 2025             | <b>Strategy Phase:</b> Determine vision, objectives, strategies, and participate in IGR structures.                               | <ul style="list-style-type: none"> <li>– Submission of the 2026/2027 IDP/Budget/PM/SDF time schedule to the Department of Local Government and Cape Winelands District Municipality.</li> <li>– Publish advertisements informing residents and stakeholders of the 2026/2027 IDP/Budget/PM/SDF time schedule.</li> </ul>  |
| October 2025               | <b>Strategy Phase:</b> Determine vision, objectives, strategies, and participate in IGR structures.                               | <ul style="list-style-type: none"> <li>– Finalisation of the IDP consultative engagements with all stakeholders.</li> </ul>   |
| November/<br>December 2025 | <b>Integration Phase:</b> Agree on project proposals and compilation of integrated programmes.                                    | <ul style="list-style-type: none"> <li>– Submission of the draft five-year process plan and subsequent public participation.</li> <li>– Integration of plans and projects with Draft Capital Budget for 2026/2027 MTREF.</li> </ul>   |
| January 2026               |   | <ul style="list-style-type: none"> <li>– 2025/2026 SDBIP review sessions per department and submission of Mid-Year Performance Report 2025/2026 and Annual Report 2024/2025.</li> </ul>   |
| February 2026              | <b>Integration Phase:</b> Align processes with Provincial Government and Cape Winelands District Municipality.                    | <ul style="list-style-type: none"> <li>– Council to consider and adopt the revised 2025/26 Top-Layer SDBIP and related Adjustments Budget based upon the Mid-Year Performance Report.</li> <li>– Compile Draft Top-Layer SDBIP and review five-year Municipal Performance Scorecard for inclusion in the IDP.</li> <li>– Technical Integrated Municipal Engagements with Sectors facilitated by Provincial Government.</li> </ul> |
| March 2026                 | <b>Integration Phase:</b> Council approves draft IDP and undertakes consultation process.   | <ul style="list-style-type: none"> <li>– Publish advertisements to notify residents and stakeholders of the draft budget and draft IDP review, as well as the public participation programme.</li> </ul>  |

| <b>Date</b>       | <b>Phase</b>   | <b>Tasks</b>   |
|-------------------|--|--|
|                   |  | <ul style="list-style-type: none"> <li>– Submit draft IDP and budget to Council for approval and submit to Provincial Government.</li> </ul>   |
| <b>April 2026</b> | <b>Integration Phase:</b> Provide opportunity to communities and stakeholders to propose amendments to Draft IDP, Budget, SDF and SDBIP.                       | <ul style="list-style-type: none"> <li>– IDP Consultative Engagements with communities and other stakeholders.</li> </ul>  |
| <b>May 2026</b>   | <b>Integration Phase:</b> Provide opportunity to stakeholders to propose amendments to Draft IDP, Budget and SDBIP.  | <ul style="list-style-type: none"> <li>– LG-MTEC Engagement with Provincial Government to discuss technical assessment of the draft budget and IDP Review conducted by Sector Departments.</li> </ul>  |
|                   | <b>Approval Phase:</b> Adoption by Council.  | <ul style="list-style-type: none"> <li>– Council considers community and stakeholder inputs and adopts the 2026/2027 IDP, Budget, SDF and SDBIP.</li> </ul>  |
| <b>June 2026</b>  | <b>Post-Approval Phase:</b> Regulated action to notify the public and other stakeholders as well as other spheres of government of adoption of IDP and Budget. | <ul style="list-style-type: none"> <li>– Place notices in local media to inform residents and stakeholders of the adopted amended IDP and Budget.</li> <li>– Submission to MEC for Local Government and Provincial Treasury.</li> <li>– Preparation and approval of SDBIP by Executive Mayor.</li> </ul> |

### **1.15.3 IDP Public Participation Process**

This year, IDP Public Participation will take place in the form of Public Open Days. The aim is to allow the community the opportunity to receive feedback on ward-specific priorities from their ward councillors, and to engage all municipal service delivery departments on any issues related to service delivery. This approach ensured that all community members were reached and provided an opportunity for them to directly engage the Municipality on service delivery issues in their wards. The Municipality also utilised additional online platforms to allow for input. These platforms include:

- Notices for comments on various platforms (such as advertisements in local newspapers, SMS messages, Facebook communication, as well as notices on the municipal website);
- A video clip providing information on the IDP and Budget, which was displayed at municipal venues frequented by the community and broadcasted to stakeholders and the broader community via WhatsApp and Facebook;
- Radio slots;
- The official Drakenstein IDP email address ([IDP@drakenstein.gov.za](mailto:IDP@drakenstein.gov.za));
- Continuous reminders to encourage the public to submit input; and
- An Organised External Stakeholder Engagement will be held towards the end of 2026, as part of the public participation process – More detailed information below.

#### 1.15.4 IDP External Organised Stakeholder Engagement

The municipality has various stakeholders that participate and add value to the organisation, and towards the end of April 2026, an Organised Stakeholders’ Engagement will be held. Its aim is to create a platform where external stakeholders could engage with the Political and Administrative Leadership of the municipality to discuss possible plans, projects, key initiatives, etc. that they would be rolling out in the Drakenstein Municipal Area for the 2026/2027 Financial Year.

**Table 12: IDP and External Organised Stakeholders**

| <b>MUNICIPAL INTEGRATED DEVELOPMENT PLANNING STAKEHOLDERS</b> |                                    |
|---|------------------------------------|
| <b>Delegate</b>   | <b>Designation</b>                 |
| Dr. J Leibbrandt  | City Manager                       |
| Stephen Korabie   | Executive Mayor                    |
| Gert Combrink   | Deputy Mayor                       |
| Koos Le Roux  | Speaker                            |
| Christephine Kearns   | Chief Whip                         |
| Elizabeth Baron   | MMC                                |
| Derrick America   | MMC                                |
| Laurichia van Niekerk   | MMC                                |
| Anrè Koegelenberg   | MMC                                |
| Lorenzo Arendse   | MMC                                |
| Elizabeth Solomons  | MMC                                |
| Johan Miller  | MMC                                |
| Lorraine Cyster   | MMC                                |
| Avron Appollis  | MMC                                |
| Rita Andreas  | MMC                                |
| <b>Political Party Chief Whips</b>                            |                                    |
| Sindile Gravel  | ANC                                |
| Bazil Jacobs  | CDR                                |
| <b>Executive Directors</b>                                    |                                    |
| Seraj Johaar  | Corporate and Planning             |
| Bradley Brown   | Financial Services                 |
| Louis Pienaar   | Engineering Services               |
| Editha Barnard  | Safety and Community Services      |
| <b>Provincial Departments and External Organisations</b>      |                                    |
| Derril Daniels  | Department of Water and Sanitation |
| John Roberts  | Department of Water and Sanitation |
| Annelize Moses  | Department of Water and Sanitation |
| Janet Scott   | WesGro                             |

| MUNICIPAL INTEGRATED DEVELOPMENT PLANNING STAKEHOLDERS |   |
|--|---|
| Robert MacDonald                                       | Department of Social Development        |
| Rhian Van Wyk  | Cape Winelands District Municipality    |
| Japie Kritzinger                                       | Western Cape Department Agriculture     |
| Benita Williams  | Child Welfare                           |
| Lauren Human   | Badisa                                  |
| Divisional Heads of Senior Management Team (SMT)       |   |
| Rozan Jaftha   | Chief Audit Executive                   |
| Riana Geldenhuys                                       | Manager: Communications and Marketing   |
| Gerrit Dippenaar                                       | Chief Risk Officer                      |
| Cindy September  | Manager: IDP & Research and Development |

### 1.15.5 Implementation of the IDP

The Service Delivery and Budget Implementation Plan (SDBIP) ensures that Drakenstein Municipality implements programmes and projects based on the IDP targets and the approved budget. The Municipality's performance is reported in Quarterly and Mid-Yearly Performance Assessment Reports, as well as in the Annual Report.

Two key internal combined assurance tools are internal performance audit and risk management. These instruments ensure that all activities undertaken adequately address significant risks and establish control mechanisms to mitigate said risks to attain set performance targets. The linkage between the IDP and the SDBIP will be further elaborated on in chapter 5 of this IDP.

### 1.15.6 The Vision

The vision of Drakenstein Municipality is a City of Excellence.

### 1.15.7 The Mission

- To provide quality, affordable, accessible and sustainable quality services;
- To enhance community participation; and
- To promote social and economic development.

### 1.15.8 The Values

Whilst Drakenstein Municipality prides itself on being a City of Excellence by means of implementing the Strategic Framework as indicated in paragraph 15.5.5 above, the Municipality has also developed a set of Values. These values ensure that the Municipality conducts its business and delivers services in a sustainable and transparent manner. These Values include:

- **Accountability:** To ensure that all decision-makers are held accountable and that there is commitment to implementing decisions made as well as actions identified;
- **Transparency:** The Municipality is committed to conducting its business in a way that is transparent, accurate and pro-active;

- **Excellence:** The Municipality strives to provide services in a manner which is of the highest standards and excellence;
- **Accessibility:** All residents and stakeholders will have access to services and information;
- **Integrity:** All business conducted will be done so with the highest ethical standards, in honesty and fairness;
- **Responsiveness:** All reported requests and issues will be responded to in a timeous fashion and in a professional manner;
- **Equity:** The Municipality will ensure that all services will be distributed fairly and to all citizens within in Drakenstein Municipal area;
- **Teamwork:** All officials working at Drakenstein Municipality acknowledge that they are part of a team with one focus in mind and that is to work together internally and with all respective stakeholders to collectively ensure that Drakenstein Municipality is, indeed, a City of Excellence; and
- **Caring:** Nurture positive relationships and contribute to the welfare of those around us.


**1.15.9 The Strategic Framework**

In order to achieve the vision as discussed above, Drakenstein Municipality has identified six (6) Key Performance Areas (KPA) and thirty-nine (39) Predetermined Objectives (PDOs). The Strategic Framework of Drakenstein Municipality is provided in Table 12 below:

**Table 13: Drakenstein Municipality’s Strategic Framework**

|   |
|---|
| <b>KEY PERFORMANCE AREA (KPA) 1: Governance and Compliance</b>  |
| <b>STRATEGIC OBJECTIVE:</b> To ensure good governance and compliance.   |
| <b>OUTCOME:</b> A responsive Municipality based on sound principles which embody and embrace the rule of law, public participation, accountability, and responsibility.   |
| <b>KPA 1 consists of the following PDOs:</b>  |
| <b>PDO 1:</b> Governance Structures   |
| <b>PDO 2:</b> Risk and Assurance  |
| <b>PDO 3:</b> Stakeholder Participation   |
| <b>PDO 4:</b> Intergovernmental Relations (IGR)   |
| <b>PDO 5:</b> Communication (Internal and External)   |
| <b>PDO 6:</b> Marketing (Branding and Website)  |
| <b>PDO 7:</b> Customer Relations  |
| <b>KEY PERFORMANCE AREA (KPA) 2: Finance</b>  |
| <b>STRATEGIC OBJECTIVE:</b> To ensure financial sustainability to meet statutory requirements.  |
| <b>OUTCOME:</b> An affordable and sustained revenue base to finance capital and operating budget expenses. Sound financial management practices and clean audit reports to build the public’s confidence in management. |
| <b>KPA 2 consists of the following PDOs:</b>  |
| <b>PDO 8:</b> Revenue   |
| <b>PDO 9:</b> Expenditure   |
| <b>PDO 10:</b> Budgeting and Funding  |
| <b>PDO 11:</b> Capital Expenditure  |
| <b>PDO 12:</b> Assets   |
| <b>PDO 13:</b> Financial Viability  |
| <b>PDO 14:</b> Supply Chain Management  |
| <b>PDO 15:</b> Financial Reporting  |

|   |
|---|
| <b>KEY PERFORMANCE AREA (KPA) 3: Organisation and Human Capital</b>   |
| <b>STRATEGIC OBJECTIVE:</b> To ensure an efficient and effective organisation supported by a competent and skilled workforce.   |
| <b>OUTCOME:</b> A motivated and skilled workforce that supports the operational needs of the Municipality in the implementation of the IDP objectives.  |
| <b>KPA 3 consists of the following PDOs:</b><br><b>PDO 16:</b> Organisational Structure<br><b>PDO 17:</b> Human Capital<br><b>PDO 18:</b> Performance Management<br><b>PDO 19:</b> Systems and Technology<br><b>PDO 20:</b> Processes and Procedures  |
| <b>KEY PERFORMANCE AREA (KPA) 4: Infrastructure and Services</b>  |
| <b>STRATEGIC OBJECTIVE:</b> To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services.   |
| <b>OUTCOME:</b> An adequate and well-maintained infrastructure network complementing the developmental goals of the Municipality.   |
| <b>KPA 4 consists of the following PDOs:</b><br><b>PDO 21:</b> Fleet and Mechanical Workshop<br><b>PDO 22:</b> Electricity and Energy<br><b>PDO 23:</b> Transport, Roads, and Stormwater<br><b>PDO 24:</b> Water and Wastewater<br><b>PDO 25:</b> Solid Waste<br><b>PDO 26:</b> Municipal and Public Facilities   |
| <b>KEY PERFORMANCE AREA (KPA) 5: Planning and Development</b>   |
| <b>STRATEGIC OBJECTIVE:</b> To plan, promote investment and facilitate economic growth.   |
| <b>OUTCOME:</b> Well-developed strategies implemented to promote economic growth and development in the municipal area.   |
| <b>KPA 5 consists of the following PDOs:</b><br><b>PDO 27:</b> Economic Development and Tourism<br><b>PDO 28:</b> Land Use and Properties<br><b>PDO 29:</b> Spatial Planning<br><b>PDO 30:</b> Environment and Natural Resources<br><b>PDO 31:</b> Urbanisation and Human Settlements   |
| <b>KEY PERFORMANCE AREA (KPA) 6: Community Development</b>  |
| <b>STRATEGIC OBJECTIVE:</b> To facilitate, support and promote social and community development.  |
| <b>OUTCOME:</b> To establish an environment where the poor and the most vulnerable are empowered through the building of social capital; the implementation of development programmes and support; and sustainable livelihood strategies.   |
| <b>KPA 6 consists of the following PDOs:</b><br><b>PDO 32:</b> Social Development<br><b>PDO 33:</b> Sport and Recreation<br><b>PDO 34:</b> Parks and Open Spaces<br><b>PDO 35:</b> Cemeteries and Crematoria<br><b>PDO 36:</b> Disaster and Emergencies<br><b>PDO 37:</b> Traffic and Law Enforcement<br><b>PDO 38:</b> Safety and Security<br><b>PDO 39:</b> Libraries |

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- CHAPTER 1: Introduction and Background** (pages 13 - 40)
  - CHAPTER 2: Situational Analysis** (pages 41 - 112)
  - CHAPTER 3: Development Plan** (pages 113 - 173)
  - CHAPTER 4: Long-Term Financial Plan** (pages 174 - 226)
  - CHAPTER 5: Implementation Plan** (pages 227 - 266)
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**2. CHAPTER 2: SITUATIONAL ANALYSIS**

**2.1 INTRODUCTION**

This chapter focuses on the analysis of the status quo of the Municipality in terms of each Predetermined Objective (PDO) as listed in the strategic framework in chapter 1.

**2.2 SITUATIONAL ANALYSIS PER KPA AND PDO**

Each PDO is rated in terms of its current status. The rating system is illustrated in the table below. The analysis is done with consideration for the 12-point Risk Register, as stated in PDO 2: Risk and Assurance.

**Table 14: Rating System – Situational Analysis**

| PDO Focus Areas  | Rating |
|--|--------|
| Good performance/implementation/good governance/compliant                                    | 😊      |
| Average performance/policy in place with average implementation/functional                   | 😐      |
| Poor performance/no policy in place/policy in place but poor/no implementation/non-compliant | 😞      |

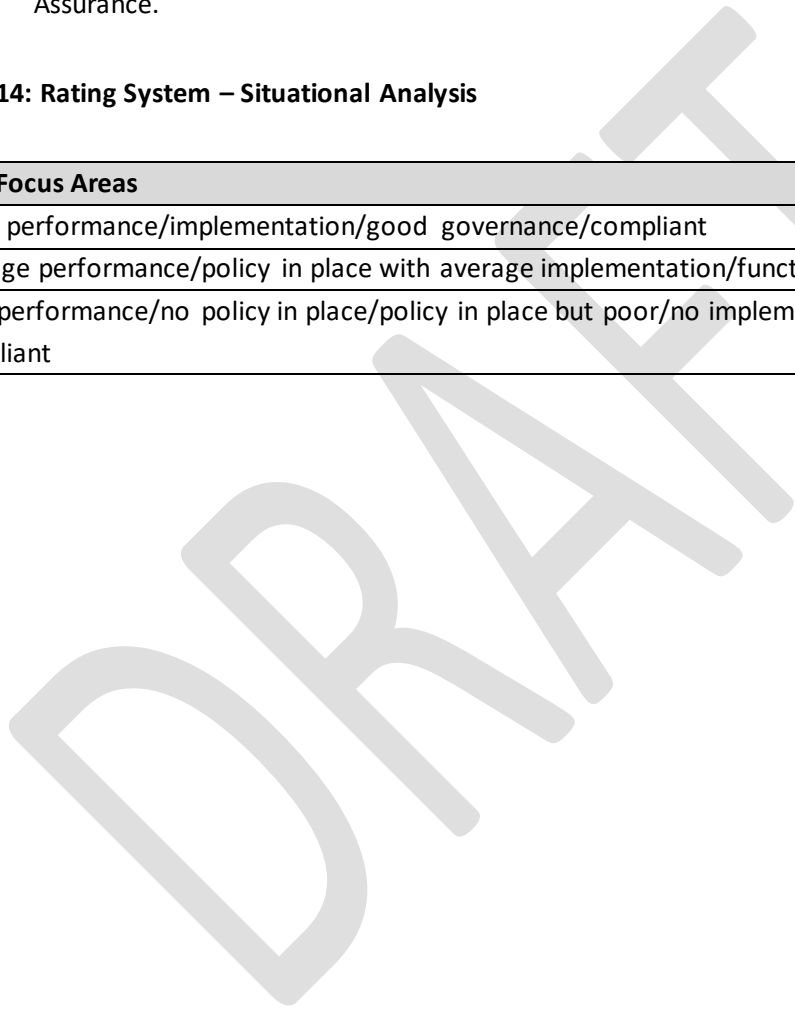
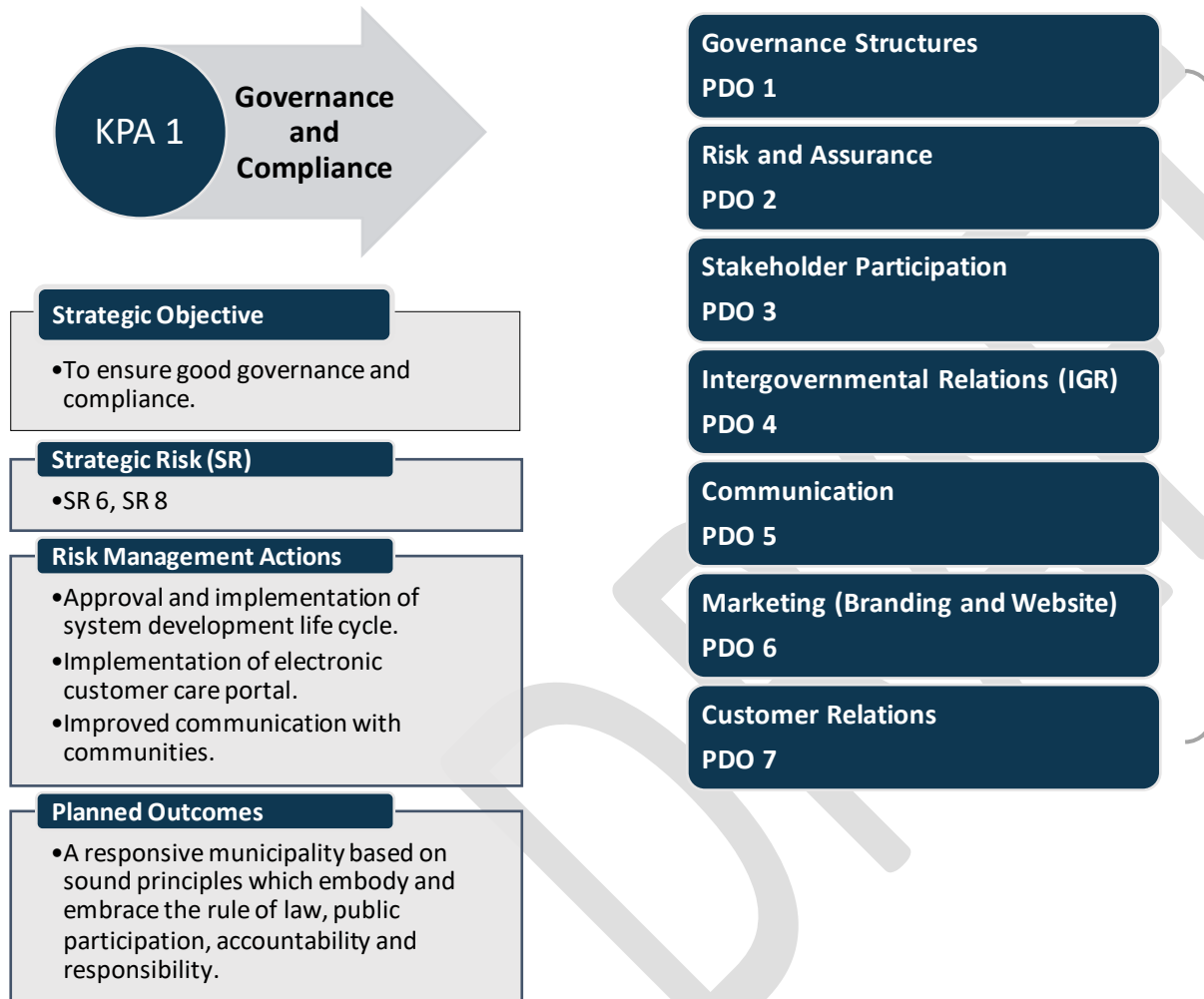


Table 15: KPA 1’s Policies and Bylaws

| No. | Policies linked to KPA 1   | Rating |
|-----|--|--------|
| 1.  | Ward Committee Policy  | ☹️     |
| 2.  | Public Participation Policy  | 😐      |
| 3.  | Roles and Responsibilities of Council, Political Structures, Office Bearers, and City Manager              | 😊      |
| 4.  | Intergovernmental and International Relations Policy   | 😊      |
| 5.  | Bestowal of Aldermanship Policy  | 😊      |
| 6.  | Marketing Strategy   | 😐      |
| 7.  | Communication Policy and Strategy  | 😊      |
| 8.  | Fraud and Risk Management Policy   | 😊      |
| 9.  | Combined Assurance Policy  | 😐      |
| 10. | Business Continuity Policy   | 😊      |
| No. | Bylaws linked to KPA 1   | Rating |
| 11. | Bylaw: Rules of Order Regulating the Conduct of Meetings of The Council of the Municipality of Drakenstein | 😐      |
| 12. | Bylaw: Rules of Order Regulating the Conduct of Meetings of The Council of the Municipality of Drakenstein | 😊      |
| 13. | Bylaw No 22/2007: Repeal   | 😊      |
| 14. | Bylaw No 2/2002: Establishment of Improvement Districts  | 😊      |



**Analysis of Internal and External Factors (the Current State):**

Below follows an analysis of internal and external factors in respect of the status quo of each PDO and its related components within the KPA.

**PDO 1: GOVERNANCE STRUCTURES**

**PDO DESCRIPTION**

This PDO pertains to the Municipality’s Governance Structure, which is informed by the Municipal Structures Act, No. 117 of 1998. The Act stipulates the roles and responsibilities of each structure within the Municipality. Section 53 of the Municipal Systems Act (No. 32 of 2000) stipulates, *inter alia*, the roles and areas of responsibility of each political structure, each Political Office Bearer, and the Municipal Manager. The City Manager occupies a central role in the governance system, with executive powers vested in him to manage the day-to-day operational affairs.

The Executive Mayor, supported by the Mayoral Committee, leads the executive arm of the Council. Consequently, the Mayor bears overarching strategic and political responsibilities. Notably, executive power is vested in the Executive Mayor, delegated by the Council, along with powers assigned by legislation. While accountable for the strategic direction and performance of the Municipality, the Executive Mayor collaborates with the Mayoral Committee in leading the executive function.

Drakenstein Municipality consists of 65 Councillors, including 33 Ward Councillors and 32 Proportional Councillors (PR). The Speaker presides over Council meetings.

The Municipality currently has the following committees in existence:

**APPEAL COMMITTEE**

- Section 62 Appeal Committee.

**SECTION 79 COMMITTEES**

- Municipal Public Accounts Committee (MPAC); and
- Special Committee dealing with Transgressions of the Code of Conduct for Councillors.

**SECTION 80 COMMITTEES**

- Safety and Community Services Committee;
- Corporate and Governance Services Committee;
- Engineering Services Committee;
- Financial Services Committee; and
- Planning and Development Services Committee.

**STATUTORY OVERSIGHT COMMITTEES**

- Audit Committee;

- Disciplinary Board; and
- Fraud and Risk Management Committee.

**LABOUR COMMITTEES**

- Local Labour Forum; and
- Training Committee.

**TRIBUNAL IN TERMS OF SECTION 35 OF THE SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (NO. 16 OF 2013)**

- Municipal Planning Tribunal.

The following table depicts a list of functioning structures.

**RATING OF THE PDO**

**Table 16: PDO 1 – Rating**

| No. | PDO Focus Areas   | Rating |
|-----|---|--------|
| 1.  | <b>Effective Functioning of Governance Structures</b>   | 😊      |
| 2.  | <b>Council: Monitoring of Council Decisions and Effective Oversight</b>   | 😊      |
| 3.  | <b>Mayoral Committee</b>  | 😊      |
| 4.  | <b>Section 79 Committees: Effective Oversight and Accountability</b> <ul style="list-style-type: none"> <li>- Section 62 Appeals;</li> <li>- Municipal Public Accounts Committee (MPAC); and</li> <li>- Disciplinary Committee for Councillors.</li> </ul>  | 😊      |
| 5.  | <b>Section 80 Committees – Advice to Mayoral Committee and Inclusive Decision-Making</b> <ul style="list-style-type: none"> <li>- Safety and Community Services Committee;</li> <li>- Corporate and Governance Services Committee;</li> <li>- Engineering Services Committee;</li> <li>- Financial Services Committee;</li> <li>- Planning and Development Services Committee; and</li> </ul> | 😊      |
| 6.  | <b>Statutory Committees: Advisory and Oversight</b> <ul style="list-style-type: none"> <li>- Audit Committee;</li> <li>- Disciplinary Board; and</li> <li>- Fraud and Risk Management Committee.</li> </ul>   | 😊      |
| 7.  | <b>Sound Labour Relations</b> <ul style="list-style-type: none"> <li>- Local Labour Forum; and</li> <li>- Training Committee.</li> </ul>  | 😊      |
| 8.  | <b>Tribunal in accordance with section 35 of the Spatial Planning and Land Use Management Act (No. 16 of 2013)</b> <ul style="list-style-type: none"> <li>- Municipal Planning Tribunal.</li> </ul>   | 😊      |

**PDO 2: RISK MANAGEMENT AND ASSURANCE**

**PDO DESCRIPTION**

This PDO relates to the Municipality’s activities in respect of Risk Management and Assurance. Risk Management forms an integral part of the internal processes of a municipality. It is a systematic process to identify, evaluate and address risks on a continuous basis. The assurance response is risk based, ensuring that key risks receive priority in terms of the assessment of the systems of internal control implemented by management to mitigate risk, ensuring the achievement of objectives.

Based on the risk assessments performed, the 12 strategic risks are summarised below. A comprehensive Risk Register can be found in the Annexures. This PDO is supported by the Risk Management Plan (see Annexure B).

**The twelve (12) Strategic Risks are listed below:**

- Financial non-sustainability;
- Sub-standard service delivery;
- Human capital deficiencies;
- Increasing indigents and unemployment;
- Inadequate service delivery infrastructure;
- Weakness in governance and accountability;
- Uncontrolled urbanisation and land invasion;
- Ineffective stakeholder communication;
- Inadequate cyber security and ICT continuity;
- Extended interruption of power supply;
- Ineffective bylaw and traffic law enforcement; and
- Theft and vandalism of municipal infrastructure.

**Table 17: PDO 2 – Strategic Risk: Point on Heat Map**

| Point on Heat Map | Ref  | Strategic risk                                  | Inherent Impact | Control Effectiveness /Rating |
|-------------------|------|---|-----------------|-------------------------------|
| 1                 | SR07 | Uncontrolled urbanisation and land invasion     | Catastrophic    | ☹️                            |
| 2                 | SR12 | Theft and vandalism of municipal infrastructure | Catastrophic    | ☹️                            |
| 3                 | SR04 | Increasing indigents and unemployment           | Critical        | ☹️                            |
| 4                 | SR09 | Inadequate cyber security and ICT continuity    | Catastrophic    | ☹️                            |
| 5                 | SR10 | Extended interruption of power supply           | Catastrophic    | 😐                             |
| 6                 | SR11 | Ineffective bylaw and traffic law enforcement   | Critical        | 😐                             |
|                   | SR03 | Human Capital deficiencies                      | Critical        | 😐                             |

| Point on Heat Map | Ref  | Strategic risk                             | Inherent Impact | Control Effectiveness /Rating |
|-------------------|------|--|-----------------|-------------------------------|
| 7                 | SR01 | Financial non-sustainability               | Catastrophic    | ☹️                            |
| 8                 | SR02 | Sub-standard service delivery              | Critical        | ☹️                            |
|                   | SR05 | Inadequate service delivery infrastructure | Critical        | ☹️                            |
|                   | SR06 | Weakness in governance and accountability  | Critical        | ☹️                            |
| 9                 | SR08 | Ineffective stakeholder communication      | Critical        | 😊                             |

Graph 1: Strategic Risks Residual Heat Map

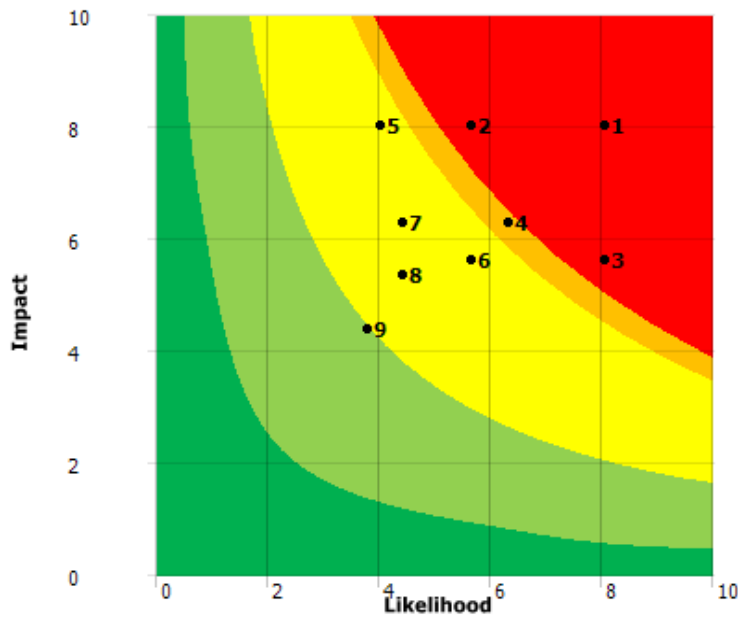


Table 18: PDO 2 – Rating

| Serial No. | PDO Focus Areas   | Rating |
|------------|---|--------|
| 1.         | Integrated Risk Management                                  | 😊      |
| 2.         | Fraud Risk Management                                       | 😊      |
| 3.         | Combined Assurance  | ☹️     |
| 4.         | Business Continuity   | 😊      |
| 5.         | Assurance (Audit Execution)                                 | 😊      |
| 6.         | Assurance (Audit Reporting)                                 | 😊      |
| 7.         | Assurance (Follow-Up on management response implementation) | 😊      |

The municipality receives assurance on the adequacy and effectiveness of its systems of internal control from the Internal Audit Department. Assurance engagements are performed in terms of a three-year strategic and

one-year operational plan, which is approved by the Audit Committee at the commencement of each financial year. The priorities in the Internal Audit plan can be categorised in terms of audits focusing on the systems of internal control, risk management and governance processes. The prioritisation of assurance engagements in these three categories is primarily based on the municipality’s risk profile as well as legislative requirements. Internal Audit reports to the Audit Committee on a quarterly basis regarding the outcome of audits conducted in terms of the approved plan.

The Internal Audit Department provides the Municipality with assurance on the adequacy and effectiveness of its systems of internal control. Assurance engagements are performed according to a three-year strategic and one-year operational plan, both of which are approved by the Audit and Performance Committee at the start of each financial year. The Internal Audit Plan gives priority to audits that focus on systems of internal control, risk management, and governance processes. This prioritisation of assurance engagements in these three categories is based primarily on the Municipality’s risk profile and legislative requirements. Internal Audit reports to the Audit and Performance Committee on a quarterly basis regarding the outcome of audits conducted per the approved plan. These reports serve to keep stakeholders informed about the status of internal controls and highlight any areas identified that require improvement.

**PDO 3: STAKEHOLDER PARTICIPATION**

**PDO DESCRIPTION**

This PDO addresses the Municipality’s stakeholder participation activities. In terms of legislation, the Municipality is required to consult with its stakeholders in respect of the IDP and the Budget, which is done through annual engagements every April. In addition, ward committees serve as the official participatory bodies of the Municipality. Following the 2021 local government elections, 33 ward committees were constituted in February 2022. Enhancing communication between the Municipality and its communities continues to be a priority for the Council. The components of PDO 3 are listed below.

**RATING OF THE PDO**

**Table 19: PDO 3 – Rating**

| No.  | PDO Focus Areas                                    | Rating |
|--|--|--------|
| 1.   | Consultative engagements around the IDP and budget | 😊      |
| 2.   | Ward committee meetings                            | 😊      |
| <b>Municipal Departmental Public Participation</b> |  |        |
| 3.   | Corporate and Planning                             | 😊      |
| 4.   | Engineering Services                               | 😊      |
| 5.   | Safety and Community Services                      | 😊      |
| 6.   | Financial Services                                 | 😊      |

**PDO 4: INTERGOVERNMENTAL RELATIONS (IGR)**

**PDO DESCRIPTION**

This PDO pertains to the Municipality’s activities in respect of intergovernmental relations (IGR), conducted in accordance with the Constitutional mandate and other relevant legislation, notably the Intergovernmental Relations Framework Act (No. 13 of 2005). The primary aim of IGR in the Municipality is to coordinate, facilitate and intervene in the diverse functions and responsibilities of different government spheres, as well as interactions with parastatals and other stakeholders within our functional sphere to influence the effective delivery of our mandate. Drakenstein Municipality endeavours to continually collaborate with other spheres of government on the implementation of the Joint District Management Approach (JDMA).

**RATING OF THE PDO**

**Table 20: PDO 4 – Rating**

| No. | PDO Focus Areas               | Rating |
|-----|-------------------------------|--------|
| 1.  | International relations       | 😊      |
| 2.  | National IGR structures       | 😊      |
| 3.  | Provincial IGR structures     | 😊      |
| 4.  | Joint district approach (JDA) | 😊      |

**PDO 5: COMMUNICATION**

**PDO DESCRIPTION**

This PDO covers the Municipality’s internal and external communication strategies and practices. The Municipality has a regularly reviewed Communication Policy, as well as a Communication and Marketing Framework, which, along with an accompanying Implementation Plan, guides its annual communication, media, and marketing initiatives. The purpose is to disseminate information on the Municipality’s projects, plans, achievements, and initiatives, and to foster regular dialogue between the Municipality, the local community, and various stakeholders.

To expand its reach, the Municipality has continued to increase the circulation of its monthly digital newsletter, ‘Vars’, which is designed to be informative, topical, engaging, and focused on the community’s interests. Moreover, the Municipality maintains an active presence across multiple communication channels: the official website, social media platforms (including Facebook, LinkedIn, YouTube, and Instagram), press releases, media coverage, radio interviews, and television screens located in service areas. Information is also relayed to the public through municipal noticeboards, SeeClickFix service delivery app notifications, GetNotified alerts, bulk SMS messaging, loudhailer announcements, and various events.

For internal communication with its workforce, the Municipality utilises a range of methods, including management and sectional meetings, emails, memorandums, employee gatherings, and WhatsApp groups. The Municipality’s Intranet serves as a comprehensive and interactive communication tool to facilitate employee interaction and information sharing.

Additionally, various institutional frameworks, such as ward committees, social councils, and forums, along with non-statutory initiatives like customer surveys and summits, are in place to encourage and facilitate meaningful discourse between the Municipality and the community. A Communication Plan is listed under **Annexure C**.

**RATING OF THE PDO**

**Table 21: PDO 5 – Rating**

| No. | PDO Focus Areas                                 | Rating |
|-----|---|--------|
| 1.  | Internal social media policy                    | ☹️     |
| 2.  | Self-driven social media platforms              | 😊      |
| 3.  | Media monitoring system (reputation management) | 😊      |

**PDO 6: MARKETING (BRANDING AND WEBSITE)**

**PDO DESCRIPTION**

This PDO addresses the Municipality’s activities in respect of marketing and branding. Branding is consistently applied across all municipal departments, with the Communication and Marketing section ensuring that all aspects of media and communication for municipal events align with the brand.

The Municipality maintains a comprehensive website where it continues to integrate innovative features aimed at improving visitor experience and enhancing service delivery. The Communication and Marketing section has optimised the municipal website’s mobile interface, and upgraded it to the latest version of Microsoft SharePoint, which will further enhance the user experience. The website also serves as a centralised resource for accessing all other services and products within the jurisdiction of the Municipality. The website is updated daily with statutory disclosures, legislation, necessary documentation, news, and public notices.

**RATING OF THE PDO**

**Table 22: PDO 6 – Rating**

| No. | PDO Focus Areas  | Rating |
|-----|--|--------|
| 1.  | Maximising events marketing                                      | 😊      |
| 2.  | Optimising the mobile interface of the website                   | 😊      |
| 3.  | Upgrading the website to the latest Microsoft SharePoint version | 😊      |
| 4.  | Upgrading the Municipal Intranet                                 | 😊      |

**PDO 7: CUSTOMER RELATIONS MANAGEMENT**

**PDO DESCRIPTION**

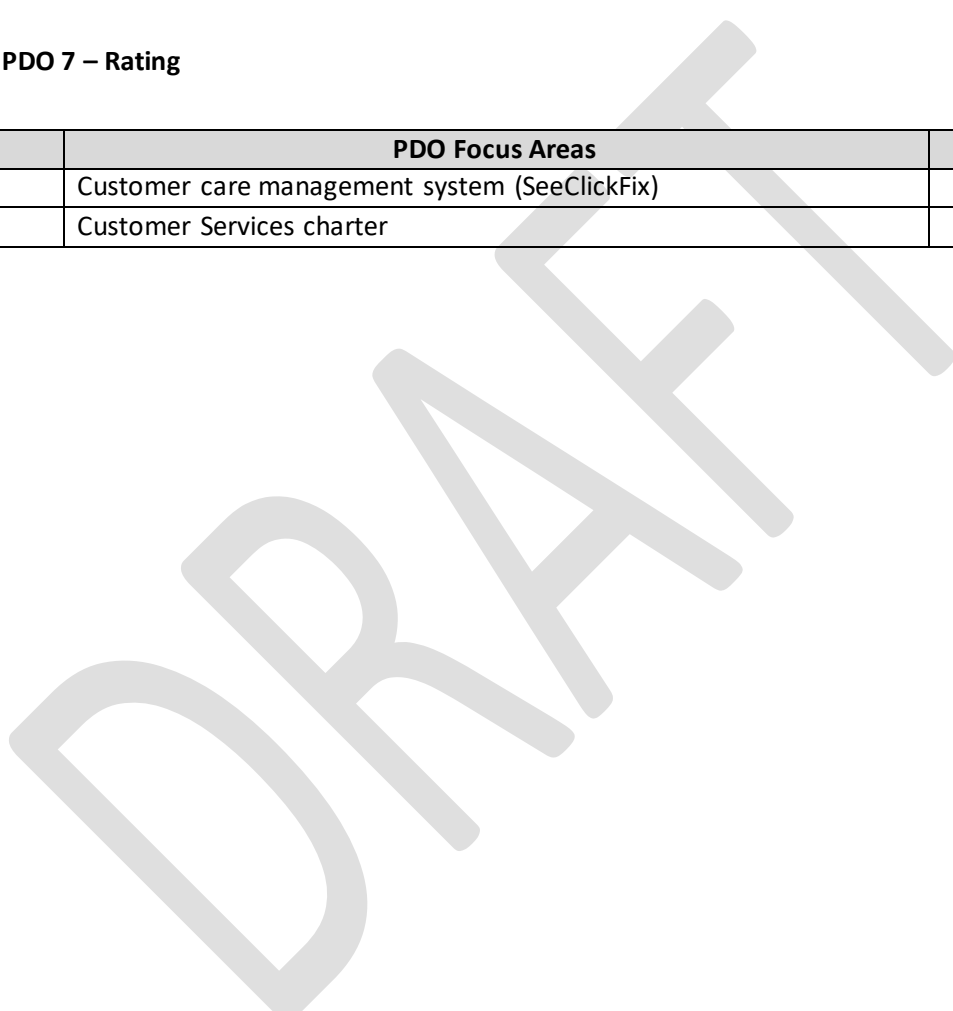
This PDO addresses the Municipality’s activities in respect of Customer Relations Management. A Customer Services Charter was adopted on 31 August 2022 and will be reviewed during 2025. This charter serves as a

commitment to customers that the Municipality will respond to queries and service delivery challenges within the agreed-upon timeframe. Compliance with this contract is managed and measured through a customer care management system known as SeeClickFix. In addition, the Electro-Technical Department has accepted all National Charters and Standards. These include all the National Rationalised Standards (NRS) documents accepted by the Electricity Distribution Division, which encompass NRS 047 Electricity Supply – Quality of Service, and NRS 048 Electricity Supply – Quality of Supply. Similarly, Water Services (Water and Sanitation) also developed a charter, which was approved in conjunction with the promulgation of the Water Services Bylaw.

**RATING OF THE PDO**

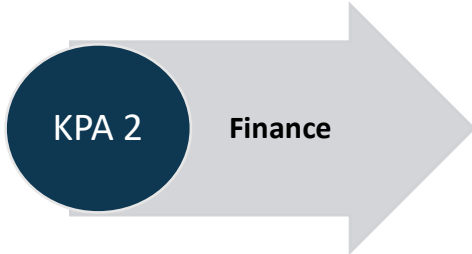
**Table 23: PDO 7 – Rating**

| No. | PDO Focus Areas                               | Rating |
|-----|---|--------|
| 1.  | Customer care management system (SeeClickFix) | 😊      |
| 2.  | Customer Services charter                     | 😊      |



**Table 24: KPA 2 Policies and Bylaws**

| No. | Policies linked to KPA 2  | Rating |
|-----|---|--------|
| 1.  | Cost Containment Policy   | 😊      |
| 2.  | Tariff Policy   | 😊      |
| 3.  | Credit Control and Debt Collection  | 😐      |
| 4.  | Indigent Support Policy   | 😐      |
| 5.  | Generally Recognised Accounting Practice (GRAP) Policy                        | 😊      |
| 6.  | Donations Policy  | 😊      |
| 7.  | Asset Management Policy   | 😊      |
| 8.  | Property Rates Policy   | 😊      |
| 9.  | Supply Chain Management Policy  | 😊      |
| 10. | Petty Cash Policy   | 😊      |
| 11. | Budget and Management Oversight Policy  | 😊      |
| 12. | Writing Off of Irrecoverable Debt Policy                                      | 😐      |
| 13. | Long-Term Financial Sustainability Policy                                     | 😊      |
| 14. | Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy            | 😊      |
| 15. | Policy on Stock Management  | 😊      |
| 16. | Unforeseen and Unavoidable Expenditure Policy                                 | 😊      |
| 17. | Virement Policy   | 😊      |
| 18. | Borrowing Policy  | 😊      |
| 19. | Funding and Reserve Policy  | 😊      |
| 20. | Insurance Policy  | 😊      |
| 21. | Prioritisation Model for Capital Assets Investment                            | 😐      |
| 22. | Supply Chain Management Policy  | 😊      |
| 23. | Financial Asset Management Policy   | 😊      |
| 24. | Unclaimed Deposits Policy   | 😊      |
| 25. | Special Rating Areas Policy   | 😊      |
| No. | Bylaws linked to KPA 2  | Rating |
| 26. | Tariff Bylaw  | 😊      |
| 27. | Bylaw on Property Rates   | 😊      |
| 28. | Bylaw on Customer Care, Credit Control, Debt Collection, and Indigent Support | 😐      |



- Revenue  
PDO 8
- Expenditure  
PDO 9
- Budgeting and Funding  
PDO 10
- Capital Expenditure  
PDO 11
- Assets  
PDO 12
- Financial Viability  
PDO 13
- Supply Chain Management  
PDO 14
- Financial Reporting  
PDO 15

**Strategic Objective**

- To ensure financial sustainability in order to meet statutory requirements.

**Strategic Risk**

- SR1, SR4

**Risk Management Actions**

- Refer to Strategic Risk Register.

**Planned Outcomes**

- Affordable and sustained revenue base to finance capital and operating budget expenses. Sound financial management practices and clean audit reports to build the public’s confidence in management.

**Analysis of Internal and External Factors (The Current State):**

Below follows an analysis of internal and external factors in respect of the status quo of each PDO and its related components within the KPA.

**PDO 8: REVENUE**

**PDO DESCRIPTION**

The status quo of the Municipality’s activities in respect of revenue management is monitored in this PDO, as informed by section 64 of the Municipal Finance Management Act (No. 56 of 2003). The City Manager, serving as the Accounting Officer, is responsible for managing the Municipality’s revenue. According to section 96 of the Municipal Systems Act (No. 32 of 2000), it is required that all monies owed to the Municipality are collected in accordance with the guidelines set out in the credit control and debt collection policies, which should align with the Municipality’s tariff and property rates policies. This PDO is aimed at ensuring the Municipality’s compliance with the prescripts of both the MSA and the MFMA.

**RATING OF THE PDO**

**Table 25: PDO 8 – Rating**

| No.                | PDO Focus Areas                   | Rating |
|--------------------|-----------------------------------|--------|
| <b>Registers</b>   |                                   |        |
| 1.                 | Valuation Roll                    | 😊      |
| 2.                 | Indigent Register                 | 😊      |
| <b>Billing</b>     |                                   |        |
| 3.                 | Accurate Billing: Property Rates  | 😊      |
| 4.                 | Accurate Billing: Electricity     | 😊      |
| 5.                 | Accurate Billing: Water           | 😊      |
| 6.                 | Accurate Billing: Sanitation      | 😊      |
| 7.                 | Accurate Billing: Solid Waste     | 😊      |
| 8.                 | Accurate Billing: Housing Rentals | 😊      |
| <b>Meters</b>      |                                   |        |
| 9.                 | Prepaid Electricity Meters        | 😊      |
| 10.                | Prepaid Water Meters              | 😊      |
| 11.                | Conventional Electricity Meters   | 😊      |
| 12.                | Conventional Water Meters         | 😊      |
| <b>Collections</b> |                                   |        |
| 13.                | Indigents: Revenue Foregone       | 😊      |
| 14.                | Revenue Collection                | 😊      |
| 15.                | Traffic Fines Collection          | 😊      |

**PDO 9: EXPENDITURE**

**PDO DESCRIPTION**

This PDO pertains to the Municipality’s activities in respect of Expenditure and Cost Management. The Municipal Finance Management Act (No. 56 of 2003) assigns the Accounting Officer the responsibility to manage the Municipality’s expenditure and to oversee that all reasonable steps are taken to maintain an effective system of expenditure control. This PDO is designed to ensure that the Municipality complies with the prescripts of the MFMA.

**RATING OF THE PDO**

**Table 26: PDO 9 – Rating**

| No. | PDO Focus Areas       | Rating |
|-----|-----------------------|--------|
| 1.  | Operating expenditure | 😊      |
| 2.  | Cost containment      | 😊      |
| 3.  | Creditor payments     | 😊      |

**PDO 10: BUDGETING AND FUNDING**

**PDO DESCRIPTION**

This PDO addresses the Municipality’s activities in respect of Budgeting and Funding. Chapter 4 of the Municipal Finance Management Act (No. 56 of 2003) lays out the initial legislative foundation for preparing and compiling a Medium-Term Revenue and Expenditure Framework for local governments. This process must account for realistically anticipated internal and external revenue streams. Relevant regulations that influence spending priorities should also be carefully considered, as they will guide and possibly affect the Municipality’s budget.

**RATING OF THE PDO**

**Table 27: PDO 10 – Rating**

| No. | PDO Focus Areas      | Rating |
|-----|----------------------|--------|
| 1.  | Zero-based budgeting | 😊      |
| 2.  | mSCOA budget         | 😊      |

**PDO 11: CAPITAL EXPENDITURE**

**PDO DESCRIPTION**

This PDO pertains to the Municipality’s activities in respect of Capital Expenditure. Section 15 of the Municipal Finance Management Act (No. 56 of 2003) mandates the City Manager to ensure that the appropriation of funds for capital expenditure takes place within the confines of an approved capital budget. This PDO monitors the Municipality’s compliance with the prescripts of the MFMA.

**RATING OF THE PDO**

**Table 28: PDO 11 – Rating**

| No.  | PDO Focus Areas                              | Rating |
|--|--|--------|
| 1.   | Capital Expenditure for the Municipality     | 😊      |
| <b>Capital Spending per Municipal Department</b> |  |        |
| 2.   | Engineering Services                         | 😊      |
| 3.   | Safety and Community Services                | 😊      |
| 5.   | Corporate and Planning                       | 😊      |
| 6.   | Financial Services                           | 😊      |
| 7.   | Safety and Community Services (newly formed) | 😊      |

**PDO 12: ASSETS**

**PDO DESCRIPTION**

This PDO addresses the Municipality’s activities in respect of Asset Management, a process aimed at the cost-effective management of local government capital assets. Asset Management involves analysing each asset’s lifecycle and capacity, and compiling information on maintenance requirements, service levels, and new asset needs. These tasks are conducted in accordance with the relevant Generally Recognised Accounting Practice (GRAP) standards, alongside other pertinent policies, and procedures.

**RATING OF THE PDO**

**Table 29: PDO 12 – Rating**

| No. | PDO Focus Areas               | Rating |
|-----|-------------------------------|--------|
| 1.  | GRAP-Compliant Asset Register | 😊      |
| 2.  | Moveable Assets               | 😊      |
| 3.  | Immoveable Assets             | 😊      |

**PDO 13: FINANCIAL VIABILITY**

**PDO DESCRIPTION**

This PDO pertains to the Municipality’s activities and plans aimed at ensuring Financial Viability of Drakenstein Municipality. This requires generating sufficient revenue to meet short, medium, and long-term service delivery, operating costs, and capital expenditure needs; to meet debt obligations; and to support growth without compromising the quality-of-service delivery.

**RATING OF THE PDO**

**Table 30: PDO 13 – Rating**

| No.                                    | PDO Focus Areas                                     | Rating |
|--|---|--------|
| <b>Expenditure</b>                     |   |        |
| 1.                                     | Capital Expenditure to Total Expenditure            | 😊      |
| 2.                                     | Impairment of PPE, IP, and Intangible Assets        | 😞      |
| 3.                                     | Repairs and maintenance as a % of PPE and IP        | 😊      |
| 4.                                     | Irregular, FandW and UE/Total Operating Expenditure | 😊      |
| 5.                                     | Remuneration as a % of Total Operating Expenditure  | 😊      |
| <b>Debt Collection</b>                 |   |        |
| 6.                                     | Debtors’ Collection Ratio                           | 😊      |
| 7.                                     | Net Debtors’ Days                                   | 😊      |
| <b>Cash/Cost Management</b>            |   |        |
| 8.                                     | Cash/Cost Coverage Ratio                            | 😊      |
| 9.                                     | Current Ratio                                       | 😊      |
| 10.                                    | Capital Cost as a % of Total Operating Expenditure  | 😊      |
| 11.                                    | Debt (Total Borrowings)/Revenue – Gearing Ratio     | 😞      |
| 12.                                    | Net Operating Surplus Margin                        | 😊      |
| 13.                                    | Net Surplus/Deficit: Electricity                    | 😊      |
| 14.                                    | Net Surplus/Deficit: Water                          | 😊      |
| 15.                                    | Net Surplus/Deficit: Refuse                         | 😊      |
| 16.                                    | Net Surplus/Deficit: Sanitation                     | 😊      |
| 17.                                    | Electricity Distribution Losses                     | 😐      |
| 18.                                    | Water Distribution Losses                           | 😐      |
| <b>Budget Implementation Indicator</b> |   |        |
| 19.                                    | Capital Expenditure                                 | 😊      |
| 20.                                    | Operating Expenditure                               | 😊      |
| 21.                                    | Operating Revenue                                   | 😊      |
| 22.                                    | Service Charges and Property Rates                  | 😊      |

**PDO 14: SUPPLY CHAIN MANAGEMENT (SCM)**

**PDO DESCRIPTION**

This PDO focuses on the Municipality’s activities and plans concerning its Supply Chain Management (SCM) functions, which span all departments. While governance remains at its core, SCM is essential for advancing service delivery in a manner that is fair, equitable, transparent, competitive, and cost-effective. Adherence to these principles underpins all procurement of goods and services within the municipal context, supported by the directives in the MFMA, the Municipal Supply Chain Management Regulations, and the Supply Chain Management Guide for Accounting Officers.

**RATING OF THE PDO**

**Table 31: PDO 14 – Rating**

| No.                        | PDO Focus Areas                                  | Rating |
|----------------------------|--|--------|
| <b>Municipal Stores</b>    |  |        |
| 1.                         | Main Stores                                      | ☹️     |
| 2.                         | Acquisitions                                     | 😊      |
| 3.                         | Demand Planning and Municipal Stock Levels       | ☹️     |
| <b>Contract Management</b> |  |        |
| 4.                         | Contract Management Process from Start to Finish | ☹️     |
| 5.                         | Specifications Committee Turnaround Time         | 😊      |
| 6.                         | Bid Evaluation Committee Turnaround Time         | 😊      |
| 7.                         | Bid Adjudication Committee Turnaround Time       | 😊      |
| 8.                         | Compliance Reporting                             | 😊      |

**PDO 15: FINANCIAL REPORTING**

**PDO DESCRIPTION**

This PDO pertains to the Municipality’s activities and plans in respect of Financial Reporting, which provides users with information to assist in their decision-making and to demonstrate the Municipality’s effective stewardship and accountability. Compliance with relevant legislation ensures transparency and enables the National Treasury to use information more effectively for benchmarking purposes.

**RATING OF THE PDO**

**Table 32: PDO 15 – Rating**

| No. | PDO Focus Areas      | Rating |
|-----|----------------------|--------|
| 1.  | mSCOA Structure      | 😊      |
| 2.  | Compliance Reporting | 😊      |



- Organisational Structure  
PDO 16
- Human Capital  
PDO 17
- Performance Management  
PDO 18
- Systems and Technology  
PDO 19
- Processes and Procedures  
PDO 20

**Strategic Objective**

•To ensure an efficient and effective organisation supported by a competent and skilled workforce.

**Strategic Risk**

•SR 3, SR 6, SR 8

**Risk Management Actions**

•Refer to Strategic Risk Register.

**Planned Outcomes**

•A motivated and skilled workforce that supports the operational needs of the Municipality in the implementation of the IDP objectives.

**Table 33: KPA 3's Policies and Bylaws**

| No. | Policies linked to KPA 3                                    | Rating |
|-----|---|--------|
| 1.  | Bestowal of Aldermanship Policy                             | 😊      |
| 2.  | Training and Development Policy                             | 😊      |
| 3.  | Overtime Policy   | 😊      |
| 4.  | Sexual Harassment Policy                                    | 😊      |
| 5.  | Policy for the Use of Landline Telephone System             | 😊      |
| 6.  | Electronic Records Management Policy                        | 😊      |
| 7.  | Records Management Policy                                   | 😊      |
| 8.  | Private Work Policy   | 😊      |
| 9.  | Placement Policy  | 😊      |
| 10. | PAIA Section 14 Manual (Promotion of Access to Information) | 😊      |
| 11. | Language Policy   | 😞      |
| 12. | Appointment of Temporary Employees Policy                   | 😐      |
| 13. | Smoking Policy  | 😊      |

| No.                    | Policies linked to KPA 3  | Rating |
|------------------------|---|--------|
| 14                     | Asset Transfer Policy   | 😊      |
| 15                     | Job Evaluation Policy   | 😊      |
| 16                     | Student Accommodation Policy  | 😊      |
| 17                     | Motor Vehicle Allowance Scheme  | 😐      |
| 18                     | Information and Communication Technology Master Framework                         | 😊      |
| 19                     | Policy for Formulation, Development and Review of Policies                        | 😊      |
| 20                     | Municipal Corporate Governance of Information and Communication Technology Policy | 😊      |
| 21                     | Code of Ethics Policy   | 😊      |
| 22                     | Substance Abuse Policy  | 😊      |
| 23                     | Talent Management and Succession Planning Policy                                  | 😊      |
| 24                     | External Bursary Policy (Mayoral Bursary Policy)                                  | 😊      |
| 25                     | Leave Policy  | 😊      |
| 26                     | Acting, Additional and Secondment Allowance Policy                                | 😊      |
| 27                     | Occupational Health and Safety  | 😊      |
| 28                     | Dress Code Policy   | 😊      |
| 29                     | Standby Policy  | 😊      |
| 30                     | Housing Administration Policy   | 😐      |
| 31                     | Probation Policy  | 😊      |
| 32                     | Personal Protective Equipment and Clothing Policy                                 | 😊      |
| 33                     | Recruitment and Selection Policy  | 😊      |
| 34                     | HIV/AIDS Policy   | 😞      |
| 35                     | Performance Management Policy   | 😊      |
| <b>Key Bylaws: N/A</b> |   |        |

**Analysis of Internal and External Factors (The Current State):**

Below follows an analysis of internal and external factors in respect of the status quo of each PDO and its related components within the KPA.

**PDO 16: ORGANISATIONAL STRUCTURE**

**PDO DESCRIPTION**

This PDO rates the Municipality’s activities and plans in respect of the organisation’s structure. The administration is headed by the City Manager, who reports directly to the Executive Mayor. Five Executive Directors, who lead their respective departments, report directly to the City Manager. Additionally, the functional areas of Internal Audit, Risk Management, the Integrated Development Plan and Performance Management, as well as Communication and Marketing, fall under the City Manager’s direct supervision. The organisational structure undergoes regularly reviews to promote employee efficiency and enhance service delivery.

**RATING OF THE PDO**

**Table 34: PDO 16 – Rating**

| No. | PDO Focus Areas   | Rating |
|-----|---|--------|
| 1.  | Efficient Utilisation of Employees                                      | ☹️     |
| 2.  | Finalisation of Job Descriptions  | 😊      |
| 3.  | Finalisation of Job Evaluations   | 😊      |
| 4.  | Alignment of Organisational Structure with Functions and Tasks Required | 😊      |

**PDO 17: HUMAN CAPITAL**

**PDO DESCRIPTION**

This PDO addresses Human Capital Planning and Skills Development. The Human Resource Plan reinforces the Municipality’s commitment to acquiring and retaining human capital. The implementation of key programmes, such as the Workplace Skills Plan, Employee Wellness Plan and Internal Bursaries Programme, fosters a workforce that is skilled, healthy and happy. This PDO is supported by the Human Capital and Skills Development Plan, attached as **Annexure A**.

Effective 1 July 2022, the Municipality has enacted a Performance Management and Development System (PMDS) that complies with the revised provisions of chapter 4 of the Municipal Regulations. The PMDS is applicable to all municipal employees except for staff members who:

- Are appointed on a fixed-term contract with a duration of less than 12 months;
- serve notice of termination of their contract of employment;
- have reached the statutory retirement age;
- are appointed on an internship programme or participating in the national Expanded Public Works Programme (EPWP) or any similar scheme; and
- are Managers and Senior Managers appointed in terms of sections 54A and 56 of the Municipal Systems Act.

**RATING OF THE PDO**

**Table 35: PDO 17 – Rating**

| No. | PDO Focus Areas  | Rating |
|-----|--|--------|
| 1.  | Skilled Workforce                                      |        |
| 2.  | Knowledge Management and Succession Planning           |        |
| 3.  | A Motivated, Energised and Healthy Employee Complement |        |
| 4.  | Compliance with MSA HR Regulations                     |        |
| 5.  | Effective and Efficient Utilisation of EPWP Capacity   |        |
| 6.  | Efficient Utilisation of Staff                         |        |
| 7.  | Skills Development                                     |        |

**PDO 18: PERFORMANCE MANAGEMENT**

**PDO DESCRIPTION**

This PDO addresses Performance Management and Monitoring/Evaluation. Performance management is key to measuring the Municipality’s success in achieving its IDP objectives. The Municipality’s Performance Management Policy comprehensively outlines its strategies for strategic, operational, and tactical performance management and workplace efficiency. The Municipality’s performance is measured and monitored monthly and evaluated quarterly, as well as at mid-year intervals. The outcomes of these evaluations inform the Council on whether any adjustment of performance indicators is necessary, and on how best to develop action plans to address underperformance. Circular 88, as gazetted by the National Treasury, provides guidance in respect of KPIs on Tier 1 and 2 for Intermediary Cities, including Drakenstein.

Both organisational and individual performances are managed concurrently. Individual Performance Management extends to the third reporting line, meaning that Individual Performance Evaluations for section 56/7 employees, and permanent employees who have entered into performance agreements, are conducted quarterly. The final review is conducted on an annual basis.

These performance outcomes are included in the Municipality’s Annual Report. A dedicated unit within the Office of the City Manager is charged with the daily monitoring and evaluation of service delivery, issuing weekly performance dashboards that are distributed and discussed at the Strategic Management Team (SMT) meetings every Monday.

**RATING OF THE PDO**

**Table 36: PDO 18 – Rating**

| No. | PDO Focus Areas   | Rating |
|-----|---|--------|
| 1.  | Organisational Performance Management Policy              |        |
| 2.  | Individual Performance Management                         |        |
| 3.  | Monitoring and Evaluation (M&E)                           |        |
| 4.  | Implementation of the MSA HR Regulations in terms of PMDS |        |

**PDO 19: SYSTEMS AND TECHNOLOGY**

**PDO DESCRIPTION**

PDO 19 pertains to the Municipality’s activities and plans concerning the development of an information and communication technology (ICT) network capability that can enable a Smart City of the future. It also provides an assessment of the current use of drones and a Geographic Information System (GIS). This PDO is supported by the ICT Master Plan, which is attached as **Annexure D**.

**RATING OF THE PDO**

**Table 37: PDO 19 – Rating**

| No.                                       | PDO Focus Areas  | Rating |
|---|--|--------|
| <b>Corporate and Planning Services</b>    |  |        |
| 1.  | Sustainability of ICT infrastructure   | ☹️     |
| 2.  | ICT governance   | 😊      |
| 3.  | Network security   | 😊      |
| 4.  | Review of critical business systems  | 😊      |
| 5.  | Technology environmental controls  | ☹️     |
| 6.  | Utilisation of drones  | 😊      |
| 7.  | Utilisation of GIS   | 😊      |
| 8.  | Utilisation of collaborator (electronic document management system) for building plan management | 😊      |
| <b>Engineering Services</b>               |  |        |
| 9.  | Utilisation of drones  | 😊      |
| 10.                                       | Utilisation of GIS: implementation plan  | ☹️     |
| 11.                                       | Utilization of SeeClickFix   | 😊      |
| 12.                                       | Implementation of city works within Rental Stock and Stormwater departments                      | ☹️     |
| 13.                                       | Utilisation of collaborator (electronic document management system)                              | 😊      |
| 14.                                       | Procurement of electronic tree management system   | 😊      |
| <b>Safety and Community Services</b>      |  |        |
| 14.                                       | Utilisation of GIS   | 😊      |
| <b>Risk Management and Internal Audit</b> |  |        |
| 17.                                       | BarnOwl system   | 😊      |
| <b>Financial Services</b>                 |  |        |
| 18.                                       | Utilisation of GIS   | 😊      |
| 19.                                       | Utilisation of SOLAR   | 😊      |
| <b>Safety and Community Services</b>      |  |        |
| 20.                                       | Utilisation of GIS   | ☹️     |
| 21.                                       | Extension of electronic learner license management system to Saron, Dal Josaphat                 | 😊      |
| 21.                                       | Implementation of electronic vehicle licence renewal system                                      | 😊      |
| 22.                                       | Installation of electronic traffic queuing system at Wellington and Dal Josaphat                 | ☹️     |
| 23.                                       | Extension of CCTV cameras and network in Drakenstein municipal area                              | ☹️     |
| 24.                                       | Increasing network storage capacity for CCTV and LPR cameras                                     | 😊      |
| 25.                                       | Replacing access control system at municipal offices   | ☹️     |

| No. | PDO Focus Areas   | Rating |
|-----|---|--------|
| 26. | Procurement of monitors for CCTV monitoring                               | 😊      |
| 27. | Extension of 'unity' complaints management system                         | 😊      |
| 28. | Procurement of drones with night vision                                   | 😊      |
| 29. | Procurement of Traffic hand-held GPS devices                              | 😊      |
| 30. | Procurement of smart two-way handheld radios (Bluetooth/Wi-Fi compatible) | 😊      |

**PDO 20: PROCESSES AND PROCEDURES**

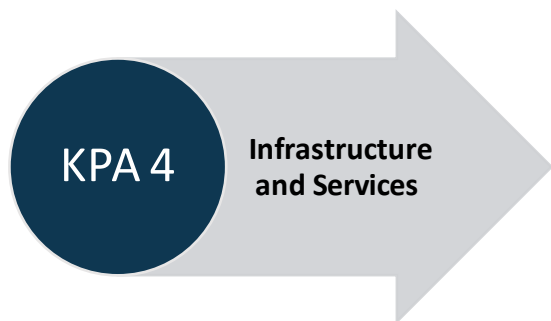
**PDO DESCRIPTION**

This PDO rates the Municipality’s activities and plans in respect of processes and procedures within each department. There is a strong focus on developing and streamlining systems and work processes to enhance the efficiency and effectiveness of services. An ongoing process of system improvement will be initiated across each service area, and will include decision-making and management systems, information systems, financial systems, the HR System, and operational processes. It is incumbent upon each department to manage its businesses processes and procedures to ensure that service delivery is improved by minimising bureaucratic delay and incorporating automation, where applicable.

**RATING OF THE PDO**

**Table 38: PDO 20 – Rating**

| No.                                    | PDO Focus Areas               | Rating |
|--|-------------------------------|--------|
| <b>Corporate and Planning Services</b> |                               |        |
| 1.                                     | Standard operating procedures | 😊      |
| 2.                                     | Optimising business processes | 😊      |
| <b>Engineering Services</b>            |                               |        |
| 3.                                     | Standard operating procedures | 😊      |
| 4.                                     | Optimising business processes | 😊      |
| <b>Safety and Community Services</b>   |                               |        |
| 5.                                     | Standard operating procedures | 😊      |
| 6.                                     | Optimising business processes | 😊      |
| <b>Safety and Community Services</b>   |                               |        |
| 7.                                     | Standard operating procedures | 😊      |
| 8.                                     | Optimising business processes | 😊      |
| <b>Financial Services</b>              |                               |        |
| 9.                                     | Standard operating procedures | 😊      |
| 10.                                    | Optimising business processes | 😊      |
| <b>Risk and Assurance</b>              |                               |        |
| 11.                                    | Standard operating procedures | 😊      |
| 12.                                    | Optimising business processes | 😊      |
| <b>Communication and Marketing</b>     |                               |        |
| 13.                                    | Standard operating procedures | 😊      |
| 14.                                    | Optimising business processes | 😊      |



**Strategic Objective**

- To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services.

**Strategic Risk**

- SR 1, SR 2, SR 3, SR 5, SR 10

**Risk Management Actions**

- Refer to Strategic Risk Register.

**Planned Outcomes**

- An adequate and well-maintained infrastructure network complementing the developmental goals of the Municipality.

- Fleet and Mechanical Workshop  
PDO 21
- Electricity and Energy  
PDO 22
- Transport, Roads and Stormwater  
PDO 23
- Water and Wastewater  
PDO 24
- Solid Waste  
PDO 25
- Municipal and Public Facilities  
PDO 26

**Table 39: KPA 4’s Policies and Bylaws**

| No. | Policies linked to KPA 4  | Rating |
|-----|---|--------|
| 1.  | Closure of Walkways Policy  | 😊      |
| 2.  | Developer Contributions Policy  | 😐      |
| 3.  | Electrical Infrastructure Maintenance Policy  | 😊      |
| 4.  | Electricity Losses Policy   | 😊      |
| 5.  | Expanded Public Works (EPWP) Policy   | 😊      |
| 6.  | Fleet Management and User Guide Policy  | 😊      |
| 7.  | Geographic Information System (GIS) Policy  | 😊      |
| 8.  | Policy for erection of memorial crosses for casualties in road accidents                | 😐      |
| 9.  | Policy for installation of telecommunications infrastructure in road reserves           | 😊      |
| 10. | Project Management Policy   | 😐      |
| 11. | Small Scale Embedded Renewable Energy Generation Policy                                 | 😊      |
| 12. | Traffic Calming Policy  | 😊      |
| 13. | Water Management and Loss Control Policy  | 😊      |
| No. | Bylaws linked to KPA 4  | Rating |
| 14. | Bylaw: Electricity Supply   | 😊      |
| 15. | Bylaw: Streets  | 😊      |
| 16. | Bylaw: Integrated Waste Management  | 😊      |
| 17. | Bylaw: Water Services   | 😊      |
| 18. | Bylaw: Use of Remotely Piloted Aircraft and Model Aircraft in Public Places and Streets | 😊      |

**Analysis of Internal and External Factors (The Current State):**

Below follows an analysis of internal and external factors in respect of the status quo of each PDO and its related components within the KPA.

**PDO 21: FLEET AND MECHANICAL WORKSHOP**

**PDO DESCRIPTION**

PDO 21 relates to the Municipality’s activities and plans in respect of Equipment and Fleet Management. In order to render effective services, the Municipality must have an effective Fleet Services Unit to maintain, monitor and replace municipal fleet and equipment. Equipment and fleet consist of heavy plants, refuse compactors, trucks, tractors, light delivery vehicles, passenger cars and small plant equipment. The total number of units currently maintained and serviced amount to 1 782 items. The Municipality aims to improve the efficiency of the mechanical workshop and associated service providers to reduce downtime and to implement better fleet management reporting in terms of the tracking of vehicles, utilisation of vehicles, hiring of vehicles, and driver behaviour. This PDO is supported by the Fleet Management Plan (attached as Annexure E).

**RATING OF THE PDO**

**Table 40: PDO 21 – Rating (The Fleet per Department)**

| Serial No.                             | PDO Focus Areas                               | Number of Vehicles | Average Age | Rating |
|--|---|--------------------|-------------|--------|
| <b>Corporate and Planning Services</b> |   |                    |             |        |
| 1.                                     | Cars, Stationw 1401cc to 1600cc               | 12                 | 13          | ☹️     |
| 2.                                     | Cars, Stationw 1601cc and over                | 2                  | 17          | ☹️     |
| 3.                                     | LDV- 1601cc to 2000cc (1000kg)                | 3                  | 9           | 😊      |
| 4.                                     | LDV- up to 1400cc (500kg or less) Panelv      | 2                  | 20          | ☹️     |
| 5.                                     | Panelv- 1401cc and + (incl Mini-busses)       | 6                  | 12          | ☹️     |
| 6.                                     | Trucks- Dropside up to 4000kg                 | 3                  | 10          | 😊      |
| 7.                                     | <b>TOTAL: CORPORATE AND PLANNING SERVICES</b> | <b>28</b>          | <b>13</b>   | ☹️     |
| <b>Financial Services</b>              |   |                    |             |        |
| 1.                                     | Cars, Stationw 1401cc to 1600cc               | 8                  | 14          | ☹️     |
| 2.                                     | LDV- 1401cc to 1600cc (500kg or less)         | 1                  | 13          | ☹️     |
| 3.                                     | LDV- 1601cc to 2000cc (1000kg)                | 4                  | 12          | ☹️     |
| 4.                                     | LDV- 2001cc and + (up to 1500kg) 4x4 d/l      | 3                  | 7           | 😊      |
| 5.                                     | LDV- up to 1400cc (500kg or less) Panelv      | 2                  | 14          | ☹️     |
| 6.                                     | Panelv- 1401cc and + (incl Mini-busses)       | 1                  | 16          | ☹️     |
| 7.                                     | <b>TOTAL: FINANCIAL SERVICES</b>              | <b>19</b>          | <b>13</b>   | ☹️     |
| <b>Safety and Community Services</b>   |   |                    |             |        |
| 1.                                     | Cars, Stationw and Panelv up to 1400cc        | 4                  | 22          | ☹️     |
| 2.                                     | Cars, Stationw 1401cc to 1600cc               | 40                 | 13          | ☹️     |
| 3.                                     | LDV- 1601cc to 2000cc (1000kg)                | 2                  | 18          | ☹️     |
| 4.                                     | LDV- 2001cc and + (up to 1500kg) 4x4 d/l      | 5                  | 7           | 😊      |
| 5.                                     | LDV- up to 1400cc (500kg or less) Panelv      | 5                  | 14          | ☹️     |

| Serial No.                           | PDO Focus Areas                              | Number of Vehicles | Average Age | Rating |
|--------------------------------------|--|--------------------|-------------|--------|
| 6.                                   | Motorbikes-350cc or less                     | 2                  | 20          | ☹️     |
| 7.                                   | Motorbikes-351cc and over                    | 6                  | 18          | ☹️     |
| 8.                                   | Panelv- 1401cc and + (incl Mini-busses)      | 5                  | 16          | ☹️     |
| 9.                                   | Truck- Fire Fighting less than 10000kg       | 8                  | 16          | ☹️     |
| 10.                                  | Truck- Fire Fighting over 10000kg            | 7                  | 33          | ☹️     |
| 11.                                  | Truck- Fire Fighting Tower Lad Sky-Lift      | 1                  | 30          | ☹️     |
| 12.                                  | <b>TOTAL: SAFETY AND COMMUNITY SERVICES</b>  | <b>85</b>          | <b>16</b>   | ☹️     |
| <b>Safety and Community Services</b> |  |                    |             |        |
| 1.                                   | Cars,Stationw 1401cc to 1600cc               | 7                  | 17          | ☹️     |
| 2.                                   | LDV- 1401cc to 1600cc (500kg or less)        | 1                  | 7           | 😊      |
| 3.                                   | LDV- 1601cc to 2000cc (1000kg)               | 15                 | 13          | ☹️     |
| 4.                                   | LDV- 2001cc and + (up to 1500kg) 4x4 d/l     | 11                 | 16          | ☹️     |
| 5.                                   | LDV- up to 1400cc (500kg or less) Panelv     | 1                  | 15          | ☹️     |
| 6.                                   | Loaders- Front End (Rubber Type)             | 1                  | 5           | 😊      |
| 7.                                   | Panelv- 1401cc and + (incl Mini-busses)      | 3                  | 13          | ☹️     |
| 8.                                   | Tractors- Wheeled over 40kw (Farm Type)      | 20                 | 14          | ☹️     |
| 9.                                   | Tractors- Wheeled up to 40kw (Farm Type)     | 2                  | 23          | ☹️     |
| 10.                                  | Trucks- Drops,Tippers (4001kg to 7000kg)     | 3                  | 20          | ☹️     |
| 11.                                  | Trucks- Drops,Tippers (6001kg to 8000kg)     | 3                  | 12          | ☹️     |
| 12.                                  | Trucks- Dropside up to 4000kg                | 18                 | 14          | ☹️     |
| 13.                                  | Trucks- Tipper up to 4000kg                  | 5                  | 10          | 😊      |
| 14.                                  | <b>TOTAL: SAFETY AND COMMUNITY SERVICES</b>  | <b>90</b>          | <b>14</b>   | ☹️     |
| <b>Engineering Services</b>          |  |                    |             |        |
| 1.                                   | Cars,Stationw and Panelv up to 1400cc        | 3                  | 24          | ☹️     |
| 2.                                   | Cars,Stationw 1401cc to 1600cc               | 9                  | 13          | ☹️     |
| 3.                                   | LDV- 1401cc to 1600cc (500kg or less)        | 6                  | 9           | 😊      |
| 4.                                   | LDV- 1500cc to 1600cc (501kg to 1000kg)      | 1                  | 28          | ☹️     |
| 5.                                   | LDV- 1601cc to 2000cc (1000kg)               | 28                 | 15          | ☹️     |
| 6.                                   | LDV- 2001cc and + (up to 1500kg) 4x4 d/l     | 65                 | 15          | ☹️     |
| 7.                                   | LDV- up to 1400cc (500kg or less) Panelv     | 15                 | 21          | ☹️     |
| 8.                                   | Loaders- Front End (Rubber Type)             | 13                 | 14          | ☹️     |
| 9.                                   | Motor Graders                                | 2                  | 35          | ☹️     |
| 10.                                  | Panelv- 1401cc and + (incl Mini-busses)      | 4                  | 21          | ☹️     |
| 11.                                  | Tractors- Crawler (D4,D6andD7 Dozer and Load | 1                  | 22          | ☹️     |
| 12.                                  | Tractors- Wheeled over 40kw (Farm Type)      | 7                  | 14          | ☹️     |
| 13.                                  | Tractors- Wheeled up to 40kw (Farm Type)     | 1                  | 28          | ☹️     |
| 14.                                  | Trucks- All types with personnel hoists      | 10                 | 9           | 😊      |
| 15.                                  | Trucks- Combination H/P Drain Cleaning M     | 3                  | 9           | 😊      |
| 17.                                  | Trucks- Drops,Tipper up to 7000kg Crane      | 1                  | 26          | ☹️     |
| 18.                                  | Trucks- Drops,Tippers (4001kg to 7000kg)     | 11                 | 16          | ☹️     |
| 19.                                  | Trucks- Drops,Tippers (6001kg to 8000kg)     | 9                  | 11          | 😊      |
| 20.                                  | Trucks- Drops,Water(with/without crane)      | 7                  | 18          | ☹️     |
| 21.                                  | Trucks- Dropside up to 4000kg                | 28                 | 12          | ☹️     |
| 22.                                  | Trucks- Refuse Compactors over 8000kg        | 29                 | 12          | ☹️     |
| 23.                                  | Trucks- Tipper over 8T (Constr Type)         | 5                  | 10          | 😊      |

| Serial No.                      | PDO Focus Areas                         | Number of Vehicles | Average Age | Rating |
|---------------------------------|---|--------------------|-------------|--------|
| 24.                             | Trucks- Tipper up to 4000kg             | 16                 | 10          | 😊      |
| 25.                             | Trucks- Tipper up to 8T (Constr Type)   | 1                  | 21          | 😞      |
| 26.                             | Trucks – water or sewer tankers         | 6                  | 12          | 😊      |
| 27.                             | <b>TOTAL: ENGINEERING SERVICES</b>      | <b>281</b>         | <b>15</b>   | 😞      |
| IDP and Performance Management  |   |                    |             |        |
| 1.                              | Panelv- 1401cc and + (incl Mini-busses) | 1                  | 6           | 😊      |
| <b>TOTAL NUMBER OF VEHICLES</b> |   | <b>503</b>         | <b>15</b>   | 😞      |

**Table 41: PDO 21 – Rating (The Mechanical Workshop)**

| No. | PDO Focus Areas  | Rating |
|-----|--|--------|
| 1.  | Efficient utilisation of the mechanical workshop resources | 😊      |
| 2.  | Efficient prioritisation of fleet purchases                | 😊      |
| 3.  | Monitoring the utilisation of existing equipment and fleet | 😊      |
| 4.  | Minimising equipment and fleet downtime                    | 😊      |
| 5.  | Promoting responsible driving behaviour and care           | 😊      |
| 6.  | Exercising budget control on fleet-related cost            | 😊      |

The six criteria listed above guide the rating of the focus areas, with details on positive developments and areas needing improvement provided in the following section.

**Table 42: Efficient utilisation of Mechanical Workshop resources**

| Positive Strategies  | Areas Requiring Improvements   |
|--|--|
| <ul style="list-style-type: none"> <li>- Introduction of Key Performance Indicators (KPIs) to establish targets and measure the number of vehicles serviced and repaired in the Mechanical Workshop.</li> <li>- Development of an internal service schedule to target servicing of 282 vehicles within the Mechanical Workshop.</li> <li>- Achievement of 294 internal services conducted in the Mechanical Workshop.</li> <li>- Enhanced monitoring of target focus areas including refuse compactors, cherry pickers, tractors, and construction equipment.</li> </ul> | <ul style="list-style-type: none"> <li>- Improved oversight required of all repairs, including updates on their status and duration.</li> <li>- Increased control needed over the continuous return dates for scheduled works.</li> <li>- Implementation of tender rules required to govern the allocation, execution, and timeframe of work performed.</li> <li>- Faster response times necessary for insurance-related work.</li> <li>- Streamlined procurement documentation required for fleet maintenance purchases.</li> </ul> |

**Table 43: Efficient prioritisation of fleet purchases**

| Positive Strategies  | Areas Requiring Improvements  |
|--|---|
| <ul style="list-style-type: none"> <li>- Submission to the Budget Steering Committee on the prioritisation of fleet purchases for the following year.</li> <li>- Presentation of fleet purchase priorities to the Strategic Management Team.</li> <li>- Sourcing fleet priorities and needs from user departments.</li> <li>- Utilisation of practical, up-to-date knowledge of fleet conditions by fleet management and Mechanical Workshop employees.</li> </ul> | <ul style="list-style-type: none"> <li>- More inclusive consultation required with user departments regarding new and replacement prioritisation.</li> <li>- Clearer policy direction needed on replacement decisions.</li> <li>- Enhanced policy direction required for decisions on budget allocation.</li> </ul> |

**Table 44: Monitoring the utilisation of existing equipment and fleet**

| Positive Strategies   | Areas Requiring Improvements   |
|---|--|
| <ul style="list-style-type: none"> <li>- Clear policy direction and defined allocation of responsibilities.</li> <li>- Effective tracking and monitoring systems in place.</li> <li>- Vehicle Control Officer (VCO) monitoring system in place.</li> <li>- Additional monitoring employees assigned to oversee main departments.</li> </ul> | <ul style="list-style-type: none"> <li>- Continuous utilisation standards required for type of work and type of vehicle.</li> <li>- Impact of control measures not sufficient to prevent degradation of fleet condition.</li> <li>- Increased accountability necessary for the maintenance of vehicles.</li> </ul> |

**Table 45: Minimising equipment and fleet downtime**

| Positive Strategies   | Areas Requiring Improvements   |
|---|--|
| <ul style="list-style-type: none"> <li>- Mechanical workshop employees are committed and respond promptly to troubleshooting.</li> <li>- High responsiveness to refuse truck breakdowns.</li> <li>- Daily monitoring of refuse truck availability and repair status.</li> <li>- Various initiatives undertaken to improve responses times to downtime, such as the bin lifter refurbishment tender and the introduction of a refuse truck wash bay with a high-pressure cleaner.</li> </ul> | <ul style="list-style-type: none"> <li>- A dedicated mechanic is needed for the refuse compactor fleet.</li> <li>- Improved control and monitoring of maintenance activity duration are required.</li> <li>- A tender should be put in place to introduce accountability measures for service providers failing to meet their promised maintenance durations.</li> </ul> |

**Table 46: Promoting responsible driving behaviours and care**

| Positive Strategies  | Areas Requiring Improvements  |
|--|---|
| <ul style="list-style-type: none"> <li>- Administration and allocation of driver identification tags and monitoring of driver behaviour.</li> <li>- Administrating the vehicle accident committee (VAC) to review driver incidents.</li> <li>- Driver information sessions at depots to raise awareness and care for fleet items.</li> </ul> | <ul style="list-style-type: none"> <li>- Introduction of driver demerit system as opposed by unions.</li> <li>- Continuous damage and deterioration of vehicle due to specific drivers.</li> <li>- Various breakages to compactor units and hydraulic components of refuse trucks.</li> </ul> |

**Table 47: Exercising budget control on fleet-related cost**

| Positive Strategies   | Areas Requiring Improvements  |
|---|---|
| <ul style="list-style-type: none"> <li>- Monthly reporting of fleet-related expenses to senior management.</li> <li>- Introduction of fuel dispensing monitoring and reporting mechanism and software.</li> <li>- More vehicles serviced by the employees at the mechanical workshop.</li> <li>- Diligent review of maintenance quotations to the mechanical workshop.</li> </ul> | <ul style="list-style-type: none"> <li>- Little opportunity to prioritize work.</li> <li>- Alternatives are not provided if vehicle is uneconomical to repair.</li> <li>- Lack of control over pricing mechanism of vehicle maintenance.</li> </ul> |

## PDO 22: ELECTRICITY AND ENERGY

### PDO DESCRIPTION

This PDO addresses issues pertaining to the energy supply and Infrastructure, with the aim to ensure forward planning, prior to achieve a well maintained and sustainable electrical network, with adequate spare capacity for growth that will contribute towards job creation and improvement of quality of life for all citizens within Drakenstein Municipality’s jurisdiction.

Infrastructure upgrades or extensions needs to complement the Spatial Development Framework across short, medium and long-term plans.

Although loadshedding reduced since April 2024, it still remains a risk and places a huge economical burden on South Africa. The municipality developed an Eskom Loadshedding Resilience Plan to address the impact of the national loadshedding crisis and withstands of three (3) pillars, namely:

- Sustainable Service Delivery;
- Revenue Protection; and
- Alternative Energy.

The municipality, in the respect to Alternative Energy, is engaging with various Independent Power Producers (IPPs), which are large scale commercial investors specialising in generating alternative energy for sale. A priority project is to equip all 6 main intake substations with Battery Energy Storage Systems (BESS) technology in order to reduce peak demand and address the Eskom base load problem. In addition, the municipality is also investigating tariffs for Small-Scale Embedded Generation systems (SSEGs). Drakenstein Municipality is also one of four municipalities in the

Western Cape that is participating in the Provincial Government’s Municipal Energy Resilience Programme. The Municipality’s Electrical Master Plan is attached hereto as **Annexure F**.

**Rating of the PDO**

**Table 48: Electricity and Energy Rating Criteria**

| No.                                 | PDO Focus Areas                                  | Rating | Criteria used  |
|-------------------------------------|--|--------|--|
| <b>Energy Supply Efficiency</b>     |  |        |  |
| 1.                                  | Additional electrical supply                     | ☹️     | <ul style="list-style-type: none"> <li>- Overall, sufficient capacity.</li> <li>- Some of the substations reached their capacity limits.</li> <li>- Any application for additional capacity will be very costly.</li> </ul>  |
| 2.                                  | Energy-saving measures                           | ☹️     | <ul style="list-style-type: none"> <li>- Good tariff structure in place.</li> <li>- DSM system planned to be rolled out to other areas.</li> <li>- Replacing existing st.lights with more energy efficiency technology.</li> <li>- Monitor technical and non-technical losses (ex. Upgrade conductors, remove illegal connections).</li> </ul> |
| 3.                                  | Electrical infrastructure upgrade and extensions | ☹️     | <ul style="list-style-type: none"> <li>- Can still accommodate all new applications and upgrades.</li> <li>- DC contributions shortfall.</li> <li>- Lack of adequate skilled personnel.</li> </ul>   |
| 4.                                  | Electrical infrastructure maintenance            | ☹️     | <ul style="list-style-type: none"> <li>- Copper theft utilize a large portion of capital and maintenance budget.</li> <li>- Only emergency maintenance done.</li> <li>- Lack of adequate skilled personnel.</li> </ul>   |
| <b>Energy Supply Infrastructure</b> |  |        |  |
| 5.                                  | Electrical infrastructure development            | ☹️     | <ul style="list-style-type: none"> <li>- MER project in progress to investigate alternative energy solutions.</li> <li>- Good bulk metering and tariffs in place.</li> <li>- Lack of skilled personnel.</li> </ul>   |
| 6.                                  | Replacement of aged electrical infrastructure    | ☹️     | <ul style="list-style-type: none"> <li>- Old, redundant switchgear needs replacement.</li> <li>- Behind schedule with replacement plan.</li> <li>- Protection relays needs replacement.</li> </ul>   |
| <b>Electrical Substations</b>       |  |        |  |
| 7.                                  | Dalweiding substation                            | ☹️     | <ul style="list-style-type: none"> <li>- Lack of protection maintenance.</li> <li>- Old, unreliable switchgear.</li> <li>- Two new transformers installed.</li> <li>- Additional capacity is required.</li> </ul>  |
| 8.                                  | Dwarsrivier substation                           | ☹️     | <ul style="list-style-type: none"> <li>- Lack of protection maintenance.</li> <li>- SCADA and backup systems installed.</li> <li>- Switchgear are in good condition.</li> <li>- Require additional switchgear for development.</li> <li>- Sufficient capacity available.</li> </ul>  |

| No.                     | PDO Focus Areas  | Rating | Criteria used   |
|-------------------------|--|--------|---|
| 9.                      | Kliprug substation   | ☹️     | <ul style="list-style-type: none"> <li>- Lack of protection maintenance.</li> <li>- SCADA and backup systems installed.</li> <li>- Switchgear are in good condition.</li> <li>- Require additional switchgear for development.</li> <li>- Sufficient capacity available.</li> </ul> |
| 10.                     | Slot substation  | ☹️     | <ul style="list-style-type: none"> <li>- Lack of protection maintenance.</li> <li>- SCADA and backup systems installed.</li> <li>- Switchgear must be maintained.</li> <li>- Sufficient capacity available.</li> </ul>  |
| 11.                     | Hugenote/Parys substation  | ☹️     | <ul style="list-style-type: none"> <li>- Switchgear are in good condition.</li> <li>- Three 15MVA transformers needs to be upgraded to 20MVA transformers.</li> <li>- Old transformers need proper maintenance.</li> <li>- SCADA and backup systems installed.</li> </ul>           |
| 12.                     | Wellington substation  | ☹️     | <ul style="list-style-type: none"> <li>- Old, unreliable switchgear.</li> <li>- Capacity constraints.</li> <li>- Lack of protection maintenance.</li> </ul>   |
| Loadshedding Resilience |  |        |   |
| 13.                     | Installation of uninterrupted power supply (UPS) systems at traffic lights | 😊      | UPS Systems have been installed at all 51 primary signalised traffic intersections.   |
| 14.                     | Installation of backup generators at water and wastewater facilities       | 😊      | Sufficient generators have been installed at all water and wastewater facilities.   |
| 15.                     | Installation of backup UPS and generators at municipal offices             | 😊      | Sufficient UPS and generators have been installed at all municipal offices.   |

## PDO 23: TRANSPORT, ROADS, AND STORMWATER

### PDO DESCRIPTION

Paarl, Wellington and Mbekweni have well-developed and sophisticated internal road networks that provide good vehicular access to numerous urban facilities and opportunities. All formal residential erven have direct access to this road network, while informal settlements in these areas can access to streets along their periphery.

The road network also supports a public transport system primarily dominated by mini-bus taxis, offering both local and regional services that connect the towns with outlying rural settlements. The Municipality's Comprehensive Integrated Transport Plan, which was expanded to a comprehensive plan in 2020, is attached hereto as **Annexure E**. The plan will be revised during 2025/2026.

Regulation of public transport regulation hinges on the development of an Integrated Public Transport Network. The development of this plan is anticipated to commence in the foreseeable future.

A rail-based passenger service runs the length of the Municipality in a north-south direction, with stations located in Paarl, Huguenot, Mbekweni, Dal Josaphat, Wellington, Mbekweni, Malan, Soetendal, Hermon, and Gouda.

Updating the Stormwater Sector Plan started in 2024 and will be conducted in a phased approach. It outlines a structured approach to managing stormwater infrastructure, ensuring regulatory compliance, flood mitigation, and sustainable urban development. It details existing stormwater assets, condition assessments, hydraulic analysis, and critical maintenance interventions. The plan emphasises updating GIS data, validating flood line information, surveying hotspot areas, and adopting advanced stormwater management software. Public engagement and awareness initiatives are incorporated to enhance community participation.

The Berg River is a significant river system on a regional scale, located within the Western Cape Province. The river is of considerable regional economic importance as it supplies water to an extensive agricultural area in the Cape Winelands District Municipality (CWDM) (Foord et al., 2012). The river is also a major contributor to the water supply system for municipalities in the CWDM as well as the Cape Town metropolitan area (Foord et al., 2012). There are several tributaries feeding into the Berg River found within The Drakenstein Municipality boundaries. In order to ensure a well-managed network of rivers it is important to have a comprehensive River Corridor Management Plan.

The Pavement Management System established in 2017 and although the division has in depth knowledge of the condition of all roads, the plan is due to be revised. Provision for this is anticipated in upcoming financial years. Despite backlogs in resurfacing and upgrading, combined with financial limitations, progress is steady, though it may not align with ideal expectations; however, the current pace is deemed sufficient for its purpose. There are over 30km of provincial main roads within the urban edges of Drakenstein. Maintaining these roads relies on securing the necessary subsidy from the Provincial Government as it is a joint responsibility.

The policy of revising all the various master plans every 3 to 5 years, ensuring alignment with the 20-year growth plan and the Spatial Development Framework, continues to be upheld.

**RATING OF THE PDO**

**Table 49: PDO 23 – Rating**

| No.                        | PDO Focus Areas   | Rating |
|----------------------------|---|--------|
| <b>Municipal Transport</b> |   |        |
| 1.                         | Public transport regulation and taxi facilities         | ☹️     |
| 2.                         | Paarl taxi rank   | 😞      |
| 3.                         | Wellington taxi rank                                    | ☹️     |
| 4.                         | Integrated transport master plan review                 | 😊      |
| <b>Municipal Roads</b>     |   |        |
| 5.                         | Backlogs in road maintenance                            | ☹️     |
| 6.                         | Preventive maintenance activities (crack sealing, etc.) | 😊      |
| 7.                         | Backlogs in the upgrading of municipal roads            | ☹️     |
| 8.                         | Traffic calming measures                                | ☹️     |

| No.               | PDO Focus Areas  | Rating |
|-------------------|--|--------|
| <b>Stormwater</b> |  |        |
| 9.                | Stormwater Sector Plan Review                                  |        |
| 10.               | Revision of flood lines in the Stormwater Sector Plan          |        |
| 11.               | Development of new enabling infrastructure                     |        |
| 12.               | Hybrid Flood Alleviation Initiatives                           |        |
| 13.               | Early warning flood modelling system and Hydrological analyses |        |
| 14.               | River Corridors Management Plans                               |        |

**PDO 24: WATER AND WASTEWATER**

**PDO DESCRIPTION**

This PDO focuses on water and wastewater services, promote sustainable livelihoods and economic development. Recognising the importance of these services beyond their status as legal requirements, the Municipality ensures that its water and wastewater services are efficient, affordable, economical, and sustainably accessible. To this end, the Municipality has a progressive Water Services Development Master Plan (WSDP) in place.

A new plan must be developed at least once every five years, with interim updates as necessary. The Municipality’s most recent WSDP was reviewed and approved by Council in 2022. Additionally, annual water services audits are performed. The WSDP, along with the Bulk Water Supply and Wastewater System Master Plans, determines the financial requirements for infrastructure maintenance, asset management, and capacity augmentation. All formal erven are equipped with metered water and wastewater connections, while informal areas are serviced by communal toilets and water standpipes.

Municipal water and wastewater services are limited to potable water supply and domestic wastewater disposal. Access to sanitation is critical as it impacts individual health and dignity. Within the urban area, all schools, clinics, and social facilities have access to municipal services. Owners or schools must, however, take the responsibility upon them to apply for connection to the required service, which entails a connection fee and service deposit prior to service provision. The urban area has no service backlogs. In rural areas without access to the municipal gravity system, wastewater tanker services are provided for schools and clinics. The Municipality’s Water Services Development Plan is enclosed as **Annexure H**.

**RATING OF THE PDO**

**Table 50: PDO 24 – Rating**

| No. | PDO Focus Areas   | Rating |
|-----|---|--------|
| 1.  | Aged infrastructure   |        |
| 2.  | New bulk infrastructure                                       |        |
| 3.  | New network reticulation                                      |        |
| 4.  | New water resources   |        |
| 5.  | Water loss management   |        |
| 6.  | Basic Services (water and wastewater) to informal settlements |        |
| 7.  | Development enabling infrastructure                           |        |
| 8.  | Wastewater treatment works organic load capacity              |        |

| No.  | PDO Focus Areas              | Rating |
|--|------------------------------|--------|
| 9.   | Master planning              | 😊      |
| <b>Water Infrastructure Maintenance</b>      |                              |        |
| 10.  | Pipelines                    | 😞      |
| 11.  | Reservoirs                   | 😊      |
| 12.  | Pump stations                | 😊      |
| 13.  | Dams                         | 😊      |
| 14.  | Water connections            | 😊      |
| <b>Wastewater Pump Stations</b>              |                              |        |
| 15.  | Saron – Main st.             | 😐      |
| 16.  | Saron – Long st.             | 😐      |
| 17.  | Gouda                        | 😐      |
| 18.  | Gouda reed-bed               | 😐      |
| 19.  | Hermon                       | 😊      |
| 20.  | Wellington – Kromrivier      | 😊      |
| 21.  | Wellington – Pentz st.       | 😊      |
| 22.  | Wellington – Industrial Park | 😊      |
| 23.  | Newton                       | 😐      |
| 24.  | Angel st.                    | 😞      |
| 25.  | Drommedaris                  | 😊      |
| 26.  | Mbekweni                     | 😊      |
| 27.  | Kaplan                       | 😊      |
| 28.  | Erf 8000                     | 😐      |
| 29.  | Silvertown                   | 😊      |
| 30.  | Carletta                     | 😊      |
| 31.  | Edison                       | 😐      |
| 32.  | Donkervliet                  | 😊      |
| 33.  | Dams                         | 😊      |
| 34.  | Water connections            | 😊      |
| <b>Wastewater Infrastructure Maintenance</b> |                              |        |
| 35.  | Pipelines                    | 😐      |
| 36.  | Pump Stations (suburb-based) | 😊      |
| 37.  | Wastewater connections       | 😊      |
| 38.  | Wastewater treatment plants  | 😐      |
| 39.  | Bulk pump stations           | 😐      |

**PDO 25: SOLID WASTE**

**PDO DESCRIPTION**

Sustainable waste management systems are vital for ensuring that all residents receive at least the minimum level of refuse removal service and have access to solid waste infrastructure that is affordable, economical, and efficient.

It is a legal requirement that municipalities compile an Integrated Waste Management Plan (IWMP) that comprehensively addresses the implementation of the waste hierarchy, namely waste prevention, recycling and recovery, treatment of waste, and disposal of waste. The master plan identifies strategic objectives, and action plans promoting resource use that is economical, efficient, and effective. It

supports recycling efforts, other relevant environmental objectives, and details financial requirements for infrastructure needs and capacity augmentation. The IWMP is developed every five years – and revised and updated as needed in the interim years to align with amendments to legislation. As mandated by the Waste Act, the IWMP must be integrated within the Municipality's Integrated Development Plan (IDP) to ensure waste management services are streamlined with other essential services such as water, sanitation, housing, and electricity provision.

Community awareness and education form an integral part in promoting good waste management practices and deterring littering and illegal dumping. The participation of all stakeholders—government, the private sector, and communities—is essential. The main purpose of education initiatives is to change people's perceptions, attitudes, and behaviours regarding waste, creating a cleaner environment and improved living conditions.

The Municipality is implementing strategies to comply with the organic waste diversion targets of the Western Cape Department of Environmental Affairs and Development Planning (DEA and DP). These targets are 50% by 2022 and 100% by 2027.

In addition, alternative uses for decommissioned landfills, including landfill mining, are being investigated, given the high cost of rehabilitating old landfill sites.

### **Solid Waste Management Services**

The Municipality is responsible for the collection of municipal solid waste and recyclable waste, waste treatment, waste disposal, solid waste facility management, waste minimisation initiatives, street cleaning, litter picking, and area cleaning. The Solid Waste Management section also conducts awareness and education campaigns with other stakeholders to reinforce these services. Awareness and education programmes are essential and must form part of daily solid waste management services. According to legislation (Waste Act of 58 of 2009) municipalities are mandatory to implement awareness and education programs on Solid Waste Management. Waste minimization (Recycling at Source and organic waste diversion) will be the focus with Awareness/education. The wastepreneurs at Paarl Transfer Station (RTS) will benefit from implementing these programmes as all diverted recyclable waste is delivered to their workplace at Paarl RTS.

### **Illegal dumping**

Illegal dumping has become a major challenge for DM and with existing resources, the managing and addressing it successfully, became almost impossible and too expensive. Although residents and businesses are provided the opportunity to dispose builder's organic was and recyclable waste, free of charge at facilities, illegal dumping still occurs.

All formal households within DM receive at least once a week a solid waste collection service and informal and high-density neighbourhoods, five days per week. DM has deemed it necessary to adapt its current Integrated Waste Management By-law to implement stricter enforcement.

An Organic Waste Diversion Plan forms part of the third IWMP as approved by Council. Refer to the Integrated Waste Management Plan in **Annexure G** for details.

### Waste Diversion

The Municipality promotes the diversion of construction, demolition, and organic waste. Proposed plans for the optimisation of organic waste diversion have been reviewed and submitted for Council approval during the previous IDP cycle. New proposals will be included, aligning the Municipalities current IDP cycle to align with the national organic waste diversion targets of 50% by 2022 and 100% by 2027.

### Solid Waste Disposal Facilities











The following facilities are available for the safe disposal of general waste:

- Wellington Waste Disposal Facility (landfill);
- Paarl Refuse Transfer Station;
- Hermon Drop-off;
- Gouda Drop-off; and
- Saron Drop-off.

Mini drop-offs have been replaced by skip containers, serviced by DM. A formal 3m<sup>3</sup> skip collection service was introduced in place of the mini drop-offs to enable quicker cleaning turnaround time of the hot spots. DM further will implement an “Illegal Dumping Hotspot EPWP programme” in different wards, where EPWP employees, residing within such neighbourhoods, will clean sweep areas, collect and distribute refuse bags, with the assistance of their own staff and be measured on piece work principles. These staff (workers) will be obtained from DM existing EPWP data base.

### RATING OF THE PDO

Table 51: PDO 25 – Rating

| No.                              | PDO Focus Areas                      | Rating  |
|----------------------------------|--------------------------------------|---|
| <b>Solid Waste Management</b>    |                                      |   |
| 1.                               | Review of the third-generation IWMP  |  |
| 2.                               | Alternative to landfill              |  |
| 3.                               | Landfill operation optimisation      |  |
| 4.                               | Waste minimisation                   |  |
| 5.                               | Rehabilitation of old landfill sites |  |
| 6.                               | Illegal dumping area cleaning        |  |
| 7.                               | Organic waste diversion              |  |
| 8.                               | Waste picker integration             |  |
| 9.                               | Refuse compactor availability        |  |
| <b>Infrastructure Management</b> |                                      |   |
| 10.                              | Infrastructure master planning       |  |

**PDO 26: MUNICIPAL AND PUBLIC FACILITIES**

**PDO DESCRIPTION**

The Municipality utilises office buildings, depots, technical buildings, functional facilities and public facilities to deliver on its services to the public. Municipality’s Public Facilities, including Thusong Centres, Community Halls, and Public Ablutions, are rated in this PDO. Annually, provision is made in the capital and operational budgets for the maintenance and upgrading of municipal-owned properties and facilities.

The approach required for the maintenance and management of the municipal building facilities and infrastructure is linked to the procurement process to ensure availability of services and materials to respond quickly to maintenance requests, the reporting and monitoring of maintenance requests and the planning and delivery of improvement projects. The relevant Annexure is **Annexure J**.

**Table 52: Municipal and Public Facilities Maintenance Rating per Department**

| No.   | PDO Focus Areas                                      | Rating |                   |          |       |
|---|--|--------|-------------------|----------|-------|
|   |  | Roof   | Doors and Windows | Services | Paint |
| <b>Main Corporate/Shared/Office Buildings</b> |  |        |                   |          |       |
| 1.  | Paarl civic centre                                   | 😊      | 😊                 | 😊        | 😊     |
| 2.  | Market st. building                                  | 😊      | 😊                 | 😊        | 😞     |
| 3.  | Wellington CCC                                       | 😊      | 😊                 | 😊        | 😊     |
| 4.  | Paarl-East housing                                   | 😞      | 😊                 | 😊        | 😊     |
| 5.  | Mbekweni CCC   | 😊      | 😊                 | 😞        | 😊     |
| <b>Financial Services</b>                     |  |        |                   |          |       |
| 1.  | Main Stores – Distillery st.                         | 😞      | 😊                 | 😞        | 😊     |
| 2.  | Gouda offices  | 😊      | 😊                 | 😊        | 😊     |
| 3.  | Saron offices  | 😊      | 😊                 | 😊        | 😊     |
| 4.  | Auction camp   | 😞      | 😊                 | 😊        | 😊     |
| <b>Engineering Services</b>                   |  |        |                   |          |       |
| 1.  | Solid Waste depot – Distillery st.                   | 😊      | 😊                 | 😞        | 😞     |
| 2.  | Roads, traffic and stormwater depot – Distillery st. | 😞      | 😞                 | 😞        | 😞     |
| 3.  | Water depot - Wellington                             | 😞      | 😊                 | 😞        | 😊     |
| 4.  | Parys Electricity depot – Jan van Riebeeck avenue    | 😊      | 😊                 | 😞        | 😊     |
| 5.  | Mechanical Workshop – Distillery st.                 | 😊      | 😞                 | 😊        | 😊     |
| 6.  | Welvanpas new water depot/offices                    | 😊      | 😊                 | 😊        | 😊     |
| 7.  | Building maintenance depot – Blake st.               | 😊      | 😞                 | 😞        | 😊     |
| 8.  | Old Library – Mill st.                               | 😊      | 😞                 | 😞        | 😊     |
| 9.  | Waste water depot – Distillery st.                   | 😊      | 😊                 | 😊        | 😊     |
| 10.   | Cement camp – Distillery st.                         | 😞      | 😞                 | 😞        | 😞     |
| 11.   | Wellington electrical                                | 😊      | 😊                 | 😊        | 😊     |
| 12.   | Weltevrede   | 😊      | 😊                 | 😊        | 😊     |

| No.  | PDO Focus Areas                           | Rating |                   |          |       |
|--|---|--------|-------------------|----------|-------|
|  |   | Roof   | Doors and Windows | Services | Paint |
| 13.  | Water purification/waterworks store       | ☹️     | ☹️                | ☹️       | ☹️    |
| 14.  | Paarl waterworks workshop                 | ☹️     | ☹️                | ☹️       | ☹️    |
| 15.  | Wellington waterworks workshop            | ☹️     | ☹️                | ☹️       | ☹️    |
| <b>Corporate and Planning</b>              |   |        |                   |          |       |
| 1.   | De Poort Museum                           | ☹️     | ☹️                | 😊        | ☹️    |
| 2.   | Heemkring Building                        | ☹️     | ☹️                | 😊        | ☹️    |
| 3.   | Paarl Museum                              | ☹️     | ☹️                | 😊        | ☹️    |
| <b>Safety and Community Services</b>       |   |        |                   |          |       |
| <b>Law Enforcement Office: Maintenance</b> |   |        |                   |          |       |
| 1.   | Wellington law enforcement                | ☹️     | ☹️                | ☹️       | ☹️    |
| 2.   | Paarl Dal Josaphat traffic testing centre | ☹️     | ☹️                | ☹️       | ☹️    |
| 3.   | Paarl traffic bergrivier boulevard        | ☹️     | ☹️                | ☹️       | 😊     |
| 4.   | Wellington traffic                        | ☹️     | ☹️                | ☹️       | ☹️    |
| <b>Fire Stations: Maintenance</b>          |   |        |                   |          |       |
| 1.   | Paarl – fire department                   | ☹️     | ☹️                | ☹️       | ☹️    |
| 2.   | Mbekweni – fire Station                   | ☹️     | ☹️                | ☹️       | ☹️    |
| 3.   | Paarl fire station accommodation          | ☹️     | ☹️                | ☹️       | ☹️    |
| 4.   | Saron Fire Station                        | 😊      | ☹️                | ☹️       | ☹️    |
| 5.   | Wellington Fire Station                   | 😊      | ☹️                | ☹️       | 😊     |
| <b>Safety and Community Services</b>       |   |        |                   |          |       |
| <b>Depots: Maintenance</b>                 |   |        |                   |          |       |
| 1.   | Hall – Parks Depot                        | ☹️     | ☹️                | ☹️       | ☹️    |
| 2.   | Mbekweni Parks Depot                      | ☹️     | ☹️                | ☹️       | ☹️    |
| 3.   | Parks Offices Arboretum                   | ☹️     | ☹️                | ☹️       | ☹️    |
| 4.   | Paarl Mountain Reserve                    | ☹️     | ☹️                | ☹️       | ☹️    |
| 5.   | Wellington Parks Depot                    | ☹️     | ☹️                | ☹️       | ☹️    |
| 6.   | Pest Control Offices/Depot                | ☹️     | ☹️                | ☹️       | ☹️    |
| 7.   | Parys Cemeteries Depot                    | ☹️     | ☹️                | ☹️       | ☹️    |
| 8.   | Antoniesvlei                              | ☹️     | ☹️                | ☹️       | ☹️    |
| <b>Town Halls: Maintenance</b>             |   |        |                   |          |       |
| 1.   | Paarl Town Hall                           | ☹️     | ☹️                | ☹️       | 😊     |
| 2.   | Wellington Town Hall                      | ☹️     | ☹️                | ☹️       | ☹️    |
| <b>Community halls: maintenance</b>        |   |        |                   |          |       |
| 2.   | Gouda Community Hall                      | ☹️     | ☹️                | ☹️       | ☹️    |
| 3.   | Saron Community Hall                      | ☹️     | ☹️                | ☹️       | ☹️    |
| 4.   | Colibri Community Hall                    | ☹️     | ☹️                | ☹️       | ☹️    |
| 5.   | Antoniesvlei Community Hall               | ☹️     | ☹️                | ☹️       | ☹️    |
| 6.   | Hugenote Community Hall                   | 😊      | 😊                 | ☹️       | 😊     |
| 7.   | Mbekweni Community Hall                   | ☹️     | ☹️                | ☹️       | ☹️    |
| 8.   | Fairyland Community Hall                  | ☹️     | ☹️                | ☹️       | ☹️    |
| 9.   | Simondium Community Hall                  | 😊      | ☹️                | ☹️       | ☹️    |
| <b>Thusong Centres: Maintenance</b>        |   |        |                   |          |       |
| 1.   | Paarl east thusong centre                 | ☹️     | ☹️                | ☹️       | ☹️    |
| 2.   | Mbekweni thusong centre                   | ☹️     | ☹️                | ☹️       | ☹️    |

| No.                                       | PDO Focus Areas                        | Rating |                   |          |       |
|---|--|--------|-------------------|----------|-------|
|   |  | Roof   | Doors and Windows | Services | Paint |
| <b>Public Ablutions: Maintenance</b>      |  |        |                   |          |       |
| 1.  | Paarl Patriotplein                     | ☹️     | ☹️                | ☹️       | ☹️    |
| 2.  | Paarl Wamakersplein                    | 😊      | 😊                 | 😊        | 😊     |
| 3.  | Paarl Shoprite, Waterkant St.          | ☹️     | ☹️                | ☹️       | ☹️    |
| 4.  | Paarl Shoprite, Lackay St.             | 😊      | ☹️                | 😊        | ☹️    |
| 5.  | Paarl New Taxi Rank                    | 😊      | ☹️                | ☹️       | 😊     |
| 6.  | Paarl, Van der Poelsplein              | 😊      | ☹️                | ☹️       | ☹️    |
| 7.  | Mbekweni                               | 😊      | 😊                 | ☹️       | ☹️    |
| 8.  | Paarl, Bergrivier Boulevard            | 😊      | ☹️                | 😊        | 😊     |
| 9.  | Wellington, Victoria Park              | ☹️     | ☹️                | ☹️       | ☹️    |
| 10.                                       | Huguenot Plein, Wellington Spar        | 😊      | ☹️                | 😊        | ☹️    |
| 11.                                       | Pick n Pay, Wellington                 | 😊      | 😊                 | ☹️       | ☹️    |
| 12.                                       | Wellington, Weltevrede                 | 😊      | ☹️                | ☹️       | 😊     |
| 13.                                       | Wellington, Joubert St.                | 😊      | ☹️                | ☹️       | ☹️    |
| 14.                                       | Wellington, Railway Station            | 😊      | ☹️                | 😊        | ☹️    |
| 15.                                       | Wellington, Mannies                    | ☹️     | 😊                 | ☹️       | 😊     |
| 16.                                       | Hermon                                 | 😊      | ☹️                | ☹️       | 😊     |
| 17.                                       | Saron                                  | 😊      | ☹️                | ☹️       | 😊     |
| 18.                                       | Gouda                                  | 😊      | 😊                 | 😊        | ☹️    |
| <b>Main Sport Facilities: Maintenance</b> |  |        |                   |          |       |
| 1.  | Faure Stadium                          | 😊      | 😊                 | 😊        | 😊     |
| 2.  | Boy Louw Sport Facility                | 😊      | 😊                 | 😊        | 😊     |
| 3.  | Dal Josaphat Sport Stadium             | 😊      | 😊                 | 😊        | 😊     |
| 4.  | Parys Sport Field                      | 😊      | ☹️                | ☹️       | ☹️    |
| 5.  | Weltevrede Sport Field                 | ☹️     | ☹️                | ☹️       | ☹️    |
| 6.  | Mbekweni Sport Field                   | 😊      | 😊                 | 😊        | 😊     |
| 7.  | Fairyland Sport Field                  | ☹️     | ☹️                | ☹️       | ☹️    |
| 8.  | Gouda Sport Field                      | 😊      | ☹️                | ☹️       | 😊     |
| 9.  | Hermon Sport Field                     | 😊      | 😊                 | ☹️       | ☹️    |
| 10.                                       | Saron Sport Field                      | 😊      | 😊                 | ☹️       | ☹️    |
| 11.                                       | Ambachsvallei Indoor Sport Facility    | ☹️     | ☹️                | ☹️       | ☹️    |
| 12.                                       | Ambachsvallei Tennis Courts            | ☹️     | ☹️                | ☹️       | ☹️    |
| 13.                                       | Bergrivier Canoe Club Clubhouse        | 😊      | 😊                 | 😊        | 😊     |
| 14.                                       | Judo/Karate Club                       | 😊      | 😊                 | ☹️       | ☹️    |
| 15.                                       | Paarl Rolbal Club                      | 😊      | 😊                 | 😊        | 😊     |
| 16.                                       | Paarl Squash Club                      | ☹️     | ☹️                | ☹️       | ☹️    |
| 17.                                       | Park St. Tennis                        | ☹️     | ☹️                | ☹️       | ☹️    |
| 18.                                       | Pen Basson                             | 😊      | ☹️                | 😊        | ☹️    |
| 19.                                       | Pentz St. Squash Club                  | 😊      | 😊                 | ☹️       | ☹️    |
| <b>Swimming Pools: Maintenance</b>        |  |        |                   |          |       |
| 1.  | Faure St. Swimming Pool                | 😊      | ☹️                | 😊        | 😊     |
| 2.  | Drakenstein (Paarl East) Swimming Pool | 😊      | 😊                 | 😊        | 😊     |
| 3.  | Pentz St. Swimming Pool                | 😊      | ☹️                | 😊        | 😊     |
| 4.  | Mbekweni Swimming Pool                 | ☹️     | 😊                 | 😊        | ☹️    |

| No.                           | PDO Focus Areas                      | Rating |                   |          |       |
|-------------------------------|--------------------------------------|--------|-------------------|----------|-------|
|                               |                                      | Roof   | Doors and Windows | Services | Paint |
| 5.                            | Weltevrede Swimming Pool             | 😊      | 😞                 | 😊        | 😞     |
| <b>Resorts: Maintenance</b>   |                                      |        |                   |          |       |
| 1.                            | Antoniesvlei Resort                  | 😞      | 😞                 | 😞        | 😞     |
| 2.                            | New Orleans Park Resort              | 😞      | 😞                 | 😞        | 😞     |
| 3.                            | Saron Holiday Resort                 | 😞      | 😞                 | 😞        | 😞     |
| <b>Libraries: Maintenance</b> |                                      |        |                   |          |       |
| 1.                            | Paarl Library (Market Steet Offices) | 😞      | 😊                 | 😊        | 😞     |
| 2.                            | Wellington Library                   | 😊      | 😞                 | 😊        | 😊     |
| 3.                            | Groenheuwel Library                  | 😊      | 😊                 | 😊        | 😊     |
| 4.                            | Drakenstein Library                  | 😞      | 😊                 | 😊        | 😞     |
| 5.                            | Hermon Public Library                | 😊      | 😊                 | 😊        | 😞     |
| 6.                            | Klein Drakenstein Library            | 😊      | 😊                 | 😊        | 😞     |
| 7.                            | Mbekweni Library                     | 😊      | 😊                 | 😊        | 😊     |
| 8.                            | Saron Library                        | 😊      | 😞                 | 😊        | 😞     |
| 9.                            | Simondium Public Library             | 😊      | 😊                 | 😊        | 😊     |
| 10.                           | Gouda Public Library                 | 😞      | 😊                 | 😊        | 😊     |
| 11.                           | Six Other Mini/Sattelite Libraries   | 😞      | 😞                 | 😞        | 😞     |

**Table 53: PDO 26 – Rating**

| No. | PDO Focus Areas  | Rating |
|-----|--|--------|
| 1.  | Efficient procurement process to ensure availability of services and materials | 😞      |
| 2.  | Reporting and monitoring of the response to maintenace requests                | 😊      |
| 3.  | Maintenance process output quality assurance                                   | 😞      |
| 4.  | Planning and delivery of improvement projects                                  | 😞      |

The following criteria inform the rating of the focus areas:

**Table 54: Efficient procurement process to ensure availability of services and materials**

| Positive Drives   | Improvements Required  |
|---|--|
| <ul style="list-style-type: none"> <li>- Procurement process initiated to put contractor roster and materials service provider roster in place.</li> <li>- Troubleshooting through direct purchases.</li> </ul> | <ul style="list-style-type: none"> <li>- Improvement of planning process to put procurement in place.</li> <li>- Better quality materials to be specified for critical repetitive failures.</li> <li>- After hour access to materials to be improved.</li> </ul> |

**Table 55: Reporting and monitoring of the response to maintenance requests**

| Positive Drives  | Improvements Required   |
|--|---|
| <ul style="list-style-type: none"> <li>- Good monitoring of responses to maintenance requests on SeeClickFix.</li> <li>- Progress with addressing the backlog on rental stock maintenance.</li> <li>- Combination of the building maintenance and rental stock maintenance teams.</li> </ul> | <ul style="list-style-type: none"> <li>- Materials availability for after hour work need to be improved.</li> <li>- Control over and confirmation that the work was properly performed before it is closed.</li> <li>- Supervision void to be addressed.</li> </ul> |

**Table 56: Maintenance process output quality assurance**

| Positive Drives  | Improvements Required  |
|--|--|
| <ul style="list-style-type: none"> <li>- Various instances of good quality work performed by the section.</li> <li>- Good employees commitment to produce quality work.</li> </ul> | <ul style="list-style-type: none"> <li>- Need consistent quality verification and recording.</li> <li>- More accountability for the quality of work performed required.</li> </ul> |

**Table 57: Planning and delivery of improvement projects**

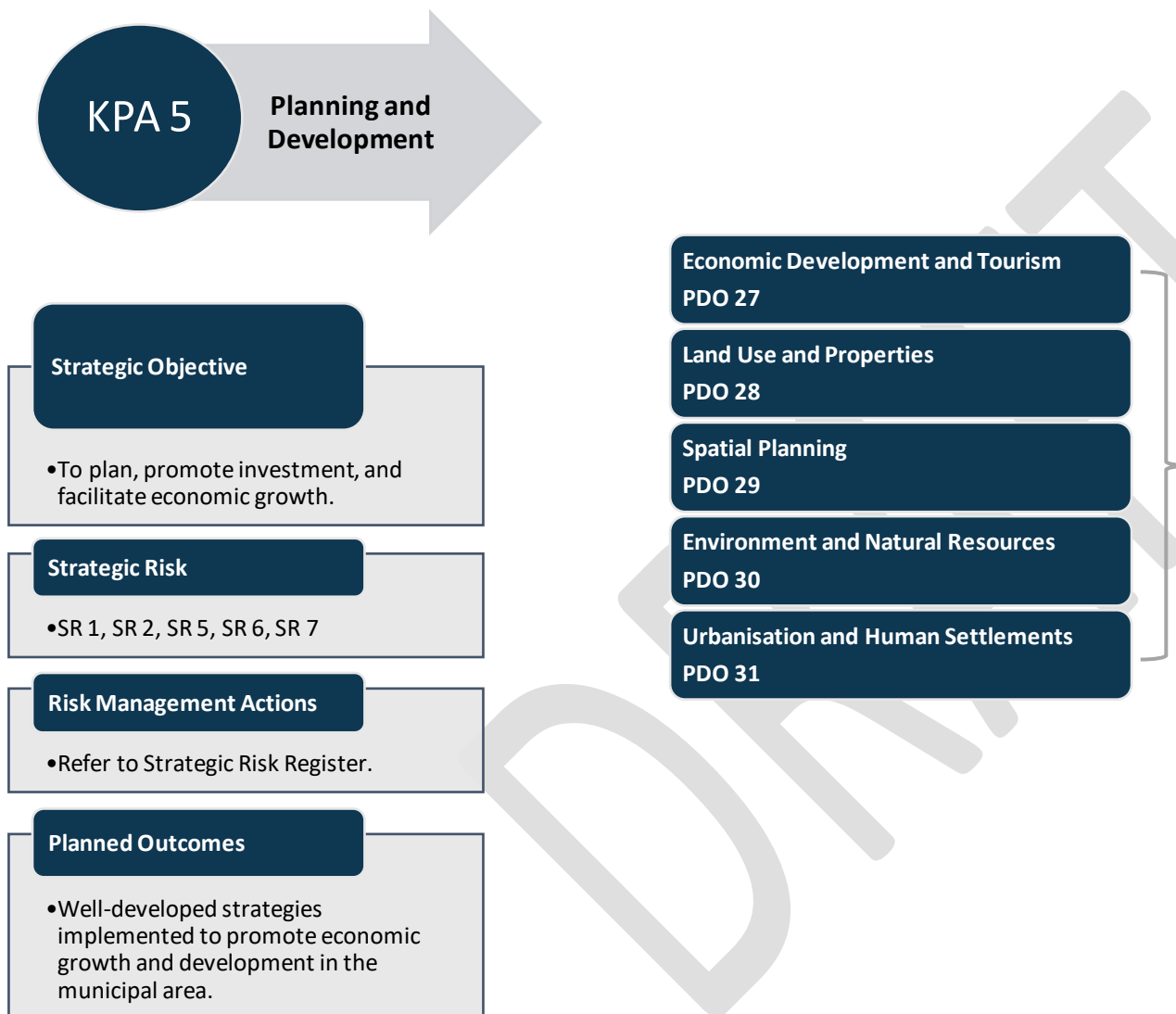
| Positive Drives   | Improvements Required  |
|---|--|
| <ul style="list-style-type: none"> <li>- Good knowledge of condition assessments.</li> <li>- Various examples of high intensity projects delivered and completed.</li> <li>- Good team development underway.</li> </ul> | <ul style="list-style-type: none"> <li>- Need to improve continuous accountability and project monitoring.</li> <li>- Better planning and detailing of future project pipeline.</li> <li>- Improve project prioritization for future years.</li> </ul> |

**Table 58: Summary of Municipal and Public Facilities**

| Building Type           | Number of buildings | Main Interventions Required   |
|-------------------------|---------------------|---|
| Ablution                | 68                  | N/A   |
| Church                  | 2                   | N/A   |
| Clinic                  | 5                   | N/A   |
| Cloakroom               | 26                  | N/A   |
| Clubhouse               | 14                  | Paarl squash club roof replacement  |
| Community hall          | 9                   | N/A   |
| Containerised structure | 46                  | N/A   |
| Covered parking         | 92                  | N/A   |
| Day-care centre         | 4                   | ECD asbestos abatement  |
| Depot or stores         | 37                  | <ul style="list-style-type: none"> <li>- Streets and Stormwater depot rebuild.</li> <li>- Main stores asbestos abatement</li> <li>- Solid Waste depot generator installation</li> </ul> |
| Electricity supply      | 64                  | Parys electricity storage area build  |
| Guardhouse              | 25                  | N/A   |

| Building Type               | Number of buildings | Main Interventions Required  |
|-----------------------------|---------------------|--|
| Informal trading structure  | 10                  | N/A  |
| Laboratory                  | 1                   | N/A  |
| Library                     | 19                  | Wellington library generator installation  |
| Museums                     | 3                   | N/A  |
| Office buildings and depots | 139                 | <ul style="list-style-type: none"> <li>- Mbekweni CCC – generator installation</li> <li>- Paarl Civic Centre roof waterproofing</li> <li>- Paarl Civic Centre entrance upgrade</li> <li>- Paarl Civic Centre window waterproofing</li> </ul> |
| Residential                 | 445                 | <ul style="list-style-type: none"> <li>- Rental stock asbestos abatement</li> <li>- Rental stock staircase replacement</li> <li>- Rental stock roof replacement</li> </ul>   |
| Shed                        | 23                  | N/A  |
| Soup kitchen                | 11                  | N/A  |
| Sport facilities            | 16                  | N/A  |
| Swimming pools              | 16                  | N/A  |
| Taxi rank                   | 1                   | N/A  |
| Theatre                     | 1                   | N/A  |
| Thusong centres             | 2                   | Thusong Paarl-East flood damage  |
| Town halls                  | 2                   | N/A  |
| Training                    | 6                   | N/A  |
| Water supply                | 29                  | N/A  |
| Workshop                    | 10                  | N/A  |
| Rental unspecified          | 2                   | N/A  |
| Other facilities            | 3                   | N/A  |
| <b>Number of buildings</b>  | <b>1,131</b>        |  |

Table 59: KPA 5's Policies and Bylaws



| No. | Policies linked to KPA 5   | Rating |
|-----|--|--------|
| 1.  | Informal Trading Enhancement Policy  | ☹️     |
| 2.  | Drakenstein Integrated Economic Growth Strategy  | 😊      |
| 3.  | Tourism Development Plan   | ☹️     |
| 4.  | Events Support Framework   | ☹️     |
| 5.  | Developer Contributions Policy   | 😊      |
| 6.  | Informal Trading Management Framework  | 😊      |
| 7.  | House Shop Policy  | 😊      |
| 8.  | Limited Payout Gambling Machine Policy   | 😊      |
| 9.  | Policy on the Naming and Renaming of St.'s, Public Places, Natural Areas, Artefacts and Council-Owned Buildings and Facilities | 😊      |
| 10. | Environmental Policy   | ☹️     |
| 11. | Manual for the Environmental Management System   | 😊      |
| 12. | Investment Incentive Policy  | ☹️     |
| 13. | Financial Assistance for Public Events Policy  | ☹️     |
| 14. | Housing Selection and Allocation Policy  | ☹️     |
| 15. | House Shop Policy  | ☹️     |
| 16. | Housing Administration Policy  | ☹️     |
| 17. | Transfer Policy for Human Settlement Projects  | ☹️     |
| 18. | Amended Limited Pay-out Gambling Machine Policy  | 😊      |
| 19. | Air Quality Management Bylaw   | 😊      |
| No. | Bylaws linked to KPA 5   |        |
| 20. | Air Quality Management Bylaw   | 😊      |
| 21. | Bylaw: Liquor Trading Days and Hours   | 😊      |
| 22. | Bylaw No 14/2007: Informal Trade   | 😊      |
| 23. | Bylaw No 1/2008: Outdoor Advertising and Signage   | 😊      |
| 24. | Zoning Scheme Bylaw  | 😊      |
| 25. | Bylaw: Use of Remotely Piloted Aircraft and Model Aircraft in Public Places and St.'s  | 😊      |
| 26. | Drakenstein Municipality Building Control Bylaw  | 😊      |
| 27. | Establishment of Improvement Districts Bylaw, 2002   | ☹️     |
| 28. | Bylaw on Municipal Land Use Planning   | 😊      |

## Analysis of Internal and External Factors (The Current State):

Below follows an analysis of internal and external factors in respect of the status quo of each PDO and its related components within the KPA.

### PDO 27: ECONOMIC DEVELOPMENT AND TOURISM



#### PDO DESCRIPTION

This PDO addresses Economic Development and Tourism. It must be noted that Drakenstein has the largest economy in the Winelands District. The Integrated Economic Growth Strategy (IEGS) highlights the importance of enhancing investment facilitation, and streamlining the ease of doing business within Drakenstein, to establish the Municipality as the investment destination of choice in the Cape Winelands.

This PDO also addresses initiatives related to Economic Development and Poverty Alleviation. In this regard, the IEGS outlines the establishment of a set of key strategic enablers that are instrumental in unlocking Drakenstein's economic potential, which incorporates both tourism and investment promotion within Drakenstein Municipality.







Components of this PDO include Economic Growth and Development, Tourism, Growth Promotion, Investment Promotion, Job Creation, an Economic Overview of the Municipality, Rural Development Initiatives and Poverty Alleviation. The Municipality's Economic Development and Investment Plan can be found in **Annexure K**. The following rating components criteria were utilised:

**Table 60: Economic Development and Tourism Rating Criteria**

| Rating  | Rating Criteria  |
|---|--|
|  | Status of the proposed intervention at the time when the Integrated Economic Growth Strategy was adopted in 2019 |
|  | Reprioritisation of new Council's focus areas  |

#### RATING OF COMPONENTS

**Table 61: PDO 27 – Rating of Components**

| No.                                    | Components of the PDO                                 | Rating  |
|--|---|---|
| <b>Economic Development and Growth</b> |   |   |
| 1.                                     | Creating job and economic opportunities               |  |
| <b>Job Creation</b>                    |   |   |
| 3.                                     | Focusing on SMME and entrepreneurship development     |  |
| <b>Economic Overview</b>               |   |   |
| 4.                                     | Addressing the digital divide and unemployment        |  |
| 5.                                     | Implementing an Informal Economy Enhancement Strategy |  |
| <b>Poverty Alleviation</b>             |   |   |
| 6.                                     | Managing 13 food and nutrition centres                |  |
| 7.                                     | Developing small business linkages                    |  |

| No.                          | Components of the PDO  | Rating |
|------------------------------|--|--------|
| 8.                           | Enhancing small business support   |        |
| <b>Growth Promotion</b>      |  |        |
| 9.                           | Ensuring sufficient broadband access   |        |
| 10.                          | Maintaining and expanding business infrastructure (industrial parks)   |        |
| <b>Investment Promotion</b>  |  |        |
| 12.                          | Ensuring investor facilitation, investment promotion, and ease of doing business                                       |        |
| <b>Capital Development</b>   |  |        |
| 16.                          | Promoting SMME development in the tourism sector   |        |
| 17.                          | Building business confidence in Drakenstein areas  |        |
| <b>Product Development</b>   |  |        |
| 18.                          | Collaborating with sector industry bodies/businesses in the tourism value chain and professional industry associations |        |
| <b>Destination Marketing</b> |  |        |
| 19.                          | Engaging in international and domestic marketing   |        |
| <b>Sustainable Tourism</b>   |  |        |
| 20.                          | Transformation in the tourism industry   |        |
| 21.                          | Tourism infrastructure   |        |
| 22.                          | Sports tourism focus   |        |
| 23.                          | Conservation of the environment  |        |
| 24.                          | Adventure tourism focus  |        |
| 25.                          | Transformation in the tourism industry   |        |
| <b>Skills Development</b>    |  |        |
| 27.                          | Relevant training to meet sector needs   |        |
| 28.                          | Integration and proper planning of the skills development value chain  |        |
| <b>Education</b>             |  |        |
| 29.                          | Educational resources and access to technology (e-learning)  |        |
| 30.                          | Financial assistance for youth to access education   |        |
| <b>Rural Development</b>     |  |        |
| 31.                          | Partnership with the Department of Agriculture, Rural Development and Land Reform                                      |        |
| 32.                          | Providing bursaries to children from rural communities   |        |

## PDO 28: LAND USE AND PROPERTIES

### PDO DESCRIPTION

This PDO pertains to activities concerning municipal planning, specifically Land Use Planning and Building Control. The Land Use Planning Division is responsible for the processing of applications for land use changes (by means of rezoning, consent uses, departures, temporary departures, amendment of conditions of approval, and removal of restrictive title conditions); attending to farm subdivision applications; scrutinising building plans for compliance with zoning parameters; and attending to illegal land uses.

The Building Control Section is responsible for the circulation and approval of building plans in terms of the National Building Regulations and Standards Act (No. 103 of 1977). Building plans are required for the construction of new dwellings and other buildings, extensions and alterations to dwellings and other buildings, the erection of boundary walls and advertising signs, and the construction of swimming pools.

Regarding the Land Use Planning and Building Control functions, the focus areas were assessed based on the following criteria:

- The relevance of the contents of documents or systems;
- The effectiveness of systems;
- The user-friendliness of systems;
- The acceptability of turnaround times; and
- Whether documents or systems require revision.

All these criteria are used to ensure user-friendliness and faster turnaround times.

Sections 30–32 in Table 48 of PDO 28 relate to heritage resource management. Heritage Western Cape (HWC) is currently mandated to make decisions on all matters pertaining to the National Heritage Resources Act (NHRA). During November 2023, HWC declared Drakenstein Municipality as competent to serve as a local heritage authority responsible for managing Grade III Heritage Resources. The Municipality will now enter into an agreement with HWC regarding the procedures to be followed to implement the applicable provisions of the NHRA.

## RATING OF THE PDO

**Table 62: PDO 28 – Rating**

| No.                      | PDO Focus Areas  | Rating |
|--------------------------|--|--------|
| <b>Land Use Planning</b> |  |        |
| 1.                       | Expediting the land use planning application processes via an electronic system (Collaborator)   | 😊      |
| 2.                       | Ongoing revision of the electronic land use planning application processing system (Collaborator)  | 😊      |
| 3.                       | Expediting the processing of land use planning applications by means of pre-application consultation with all relevant role players          | 😊      |
| 4.                       | Revision of the Land Use Planning and Zoning Scheme Bylaw  | 😊      |
| 5.                       | Processing of applications for land use changes  | 😊      |
| 6.                       | Scrutinising of building plans for compliance with zoning parameters   | 😊      |
| 7.                       | Attending to illegal land uses   | 😊      |
| 8.                       | Dealing with priority applications by assigning a dedicated official to deal with the application from submission through to decision-making | 😊      |
| 9.                       | Timely forwarding of all final land use planning approvals to the Property Rates Section for re-valuation                                    | 😊      |
| <b>Building Control</b>  |  |        |
| 10.                      | Expediting the building plan application processes via an electronic system (Collaborator)   | 😊      |
| 11.                      | Ongoing revision of the electronic building plan application processing system (Collaborator)  | 😊      |

| No.                                 | PDO Focus Areas  | Rating |
|-------------------------------------|--|--------|
| 12.                                 | Expediting the processing of building plan applications by means of pre-application consultation with all relevant role players  | 😊      |
| 13.                                 | Processing and assessing new building plan applications within the prescribed timeframes   | 😊      |
| 14.                                 | Monitoring of building work by means of relevant inspections   | 😊      |
| 15.                                 | Implementing appropriate action where unauthorised building activities occur   | 😊      |
| 16.                                 | Issuing of Occupation Certificates within the prescribed timeframes  | 😊      |
| 17.                                 | Timely forwarding of a schedule of all inspections conducted to the Property Rates Section for re-valuation  | 😊      |
| <b>Land Surveying</b>               |  |        |
| 18.                                 | Expediting applications for subdivision via an electronic system (Collaborator)  | 😊      |
| 19.                                 | Ongoing revision of the electronic subdivision application processing system via Collaborator  | 😊      |
| 20.                                 | Expediting the processing of applications for subdivision by means of pre-application consultation with all relevant role players  | 😊      |
| 21.                                 | Ongoing revision of the Land Use Planning and Zoning Scheme Bylaw  | 😊      |
| 22.                                 | Processing of applications for subdivisions  | 😊      |
| 23.                                 | Scrutinising building plans for compliance with property information   | 😊      |
| 24.                                 | Offering technical support for matters related to land surveying   | 😊      |
| 25.                                 | Verification of municipal property boundaries  | 😊      |
| 26.                                 | Providing comments on the issuing of clearance certificates in relation to subdivisional conditions of approval  | 😊      |
| <b>Property Management</b>          |  |        |
| 27.                                 | Establishment of the Development and Investment Land Use Committee to discuss applications for the alienation of leasing of municipal land, prior to the submission thereof to Mayco | 😊      |
| 28.                                 | Collaboration with the Legal Services Section (Properties) in respect of drafting the items to serve before the Committee  | 😊      |
| 29.                                 | Provision of inputs in respect of proposed transactions  | 😊      |
| <b>Heritage Resource Management</b> |  |        |
| 30.                                 | Heritage Resource Management   | 😊      |
| 31.                                 | Management of the existing Heritage Committees   | 😊      |
| 32.                                 | Heritage Awareness   | 😊      |

## PDO 29: SPATIAL PLANNING

### PDO DESCRIPTION

Spatial Planning within the municipal sphere of government can be regarded as the identification, coordination, and implementation of targeted practices and policies associated with the natural and built environments, the economy, and society, in order to achieve the development vision of the Municipality.

The primary planning tool that sets the spatial trajectory of the Municipality is the Spatial Development Framework (SDF). The Municipal Systems Act (MSA) defines the SDF as a core component of the Integrated Development Plan (IDP). The SDF was therefore approved on 30 May 2022, as part of the five-year IDP. During 2024/2025 Planning Cycle, the SDF was amended, which triggered an amendment to the IDP as well. The SDF is attached hereto as **Annexure L**.

The approved SDF is based on the IDP Vision of A City of Excellence. To achieve the vision, the SDF identifies seven themes with proposals that provide the spatial element to the IDP's Predetermined Objectives (PDOs).

#### The seven SDF themes include:

- Implementing catalytic zones and Big Moves;
- Promoting integrated environmental management;
- Promoting agriculture and rural development;
- Protecting and promoting heritage and cultural landscapes;
- Reinforcing the hierarchy of settlements and promoting rural-urban connectivity;
- Promoting connectivity, mobility, and logistical corridors; and
- Promoting spatial transformation towards resilient, inclusive, smart, and sustainable settlements.

Table 63: PDO 29 – Rating

| No. | PDO Focus Area                  | Rating |
|-----|---------------------------------|--------|
| 1.  | Review and amendment of the SDF | 😊      |

Table 64: PDO 29 – Rating

| No. | PDO Focus Area            | Rating |
|-----|---------------------------|--------|
| 2.  | Local area-based planning | 😊      |

## PDO 30: ENVIRONMENT AND NATURAL RESOURCES

### PDO DESCRIPTION

This PDO focuses on the role that Drakenstein Municipality plays in implementing Integrated Environmental Management, as derived from the broad rights defined in section 24 of the Constitution, stating that: *“Everyone has the right: to an environment that is not harmful to their health or well-being; and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that prevent pollution and ecological degradation; promote conservation; and secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.”*

This PDO also focuses on the management of natural resources in the municipal area. Well-managed natural resources provide the foundation for improving and maintaining the quality of life of residents, and contributes to sustainable economic growth. These natural resources also provide vital ecosystem services that many communities benefit from directly and indirectly. Climate change response also forms part of this PDO and the Municipality has a number of initiatives to address this issue, particularly through its climate partnership with the City of Neumarkt in Germany. The Municipality's Climate Change Response Plan is attached hereto as **Annexure J**.

Drakenstein Municipality identified the need for a comprehensive Rivers Management Programme to restore and protect its rivers. Key deliverables of this programme would not only be to protect and enhance ecological infrastructure and build resilience for communities around them but to also support economic development in the Municipality. For example protecting municipal and private infrastructure from damage and promoting tourism around these areas. The Stormwater Maintenance Section (representing the Civil Engineering Services Department) and the Environmental Management Section will co-lead this project. A process to develop this programme will commence in the 2025/2026 financial year.

The Municipality also developed hybrid flood alleviation projects in three selected catchments along the Berg River. The three catchments selected for this project are the Mbekweni Catchment, including the Mbekweni and Dal Rivers; Groenheuwel Catchment including the Boontjies River; and the Palmiet Catchment including the Palmiet River. The Mbekweni, Groenheuwel and Palmiet Catchments are situated within the larger Berg River Catchment area. Flooding risks within these catchments have been identified and hybrid flood solutions were developed to mitigate these risks to communities. Hybrid flood solutions offer both nature based and engineering solutions, allowing multiple uses for open spaces to not only reduce flood risks but also improve the quality of life of the communities around them. Six priority projects have been identified for initial implementation within the three catchments with the support of the C40 Cities Finance Facility (CFF). In the 2025/2026 financial year, a conceptual design for one of the prioritised sites will be taken forward that will support the project moving through Drakenstein's infrastructure development process. This design will be undertaken by the Civil Engineering Services Department in collaboration with the Corporate and Planning Services Department.












The focus areas of this PDO is divided into the three main areas of operation in the Environmental Management Section. Criteria such as service delivery outcomes, completion of project schedules, resource allocation, fulfillment of legal requirements and innovation were used to rate the progress of the focus areas.

**Components of this PDO include:**

- Environmental Compliance and Enforcement;
- Natural Resource Management; and
- Planning and Sustainability.

## RATING OF THE PDO

Table 65: PDO 30 – Rating

| No.  | PDO Focus Areas   | Rating  |
|--|---|---|
| <b>Natural Resource Management</b>             |   |   |
| 1.   | Promote participation in the Environmental Education and Awareness Programme by the public  |    |
| 2.   | Development and implementation of the Drakenstein Rivers Management Programme   |    |
| 3.   | Ongoing development and implementation of the six priority projects identified through the Drakenstein Hybrid Flood Alleviation Study |    |
| 4.   | Formalise the conservation status of priority municipal conservation areas  |    |
| 5.   | Implementation of the Invasive Alien Vegetation Monitoring and Eradication Plan   |    |
| <b>Environmental Monitoring and Compliance</b> |   |   |
| 5.   | Responding to environmental complaints in accordance with the organisation's Customer Service Charter                                 |    |
| 6.   | Implementation of the Drakenstein Air Quality Management Plan   |    |
| 7.   | Conducting intergovernmental compliance inspections and investigations on serious environmental contraventions                        |    |
| <b>Planning and Sustainability</b>             |   |   |
| 8.   | Implementation of the Drakenstein Environmental Management Framework  |  |
| 9.   | Review of the Climate Change Response Plan  |  |
| 10.  | Implementation of the Joint Programme of Action under the Climate Partnership with Neumarkt   |  |

## PDO 31: URBANISATION AND HUMAN SETTLEMENTS

### PDO DESCRIPTION

This PDO focuses on Urbanisation Management and Human Settlements in Drakenstein Municipality, highlighting the Municipality's increased emphasis on Urbanisation Management as a key component of its housing strategy.

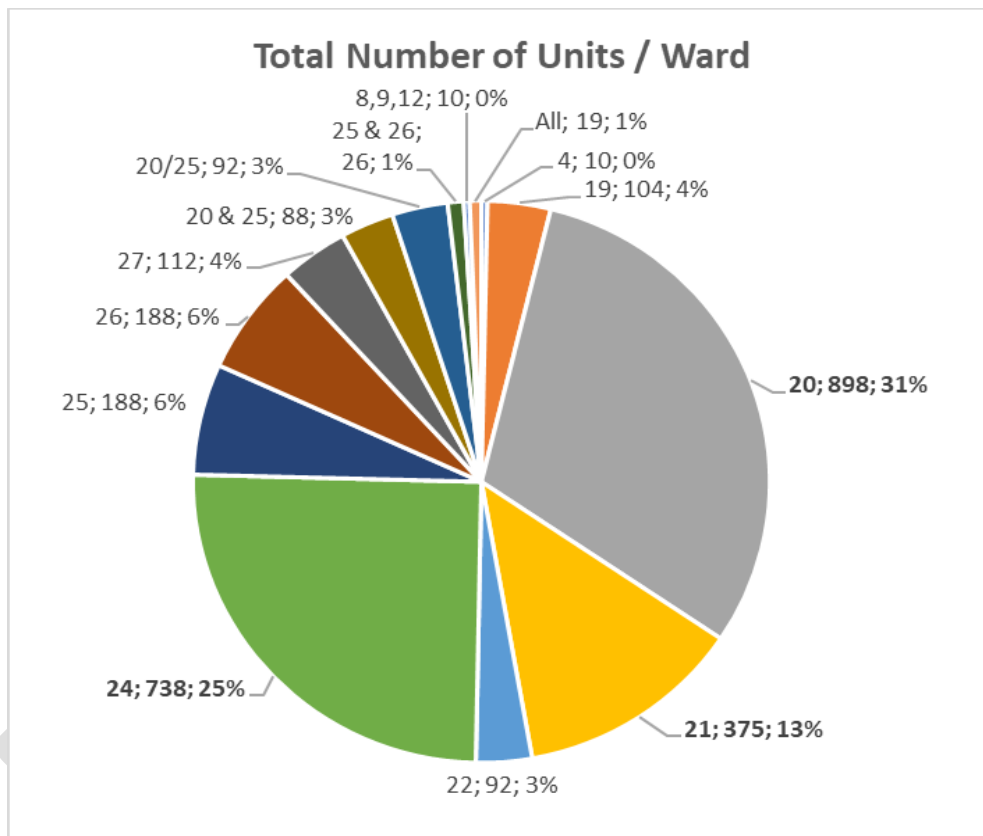
The PDO comprises the following components:

- The number of Blocks of Flats / Buildings (as in the physical structure/building).
- The number of Units available (Units for households/tenants for accommodation in the structures).
- Maintenance of Council's rental stock.
- Management of rental stock occupants.
- Management of the Housing Demand Database (waiting list).
- Informal Settlements Management.
- Evictions and Emergency Housing Management; and
- Provision of Housing Opportunities (Human Settlements Projects).

Additionally, this PDO considers the Priority Human Settlements and Housing Development Areas (PHSHDAs) as gazetted in May 2020. These PHSHDAs are spatially depicted in the SDF of the Municipality.

Detailed information regarding the current housing context, which includes all aspects pertaining to housing within Drakenstein Municipality (e.g. informal settlements, housing projects, and housing demands), is documented in the Human Settlements Sector Plan, attached as **Annexure K**.

**Figure 5: Wards and the distribution of rental stock units (Ward; Number of Units; Percentage of total Units)**



The following criteria inform the rating of the rental stock maintenance focus areas:

The types of work to be focused on and managed according to its unique characteristics are emergency repairs, scheduled repairs, and planned projects.

**Table 66: Priorities across three types of work**

| Priority | Emergency repair                    | Scheduled repair                                     | Planned projects                          |
|----------|-------------------------------------|--|---|
| 1        | Making electricity safe             | Electrical upgrades which cause fire or shock hazard | Replacing worse leaking 3x asbestos roofs |
| 2        | Repairing major leaking water pipes | Electrical interruptions                             | Replacing worse 4x staircases             |
| 3        | Fixing sewer blockages              | Outside doors or windows missing                     | Repairing worse 3x other leaking roofs    |

| Priority | Emergency repair    | Scheduled repair             | Planned projects                                |
|----------|---------------------|------------------------------|---|
| 4        | Structurally unsafe | Roof repair                  | Condition assessment projects from 3x buildings |
| 5        | Tree on dwelling    | Repair water, sewer leakages | Two projects in each of the top five wards      |

**Table 67: Handling of maintenance requests on rental stock**

| Positive Strategies   | Areas Requiring Improvements   |
|---|--|
| <ul style="list-style-type: none"> <li>- Acknowledgement process clarified and implemented.</li> <li>- Job cards process redefined and implemented.</li> <li>- Some longstanding maintenance request backlogs have been addressed.</li> </ul> | <ul style="list-style-type: none"> <li>- A safeguard against prematurely closing unfinished work needs to be implemented.</li> <li>- Backlog eradication targets need to be defined and achieved.</li> </ul> |




**Table 68: Handling of materials availability on rental stock**

| Positive Strategies  | Areas Requiring Improvements   |
|--|--|
| <ul style="list-style-type: none"> <li>- Materials handling approach document drafted and discussed with the team.</li> <li>- New materials tender developed and sent to the specifications committee.</li> <li>- Stores inventory items updated to make better provision for required materials.</li> </ul> | <ul style="list-style-type: none"> <li>- Materials handling approach needs to be approved and implemented.</li> <li>- Better controls over materials inventory must be implemented.</li> <li>- Key performance indicators for the first-time resolution of work should be measured.</li> </ul> |

Detailed information regarding the current housing context, which includes all aspects pertaining to housing within Drakenstein Municipality (e.g. informal settlements, housing projects, and housing demands), is documented in the Human Settlements Sector Plan, attached as **Annexure K**.

The criteria used to determine the rating are listed below:

**Table 69: Human Settlements (Housing) Criteria – Rating**

| Rating  | Condition of Rental Housing | Comments   |
|---|-----------------------------|--|
|  | High risk                   | Replacement and installation of critical maintenance items required. |
|  | Minor risk                  | Regular reactive maintenance has been attended to.                   |
|  | Safe condition              | Blocks are in a good condition.                                      |

## RATINGS OF COMPONENTS

Table 70: PDO 31 – Rating

| No.  | PDO Focus Areas   | Rating |
|--|---|--------|
| <b>Maintenance of Council's Rental Stock</b>                           |   |        |
| 1.   | Maintenance of rental stock   | ☹️     |
| 2.   | Repair and upgrade of rental stock  | ☹️     |
| 3.   | Handling of maintenance requests  | 😊      |
| 4.   | Handling materials availability for rental stock maintenance                  | 😊      |
| <b>Management of Council's Rental Stock occupants</b>                  |   |        |
| 4.   | Rental stock contracts and occupant rules                                     | 😊      |
| 5.   | Alienation/Transfer of Rental Stock to Qualifying Occupants                   | 😊      |
| 6.   | Eviction of occupants transgressing contract conditions                       | ☹️     |
| <b>Management of Housing Demand Database (Waiting List)</b>            |   |        |
| 7.   | Maintaining and updating of database  | 😊      |
| <b>Management and Maintenance of Informal Settlements</b>              |   |        |
| 8.   | Maintenance of services in informal settlements                               | 😊      |
| 9.   | Development of new basic services in informal settlements                     | 😊      |
| 10.  | Monitoring of informal settlements (land invasions)                           | 😊      |
| 11.  | Enumeration of informal settlements   | 😊      |
| 12.  | Implementation of Informal Settlement Upgrade Plans (as per housing pipeline) | 😊      |
| <b>Evictions and Emergency Housing Management</b>                      |   |        |
| 13.  | Eviction management planning  | 😊      |
| 14.  | Emergency housing planning and implementation                                 | 😊      |
| <b>Provision of Housing Opportunities (Human Settlements Projects)</b> |   |        |
| 15.  | Title deed restoration project  | 😊      |
| 16.  | Planning and implementation of social housing projects                        | 😊      |
| 17.  | Planning and implementation of affordable housing projects                    | 😊      |
| 18.  | Planning and implementation of IRDP projects                                  | 😊      |

Table 71: Status of Rental Stock – Blocks of Flats (Triple Storey)

| Triple Storey |                |      |                                  |             |                                     |
|---------------|----------------|------|----------------------------------|-------------|-------------------------------------|
| No.           | Name of blocks | Ward | Total Number of Blocks/Buildings | Total units | Condition of Rental Blocks (Rating) |
| 1.            | Magnolia       | 20   | 18                               | 432         | ☹️                                  |
| 2.            | Bauhinia       | 20   | 4                                | 96          | ☹️                                  |
| 3.            | Bougainvillia  | 20   | 6                                | 144         | ☹️                                  |
| 4.            | Kudu           | 24   | 2                                | 36          | ☹️                                  |
| 5.            | Bosbok         | 22   | 5                                | 72          | ☹️                                  |
| 6.            | Springbok      | 24   | 7                                | 157         | ☹️                                  |
| 7.            | Blesbok        | 21   | 3                                | -36         | ☹️                                  |
| 8.            | Rietbok        | 24   | 2                                | 36          | ☹️                                  |
| 9.            | Gemsbok        | 24   | 5                                | 60          | ☹️                                  |
| 10.           | La Uva         | 19   | 3                                | 48          | 😊                                   |

| Triple Storey |                |      |                                  |             |                                     |
|---------------|----------------|------|----------------------------------|-------------|-------------------------------------|
| No.           | Name of blocks | Ward | Total Number of Blocks/Buildings | Total units | Condition of Rental Blocks (Rating) |
| <b>Total</b>  |                |      | <b>55</b>                        | <b>1117</b> |                                     |

**Table 72: Status of Rental Stock – Blocks of Flats (Double Storey)**

| Double Storey |                  |        |                                  |             |                                     |
|---------------|------------------|--------|----------------------------------|-------------|-------------------------------------|
| No.           | Name of blocks   | Ward   | Total Number of Blocks/Buildings | Total units | Condition of Rental Blocks (Rating) |
| 1.            | Lantana St.      | 21     | 16                               | 74          | ☹️                                  |
| 2.            | Wisteria St.     | 20     | 7                                | 34          | ☹️                                  |
| 3.            | Bauhinia St.     | 20     | 4                                | 16          | ☹️                                  |
| 4.            | Daphne St.       | 20     | 7                                | 34          | ☹️                                  |
| 5.            | Plumbago St.     | 20     | 9                                | 42          | ☹️                                  |
| 6.            | Azalia St.       | 20, 25 | 19                               | 92          | ☹️                                  |
| 7.            | Oleander St.     | 21     | 6                                | 28          | ☹️                                  |
| 8.            | Pointsettia St.  | 20, 25 | 19                               | 90          | ☹️                                  |
| 9.            | Disa St.         | 25     | 21                               | 100         | ☹️                                  |
| 10.           | Lantana Court    | 25     | 11                               | 44          | 😐                                   |
| 11.           | Hibiscus St.     | 25     | 3                                | 16          | ☹️                                  |
| 12.           | Kiewiet Flats    | 26     | 5                                | 60          | 😐                                   |
| 13.           | Loerie Flats     | 27     | 27                               | 108         | 😐                                   |
| 14.           | Solomon Flats    | 26     | 10                               | 40          | 😐                                   |
| 15.           | Van der Stelpark | 24     | 18                               | 63          | 😐                                   |
| 16.           | Grysbok St.      | 24     | 8                                | 40          | ☹️                                  |
| 17.           | Steenbok St.     | 24     | 13                               | 58          | ☹️                                  |
| 18.           | Klipbok St.      | 24     | 10                               | 48          | ☹️                                  |
| 19.           | Kudu St.         | 24     | 2                                | 10          | ☹️                                  |
| 20.           | Ribbok St.       | 21     | 8                                | 38          | ☹️                                  |
| 21.           | Blesbok St.      | 21     | 5                                | 20          | ☹️                                  |
| 22.           | Bosbok St.       | 22     | 4                                | 20          | ☹️                                  |
| 23.           | Bontebok St.     | 24     | 9                                | 40          | ☹️                                  |
| 24.           | Springbok St.    | 24     | 36                               | 184         | ☹️                                  |
| 25.           | Cornelissen St.  | 26     | 5                                | 30          | 😐                                   |
| 26.           | Solomon St.      | 26     | 1                                | 6           | 😐                                   |
| 27.           | Beukes St.       | 26     | 1                                | 6           | 😐                                   |
| 28.           | Harper St.       | 26     | 6                                | 36          | 😐                                   |
| 29.           | Mimosa           | 19     | 2                                | 20          | ☹️                                  |
| 30.           | Bredahof         | 4      | 1                                | 10          | 😊                                   |
| <b>Total</b>  |                  |        | <b>293</b>                       | <b>1407</b> |                                     |

**Table 73: Status of Rental Stock – Blocks of Flats (Maisonette)**

| Maisonette   |               |      |                                  |             |                                     |
|--------------|---------------|------|----------------------------------|-------------|-------------------------------------|
| No.          | Name of block | Ward | Total number of Blocks/Buildings | Total units | Condition of Rental Blocks (Rating) |
| 1.           | Blommedal     | 19   | 8                                | 39          | 😊                                   |
| <b>Total</b> |               |      | <b>8</b>                         | <b>39</b>   |                                     |

**Table 74: Status of Rental Stock – Blocks of Flats (Semi-Detached and Single Units)**

| Semi-Detached and Single Units |               |                    |                                  |             |                                     |
|--------------------------------|---------------|--------------------|----------------------------------|-------------|-------------------------------------|
| No.                            | Name of block | Ward               | Total Number of Blocks/Buildings | Total units | Condition of Rental Blocks (Rating) |
| 1.                             | Mbekweni      | 8, 9, 12           | 7                                | 13          | 😐                                   |
| 2.                             | Wellington    | All                | 19                               | 19          | 😐                                   |
| 3.                             | Paarl East    | 20, 21, 25, 26, 27 | 110                              | 291         | 😐                                   |
| <b>Total</b>                   |               |                    | <b>110</b>                       | <b>323</b>  |                                     |

**Table 75: Informal Settlements Norms and Standards**

| Component     | Drakenstein Municipality Minimum Norms |
|---------------|--|
| Water         | Standpipes within 100 m radius         |
| Sanitation    | 1 toilet per 10 households             |
| Waste removal | Waste Removal: once per week           |

**Table 76: Informal Settlements – Rating**

\* Where “U” is indicated, it means that unauthorised connections have been installed for water and sanitation by the informal settlement inhabitants.

| No. | Name of Informal Settlement                                      | Ward | Number of Households | Water (Standpipes/Taps) |                    |        | Sanitation (Toilets) |                           |        | Rating - Weekly Waste Removal |
|-----|--|------|----------------------|-------------------------|--------------------|--------|----------------------|---------------------------|--------|-------------------------------|
|     |  |      |                      | Number of Standpipes    | Standpipes (<100m) | Rating | Number of Toilets    | Toilet/ Households (1:10) | Rating |                               |
| 1.  | Simondium Informal Settlement                                    | 1    | 103                  | 4                       | Yes                | 😊      | 18                   | 1:6                       | 😊      | 😊                             |
| 2.  | Simondium (Nuwenhoop)  | 1    | 26                   | 4                       | Yes                | 😊      | 14                   | 1:9                       | 😊      | 😊                             |
| 3.  | Brickfields  | 1    | 196                  | 4                       | Yes                | 😊      | 22                   | 1:09                      | 😊      | 😊                             |
| 4.  | PA Kamp  | 1    | 33                   | 1                       | Yes                | 😊      | 3                    | 1:1                       | 😊      | 😊                             |
| 5.  | Grysbok/Spooky Square  | 24   | 120                  | 6                       | Yes                | 😊      | 9                    | 1:13                      | 😐      | 😐                             |
| 6.  | Janfiskaal St.   | 27   | 56                   | 2                       | Yes                | 😊      | 10                   | 1:6                       | 😊      | 😊                             |
| 7.  | New beginning (Bontebok St.)                                     | 21   | 49                   | 1                       | Yes                | 😐      | 16                   | 1:3                       | 😐      | 😊                             |
| 8.  | Bokmakierie St.  | 27   | 33                   | 2                       | Yes                | 😊      | 6                    | 1:5                       | 😊      | 😊                             |
| 9.  | Chester Williams   | 27   | 142                  | 3                       | Yes                | 😊      | 12                   | 1:12                      | 😊      | 😊                             |
| 10. | Kingston (Poinsettia St.)  | 25   | 5                    | 2                       | Yes                | 😊      | 2                    | 1:1                       | 😊      | 😊                             |
| 11. | Fairlyland (Marika)  | 32   | 108                  | 2                       | Yes                | 😊      | 21                   | 1:5                       | 😊      | 😊                             |
| 12. | Lovers lane (Bauhinia St.)                                       | 20   | 169                  | 2                       | Yes                | 😊      | 50                   | 1:3                       | 😊      | 😊                             |
| 13. | Fairyland (Bo-dal st.)   | 32   | 114                  | 4                       | Yes                | 😊      | 57                   | 1:2                       | 😊      | 😊                             |
| 14. | Siyahlala 2 (Bo-dal St., Sarah Roberston 44, and Mini Daniels 27 | 14   | 398                  | 10                      | No                 | 😊      | 40                   | 1:19                      | 😐      | 😊                             |
| 15. | Siyahlala 1 (Bo-Dal St.)   | 32   | 334                  | 18                      | Yes                | 😊      | 42                   | 1:8                       | 😊      | 😊                             |
| 16. | Joe Williams (Kamp)  | 14   | 115                  | 2                       | Yes                | 😊      | 20                   | 1: 8                      | 😊      | 😐                             |
| 17. | 7 De Laan (Paarl East)   | 21   | 37                   | 2                       | Yes                | 😊      | 8                    | 1:5                       | 😊      | 😊                             |
| 18. | Bonnagee Square  | 21   | 56                   | “U”                     | Yes                | 😊      | “U”                  | 1.1                       | 😊      | 😊                             |
| 19. | Kudu Land (Chicago)  | 24   | 151                  | 6                       | Yes                | 😊      | 23                   | 1: 7                      | 😊      | 😐                             |

| No. | Name of Informal Settlement           | Ward | Number of Households | Water (Standpipes/Taps) |                    |        | Sanitation (Toilets) |                           |        | Rating - Weekly Waste Removal |
|-----|---------------------------------------|------|----------------------|-------------------------|--------------------|--------|----------------------|---------------------------|--------|-------------------------------|
|     |                                       |      |                      | Number of Standpipes    | Standpipes (<100m) | Rating | Number of Toilets    | Toilet/ Households (1:10) | Rating |                               |
| 20. | Palmiet River (Ribbok St.)            | 21   | 51                   | 2                       | Yes                | 😊      | 5                    | 1:10                      | 😊      | 😊                             |
| 21. | Bosbok (Backyarders IS)               | 24   | 227                  | 4                       | Yes                | 😊      | 08                   | 1:16                      | 😞      | 😊                             |
| 22. | Silvertown 1 (Lobola St.)             | 6    | 102                  | 4                       | Yes                | 😊      | 15                   | 1:6                       | 😊      | 😊                             |
| 23. | Silvertown 2 (Diniso St.)             | 6    | 53                   | 2                       | Yes                | 😊      | 10                   | 1:5                       | 😊      | 😊                             |
| 24. | Drommedaris St.                       | 16   | 1099                 | 15                      | No                 | 😞      | 62                   | 1:18                      | 😞      | 😞                             |
| 25. | Cornershop (White City)               | 16   | 263                  | 11                      | Yes                | 😊      | 24                   | 1:1                       | 😞      | 😞                             |
| 26. | Unathi (Langabuya + Marikana + Road)  | 16   | 289                  | 4                       | No                 | 😞      | 20                   | 1:14                      | 😞      | 😞                             |
| 27. | Them bani 2 + Under Eskom Line        | 12   | 214                  | 4                       | Yes                | 😊      | 20                   | 1:11                      | 😞      | 😊                             |
| 28. | Next to Sports-Ground                 | 16   | 162                  | 2                       | Yes                | 😊      | 10                   | 1:16                      | 😞      | 😊                             |
| 29. | Ntshamba St.                          | 16   | 130                  | 4                       | Yes                | 😊      | 12                   | 1:11                      | 😞      | 😊                             |
| 30. | BandC Block (Hostel)                  | 16   | 16                   | 1                       | Yes                | 😞      | 1                    | 1:16                      | 😞      | 😞                             |
| 31. | Mfuleni St. (Transnet Wall) Shiny St. | 8    | 506                  | 5                       | Yes                | 😞      | 40                   | 1:13                      | 😞      | 😞                             |
| 32. | Noordkamp and Maylaan                 | 8    | 25                   | 3                       | Yes                | 😊      | 6                    | 1:4                       | 😊      | 😊                             |
| 33. | New Rest (Bhekela)                    | 8    | 131                  | 2                       | Yes                | 😞      | 10                   | 1:13                      | 😞      | 😞                             |
| 34. | Plankiesdorp (Dietman)                | 8    | 51                   | 1                       | Yes                | 😊      | 10                   | 1:5                       | 😊      | 😊                             |
| 35. | Mpumelelo St.                         | 8    | 865                  | 11                      | Yes                | 😊      | 50                   | 1:17                      | 😞      | 😊                             |
| 36. | Soetendal (Farm Resident Dietman)     | 8    | 169                  | 3                       | Yes                | 😊      | 20                   | 1:8                       | 😊      | 😞                             |
| 37. | Sand St. (Davey Store)                | 8    | 43                   | 2                       | Yes                | 😊      | 10                   | 1:4                       | 😊      | 😊                             |
| 38. | Swartberg St.                         | 8    | 404                  | 2                       | Yes                | 😊      | 10                   | 1:40                      | 😞      | 😞                             |
| 39. | Ntambanani St. (OR Tambo)             | 5    | 69                   | 2                       | Yes                | 😊      | 10                   | 1:7                       | 😊      | 😊                             |
| 40. | Chameleon                             | 5    | 46                   | 2                       | Yes                | 😊      | 10                   | 1:5                       | 😊      | 😊                             |
| 41. | Gouda                                 | 31   | 413                  | 6                       | Yes                | 😊      | 15                   | 1:28                      | 😞      | 😊                             |

| No.          | Name of Informal Settlement | Ward | Number of Households | Water (Standpipes/Taps) |                    |        | Sanitation (Toilets) |                           |        | Rating - Weekly Waste Removal |
|--------------|-----------------------------|------|----------------------|-------------------------|--------------------|--------|----------------------|---------------------------|--------|-------------------------------|
|              |                             |      |                      | Number of Standpipes    | Standpipes (<100m) | Rating | Number of Toilets    | Toilet/ Households (1:10) | Rating |                               |
| 42.          | Ringroad                    | 16   | 261                  | 2                       | No                 | 😊      | 10                   | 1:26                      | 😞      | 😊                             |
| 43.          | Schoongezicht               | 13   | 501                  | 113                     | Yes                | 😊      | 113                  | 1:4                       | 😊      | 😊                             |
| 44.          | Phala – Phala               | 20   | 347                  | 4                       | Yes                | 😊      | 20                   | 0                         | 😞      | 😊                             |
| 45.          | Rooiland                    | 9    | 17                   | 0                       | No                 | 😞      | 0                    | 0                         | 😞      | 😊                             |
| <b>Total</b> |                             |      | <b>8694</b>          |                         |                    |        |                      |                           |        |                               |

DRAFT



**Strategic Objective**

- To facilitate, support and promote social and community development.

**Strategic Risk**

- SR6, SR8

**Risk Management Actions**

- Refer to Strategic Risk Register.

**Planned Outcomes**

- To establish an environment where the poor and the most vulnerable are empowered through the building of social capital, the implementation of development programmes and support, and sustainable livelihood strategies.

**Social Development**  
PDO 32

**Sport and Recreation**  
PDO 33

**Parks and Open Spaces**  
PDO 34

**Cemeteries and Cremetoria**  
PDO 35

**Disaster and Emergencies**  
PDO 36

**Traffic and Law Enforcement**  
PDO 37

**Safety and Security**  
PDO 38

**Libraries**  
PDO 39

**Table 77: KPA 6's Policies and Bylaws**

| No. | Policies linked to KPA 6                                | Rating |
|-----|---|--------|
| 1.  | Traffic Calming Policy                                  | 😊      |
| 2.  | Tree Management Policy                                  | 😊      |
| 3.  | Food and Nutrition Security Policy                      | 😐      |
| 4.  | Sport and Recreation Policy                             | 😊      |
| 5.  | Early Childhood Development Policy                      | 😐      |
| 6.  | St. People Policy                                       | 😐      |
| 7.  | Financial Assistance for Public Events Policy           | 😐      |
| No. | Bylaws linked to KPA 6                                  | Rating |
| 8.  | Bylaw No 1/2007: The Advisory Board for Nature Reserves | 😊      |
| 9.  | Bylaw No 7/2007: Paarl Mountain Nature Reserve          | 😊      |
| 10. | Fire Safety Bylaw                                       | 😊      |
| 11. | Bylaw No 9/2007: Parking Meters                         | 😊      |
| 12. | Bylaw No 2/2007: Cemeteries and Crematoriums            | 😊      |
| 13. | Bylaw No 5/2007: Camping Areas                          | 😊      |
| 14. | Bylaw No 6/2007: Childcare Facilities                   | 😊      |
| 15. | Bylaw No 8/2007: Public Amenities                       | 😊      |
| 16. | Bylaw No 12/2007: The impoundment of animals            | 😊      |
| 17. | Bylaw No 16/2007: Public Swimming Pools                 | 😊      |

**Analysis of Internal and External Factors (The Current State):**

Below follows an analysis of internal and external factors in respect of the status quo of each PDO and its related components within the KPA.



**PDO 32: SOCIAL DEVELOPMENT**

**PDO DESCRIPTION**

The PDO related to Social Development reflects the Municipality's commitment to addressing the social challenges faced by the community. It emphasizes the inclusion of vulnerable groups in these support initiatives. This PDO encompasses various aspects of Community Development, including Health, Gender and Gender-Based Violence (GBV), Early Childhood Development (ECD), and support for People with Disabilities. The corresponding annexure for this PDO is **Annexure O**.










The criteria that were used to determine the rating are listed below:

**Table 78: Social Development Rating Criteria**

| Rating  | Rating Criteria   |
|---|---|
|  | <b>People with Disabilities:</b> Forum became dysfunctional; however, we are actively working towards its reactivation to facilitate discussions and gather input for the development of a Disability Policy. |
|  | <b>People with Disabilities:</b> The database containing information pertaining to disability-friendly municipal buildings was lost during the cyber-attack that took place in 2022.                          |

**RATING OF THE PDO**

**Table 79: PDO 32 – Rating**

| No.                                | PDO Focus Areas  | Rating  |
|------------------------------------|--|---|
| <b>HIV/ AIDS</b>                   |  |   |
| 1.                                 | Engagements with stakeholders in the Public Healthcare Domain and the Multi Sectoral Area Team (MSAT)                  |  |
| <b>Early Childhood Development</b> |  |   |
| 2.                                 | Implementation of the Drakenstein ECDC Strategy  |  |
| 3.                                 | Functioning of ECDC Forums   |  |
| 4.                                 | Partnership with all stakeholders in the ECDC domain, such as DSD as well as Cape Winelands District Municipality      |  |
| 5.                                 | Updating of ECDC database for both registered and unregistered facilities  |  |
| 6.                                 | Provision of training to community-based ECD operators   |  |
| <b>Gender</b>                      |  |   |
| 7.                                 | Participation in and functioning of the Gender Forum   |  |
| 8.                                 | Conducting gender-specific programmes to create awareness around gender-specific issues, such as gender-based violence |  |
| 9.                                 | Establishment of a safe house for abused women and children  |  |

| Elderly                  |   |   |
|--------------------------|---|---|
| 10.                      | Participation and functioning of the Elderly Forum  | 😊 |
| 11.                      | Establishment and maintenance of a database pertaining to the amount of elderly people in the Drakenstein municipal area, and identifying their needs | 😞 |
| Youth                    |   |   |
| 12.                      | Conducting youth-specific programmes to create awareness around youth matters   | 😊 |
| 13.                      | Establishment and coordination of a Local Drug Action Committee   | 😐 |
| 14.                      | Skills development programmes for the youth   | 😊 |
| People with Disabilities |   |   |
| 15.                      | Disability Forum: inclusive of relevant stakeholders in the disability domain   | 😐 |
| 16.                      | Development and/or implementation of a Disability Policy  | 😐 |
| 17.                      | Database of all disability-friendly municipal buildings   | 😐 |
| Soup Kitchens            |   |   |
| 18.                      | Establishment of soup kitchens per ward as requested  | 😐 |
| Rural Development        |   |   |
| 19.                      | Assist youth from rural communities with information and training initiatives.  | 😐 |

**PDO 33: SPORT AND RECREATION**

**PDO DESCRIPTION**

PDO 33 looks at the Municipality’s day-to-day management and maintenance of sports and recreation facilities. The Municipality provides and maintains sports and recreation facilities that meet the needs of the community. The components of this PDO comprises 23 facilities where the community can engage in various sporting codes, such as rugby, cricket, soccer, cycling, BMX, hockey, athletics, netball, and swimming.
































The criteria used to determine the rating are listed below:

**Table 80: Sport and Recreation Rating Criteria**

| Rating | Rating Criteria  |
|--------|--|
| 😞      | <ul style="list-style-type: none"> <li>- Facility is not in use;</li> <li>- Facility is vandalised and unsafe to use; and</li> <li>- Facility is under construction.</li> </ul>          |
| 😐      | <ul style="list-style-type: none"> <li>- Facility is used;</li> <li>- Facility meets minimum maintenance standards; and</li> <li>- Facility is due for upgrades.</li> </ul>              |
| 😊      | <ul style="list-style-type: none"> <li>- Facility is used to optimal capacity;</li> <li>- Facility exceeds minimum standards; and</li> <li>- Facility meets safety standards.</li> </ul> |

**RATING OF THE PDO**

**Table 81: PDO 33 – Rating**

| No.                                 | PDO Focus Areas                        | Rating  |   |
|-------------------------------------|--|---|---|
| <b>Sports Facilities</b>            |  |   |   |
| 1.                                  | De Kraal Sports Complex                |    |   |
| 2.                                  | Newton Sports Fields                   |    |   |
| 3.                                  | Weltevrede Sports Field                |    |   |
| 4.                                  | Pelikaan Sports Field                  |    |   |
| 5.                                  | Parys Sports Field                     |    |   |
| 6.                                  | New Orleans Sports Field               |    |   |
| 7.                                  | Mbekweni Sports A Field                |    |   |
| 8.                                  | Mbekweni Rugby field                   |    |   |
| 9.                                  | Mbekweni B and C                       |    |   |
| 11.                                 | Gouda Sports Field                     |    |   |
| 12.                                 | Saron Sports Field                     |    |   |
| 13.                                 | Pen Basson Cricket Field               |    |   |
| 14.                                 | Boy Louw Sports Facility               |   |   |
| 15.                                 | Faure St. Stadium                      |  |   |
| 16.                                 | Dal Josaphat Stadium                   |  |   |
| 17.                                 | Hermon Sports Field                    |  |   |
| 18.                                 | Ambagsvallei Sports Hall               |  |   |
| <b>Tennis Courts</b>                |  |   |   |
| 19.                                 | David Samaai Tennis Courts             |  |   |
| 20.                                 | Wellington Tennis Courts               |  |   |
| 21.                                 | Spin St. Tennis Courts                 |  |   |
| 22.                                 | Boy Louw Tennis Courts                 |  |   |
| 23.                                 | Huguenot Tennis Court                  |  |   |
| <b>Swimming Pools</b>               |  |   | <b>Maximum Capacity Per Swimming Pool</b> |
| 24.                                 | Pentz St. Swimming Pool                |  | 575                                       |
| 25.                                 | Drakenstein Swimming Pool              |  | 1200                                      |
| 26.                                 | Mbekweni Swimming Pool                 |  | 396                                       |
| 27.                                 | Faure St. Swimming Pool                |  | 450                                       |
| 28.                                 | Weltevrede Swimming Pool               |  | 472                                       |
| <b>Recreational Facilities</b>      |  |   |   |
| 29.                                 | Antoniesvlei Resort                    |  |   |
| 30.                                 | Saron Resort                           |  |   |
| 31.                                 | Orleans Park                           |  |   |
| <b>Other Sports-Related Aspects</b> |  |   |   |
| 32.                                 | BMX Track                              |  |   |
| 33.                                 | Functioning of the Sport Forum/Council |  |   |




**PDO 34: PARKS AND OPEN SPACES**

**PDO DESCRIPTION**

This PDO focuses on activities as undertaken by the Municipality’s Parks Section. This Section is responsible for the maintenance of town entrances, parks, trees, nature conservation and pest control. It also provides and maintains facilities such as the Paarl Arboretum, the Paarl Mountain Nature Reserve, and Victoria Park, respectively located in Wellington and Paarl, both of which are of heritage value. Components of this PDO include town entrances, municipal parks and recreation, local amenities, and public places.

















The criteria used to determine the rating are listed below:

**Table 82: Parks and Open Spaces Rating Criteria**

| Rating  | Rating Criteria  |
|---|--|
|    | Services are regularly rendered according to pre-set service levels and frequencies.   |
|    | Services are rendered at a lower frequency according to pre-set service levels. Budget limitations might also have an impact on the level of services rendered. There is room for improvement. |
|  | Services rendered are below the required service level and rendered on an as-and-when basis.   |

**RATING OF THE PDO**







































**Table 83: PDO 34 – Rating of Playparks and Parks per Ward**

| No.           | PDO Focus Areas                  | Rating  |
|---------------|----------------------------------|---|
| <b>Ward 1</b> |                                  |   |
| 1.            | Simondium St. Park               |  |
| <b>Ward 2</b> |                                  |   |
| 2.            | Donaldson St. Park               |  |
| 3.            | Van Der Merwe St. Park           |  |
| 4.            | Ranzadale St. Park               |  |
| 5.            | Nel St. Park                     |  |
| 6.            | Hofmeyer St. Park                |  |
| 7.            | Stucki St. Park                  |  |
| 8.            | Tulbach St. Park                 |  |
| 9.            | Berg St. Park                    |  |
| 10.           | Blomboom Park (Maynard Feenstra) |  |
| 11.           | Generaal Hertzog Avenue Park     |  |
| 12.           | Bain St. Park                    |  |
| 13.           | Plein St. Park                   |  |
| <b>Ward 3</b> |                                  |   |
| 14.           | Foxglove St. Park                |  |
| 15.           | Van Der Poelsplein St. Park      |  |
| 16.           | Olyven St. Park                  |  |

| No.            | PDO Focus Areas        | Rating |
|----------------|------------------------|--------|
| <b>Ward 4</b>  |                        |        |
| 17.            | Victoria Park St. Park | ☹️     |
| 18.            | Commando Park St. Park | ☹️     |
| 19.            | Perold St. Park        | 😊      |
| 20.            | Berg St. Park          | ☹️     |
| 21.            | Du Toit St. Park       | 😊      |
| 22.            | Haarlem St. Park       | ☹️     |
| 23.            | Skakel St. Park        | 😊      |
| 24.            | Derksen St. Park       | 😊      |
| 25.            | Monument Park St. Park | 😊      |
| 26.            | The Paarl Arboretum    | 😊      |
| <b>Ward 5</b>  |                        |        |
| 27.            | Colibri St. Park       | ☹️     |
| 28.            | Flounder St. Park      | ☹️     |
| 29.            | Sikhawini St. Park     | 😊      |
| 30.            | Pholani St. Park       | 😊      |
| <b>Ward 6</b>  |                        |        |
|                | N/A                    |        |
| <b>Ward 7</b>  |                        |        |
| 31.            | Verbena St. Park       | ☹️     |
| 32.            | Kristal St. Park       | ☹️     |
| 33.            | Naidoo St. Park        | ☹️     |
| 34.            | De Vries St. Park      | ☹️     |
| 35.            | St George St. Park     | ☹️     |
| 36.            | Leon St. Park          | ☹️     |
| 37.            | Joseph Avenue 1 Park   | ☹️     |
| 38.            | Joseph Avenue 2 Park   | ☹️     |
| 39.            | Davids St. Park        | ☹️     |
| <b>Ward 8</b>  |                        |        |
| 40.            | Ibali St. Park         | 😊      |
| 41.            | Induli St. Park        | 😊      |
| <b>Ward 9</b>  |                        |        |
| 42.            | Imvula St. Park        | ☹️     |
| 43.            | Thandisiwe St. Park    | ☹️     |
| 44.            | Fundani St. Park       | ☹️     |
| 45.            | Msobumvo St. park      | ☹️     |
| 46.            | Buyambo St. Park       | ☹️     |
| 47.            | Langeni St. Park       | ☹️     |
| <b>Ward 10</b> |                        |        |
| 48.            | Cavernelis St. Park    | 😊      |
| 49.            | Tarentaal St. Park     | 😊      |
| 50.            | Tulp St. Park          | 😊      |
| 51.            | Gans St. Park          | 😊      |
| <b>Ward 11</b> |                        |        |
| 52.            | Coode St. Park         | 😊      |
| 53.            | Fredericks St. Park    | 😊      |

| No.            | PDO Focus Areas     | Rating |
|----------------|---------------------|--------|
| 54.            | Hanover St. Park    |        |
| 55.            | Beet St. Park       |        |
| 56.            | Newton St. Park     |        |
| 57.            | Kanaal St. Park     |        |
| 58.            | Corona St. Park     |        |
| 59.            | Impala St. Park     |        |
| <b>Ward 12</b> |                     |        |
| 60.            | Mbizo St. Park      |        |
| 61.            | Zuba St. Park       |        |
| 62.            | Macebo St. Park     |        |
| 63.            | Mayande St. Park    |        |
| 64.            | Mahomba St. Park    |        |
| 65.            | Impepho St. Park    |        |
| <b>Ward 13</b> |                     |        |
| 66.            | Mozart St. Park     |        |
| 67.            | Koor St. Park       |        |
| 68.            | Symphony St. Park   |        |
| 69.            | De Bussy St. Park   |        |
| 70.            | Prelude St. Park    |        |
| <b>Ward 14</b> |                     |        |
| 71.            | Diana St. Park      |        |
| 72.            | Geranium St. Park   |        |
| 73.            | Iris St. Park       |        |
| 74.            | Hyacinth St. Park   |        |
| 75.            | Freezia St. Park    |        |
| 76.            | Lilac St. Park      |        |
| 77.            | Cornflower St. Park |        |
| 78.            | Begonia St. Park    |        |
| <b>Ward 15</b> |                     |        |
| 79.            | Terblanche St. Park |        |
| 80.            | Schelde St. Park    |        |
| 81.            | Gabemma St. Park    |        |
| 82.            | Chapelle St. Park   |        |
| 83.            | Louvre St. Park     |        |
| 84.            | Alleman St. Park    |        |
| 85.            | Roodeberg St. Park  |        |
| 86.            | Zeederberg St. Park |        |
| 87.            | De Poort St. Park   |        |
| 88.            | Binnekant St. Park  |        |
| 89.            | Buitekant St. Park  |        |
| 90.            | Elsane St. Park     |        |
| <b>Ward 16</b> |                     |        |
|                | N/A                 |        |
| <b>Ward 17</b> |                     |        |
| 91.            | Retief 1 St. Park   |        |
| 92.            | Retief 2 St. Park   |        |
| 93.            | Joering St. Park    |        |

| No.            | PDO Focus Areas                | Rating |
|----------------|--------------------------------|--------|
| 94.            | Hendrieka 1 St. Park           |        |
| 95.            | Hendrieka 2 St. Park           |        |
| 96.            | Nicola St. Park                |        |
| 97.            | Kronkel 1 St. Park             |        |
| 98.            | Peter 1 St. Park               |        |
| 99.            | Peter 2 St. Park               |        |
| 100.           | St Augustine St. Park          |        |
| 101.           | Jeffery St. Park               |        |
| 102.           | Lang St. Park                  |        |
| <b>Ward 18</b> |                                |        |
| 103.           | Rossiter St. Park              |        |
| 104.           | Oxford St. Park                |        |
| 105.           | Versailles St. Park            |        |
| 106.           | 4de Straat St. Park            |        |
| 107.           | Sylvester St. Park             |        |
| 108.           | Joubert St. Park               |        |
| 109.           | Mhonjeni St. Park              |        |
| <b>Ward 19</b> |                                |        |
| 110.           | Dorp and Hospitaal St. Park    |        |
| 111.           | Hauptfleisch St. Park          |        |
| 112.           | Russel St. Park                |        |
| 113.           | Merlot St. Park                |        |
| 114.           | Vygie and Bergpypie St. Park   |        |
| 115.           | Paul Kruger St. Park           |        |
| 116.           | Coligny St. Park               |        |
| <b>Ward 20</b> |                                |        |
| 117.           | Dombas St. Park                |        |
| 118.           | Plumbago St. Park              |        |
| 119.           | Bougainvilia St. Park          |        |
| 120.           | Daphne St. Park                |        |
| <b>Ward 21</b> |                                |        |
| 121.           | Duiker St. Park                |        |
| 122.           | Magnolia/Bougainvilia St. Park |        |
| 123.           | Oleander St. Park              |        |
| <b>Ward 22</b> |                                |        |
| 124.           | Brooks St. Park                |        |
| 125.           | Cypress St. Park               |        |
| 126.           | Orleans St. Park               |        |
| 127.           | Mont Vue St. Park              |        |
| 128.           | Broadway St. Park              |        |
| 129.           | Tulbach St. Park               |        |
| 130.           | Di Rialto St. Park             |        |
| 131.           | Chestnut St. Park              |        |
| 132.           | Rosary St. Park                |        |
| 133.           | Tennent St. Park               |        |
| 134.           | Joepat St. Park                |        |
| 135.           | Skuins St. Park                |        |

| No.            | PDO Focus Areas             | Rating  |
|----------------|-----------------------------|---|
| 136.           | Bosbok St. Park             |    |
| <b>Ward 23</b> |                             |   |
| 137.           | Jan Hofmeyer St. Park       |    |
| 138.           | Carolina St. Park           |    |
| 139.           | Bonaparte Ave Park          |    |
| 140.           | Lafayette St. Park          |    |
| 141.           | Horak St. Park              |    |
| 142.           | Sentraline St. Park         |    |
| 143.           | Muller St. Park             |    |
| 144.           | Montmartre St. Park         |    |
| 145.           | Auburn St. Park             |    |
| 146.           | Uys St. Park                |    |
| 147.           | Jason Adams St. Park        |    |
| <b>Ward 24</b> |                             |   |
| 148.           | Kudu St. Park (Freedom)     |    |
| <b>Ward 25</b> |                             |   |
| 149.           | Disa/Frankipani St. Park    |    |
| 150.           | Champagne 1 St. Park        |    |
| 151.           | Champagne 2 St. Park        |    |
| 152.           | Paulus St. Park             |   |
| 153.           | Conrad 2 St. Park           |  |
| 154.           | Pointsettia St. Park        |  |
| <b>Ward 26</b> |                             |   |
| 155.           | Paulus St. Park             |  |
| 156.           | Riverside 2 St. Park        |  |
| 157.           | Knolvlei St. Park           |  |
| 158.           | Riverside 1 St. Park        |  |
| 159.           | Lloyd St. Park              |  |
| 160.           | Conrad 1 St. Park           |  |
| 161.           | Cornellisen St. Park        |  |
| 162.           | Tarentaal St. Park          |  |
| <b>Ward 27</b> |                             |   |
| 163.           | Piet My Vrou St. Park       |  |
| 164.           | Suikerbekkie St. Park       |  |
| <b>Ward 28</b> |                             |   |
|                | N/A                         |   |
| <b>Ward 29</b> |                             |   |
| 165.           | Charon St. Park             |  |
| 166.           | Richter Avenue Park         |  |
| 167.           | Kasteelberg St. Park        |  |
| 168.           | Du Toit St. Park            |  |
| 169.           | 5 <sup>th</sup> Avenue Park |  |
| 170.           | Victoria Park               |  |
| 171.           | Black Prince St. Park       |  |
| 172.           | Dwars St. Park              |  |
| <b>Ward 30</b> |                             |   |
| 173.           | Daisy St. Park              |  |

| No.            | PDO Focus Areas                  | Rating |
|----------------|----------------------------------|--------|
| 174.           | 13 <sup>th</sup> Avenue St. Park | ☹️     |
| 175.           | Dam St. Park                     | ☹️     |
| 176.           | Mamre St. Park                   | ☹️     |
| 177.           | De Rust St. Park                 | ☹️     |
| <b>Ward 31</b> |                                  |        |
| 178.           | Ontspanningspark                 | 😊      |
| 179.           | Gouda CCC                        | ☹️     |
| 180.           | Gousblom St. Park                | ☹️     |
| 181.           | 1 <sup>st</sup> Avenue Park      | ☹️     |
| <b>Ward 32</b> |                                  |        |
| 182.           | Blue Moon St. Park               | ☹️     |
| 183.           | Nkululeko/Johan St. Park         | ☹️     |
| 184.           | Nkululeko/Theo St. Park          | ☹️     |
| 185.           | Rocky Mafikeng St. Park          | ☹️     |
| <b>Ward 33</b> |                                  |        |
| 186.           | Barlow St. Park                  | ☹️     |
| 187.           | La Provance St. Park             | ☹️     |
| 188.           | Zettler St. Park                 | ☹️     |
| 189.           | Desmore St. Park                 | ☹️     |
| 190.           | Maasdorp St. Park                | ☹️     |
| 191.           | Runelli St. Park                 | ☹️     |

**Table 84: PDO 34 – Rating**

| No.  | PDO Focus Areas   | Rating |
|--|---|--------|
| <b>Town Entrances (beautification of towns and creating a sense of place through planting and maintaining grass and trees)</b> |   |        |
| 1.   | Paarl Entrance  | 😊      |
| 2.   | Wellington Entrance   | 😊      |
| 3.   | Mbekweni Entrance   | 😊      |
| 4.   | Gouda Entrance  | 😊      |
| 5.   | Saron Entrance  | 😊      |
| <b>Municipal Parks and Recreation</b>  |   |        |
| 6.   | Removal of invasive alien vegetation  | 😊      |
| 7.   | Planting of trees on sidewalks and parks  | ☹️     |
| 8.   | Maintaining existing play parks, and establishing new ones  | 😊      |
| 9.   | Regular grass cutting at parks and town entrances   | 😊      |
| 11.  | Combating vandalism at parks  | ☹️     |
| 12.  | Environmental Awareness Programmes  | 😊      |
| <b>Local Amenities and Public Places</b>   |   |        |
| 13.  | Implementation of the “Cleaner and Greener” environment programme                                 | 😊      |
| 14.  | Maintenance of local amenities and public places i.r.o. cleaning, grass cutting and tree planting | ☹️     |
| 15.  | Upgrading of local amenities and public places  | ☹️     |




**PDO 35: CEMETERIES**

**PDO DESCRIPTION**














This PDO relates to the function of cemeteries in the Drakenstein municipal area. Currently, there are 14 cemeteries. The proposed Nieuwedrift Cemetery has been approved by the National Department of Health and all other relevant stakeholders and construction of phase 1 will commence March 2025. There is currently one, privately owned crematorium operational in Drakenstein. The rating of the PDO highlights the level of maintenance and operation of the various facilities.

The criteria used to determine the rating are listed below:

**Table 85: Cemeteries – Rating Criteria**

| Rating  | Criteria for Rating Service   |
|---|---|
|  | Maintained, below service charter requirements                                    |
|  | Dormant, not fenced or only partly fenced, not well-maintained                    |
|  | Regularly cut, fenced, well-maintained, in line with service charter requirements |

**Table 86: PDO 35 – Rating**

| No.               | PDO Focus Areas       | Rating  |
|-------------------|-----------------------|---|
| <b>Cemeteries</b> |                       |   |
| 1.                | Parys cemetery        |  |
| 2.                | Klein Parys cemetery  |  |
| 3.                | Simondium cemetery    |  |
| 4.                | Dal Josaphat cemetery |  |
| 5.                | Hout St. Cemetery     |  |
| 6.                | Bosman St. Cemetery   |  |
| 7.                | Hillcrest cemetery    |  |
| 8.                | Champagne cemetery    |  |
| 9.                | Bloekomlaan cemetery  |  |
| 10.               | Voor St. Cemetery     |  |
| 11.               | Hermon cemetery       |  |
| 12.               | Gouda cemetery        |  |
| 13.               | Saron cemetery        |  |

**PDO 36: FIRE, RESCUE AND DISASTER MANAGEMENT SERVICES**

This PDO and all the activities relates to fire, rescue and emergency services and which is guided by the Fire Brigade Services Act, Act 99 of 1987. T.

Components of the function are divided into three sections, namely:

- Operations;
- Training and Support Services; and
- Fire Safety and Disaster Risk Management (Disaster Management Plan is attached as Annexure P).

**Table 87: PDO 36 – Rating**

| No.   | PDO Focus Areas  | Rating |
|---|--|--------|
| <b>Operations</b>   |  |        |
| 1.  | 24-hour emergency control and dispatch centre  | 😊      |
| 2.  | The use of drones  | 😐      |
| 3.  | Control software   | 😊      |
| <b>Professional Fire-Fighting Training and Support Services</b> |  |        |
| 4.  | Roll-out of firefighting training to personnel and neighbouring fire services  | 😊      |
| 5.  | Response time to reported incidents  | 😊      |
| <b>Fire Safety and Disaster Management</b>                      |  |        |
| 6.  | Implementation of the Disaster Management Plan   | 😊      |
| 7.  | Compliance with the National Building Regulations and the Building Standards Act, and related Bylaws   | 😊      |
| 8.  | SANS 10900: Weight and speed of response pertaining to community protection against fire   | 😊      |
| 9.  | Events Management  | 😐      |
| 10.   | Stakeholder engagements/Service Level Agreements: Cape Winelands District Municipality, neighbouring municipalities and Provincial Government. | 😊      |
| 11.   | Public and Life Safety Awareness Programmes  | 😊      |

**PDO 37: BY-LAW ENFORCEMENT AND SECURITY SERVICES**










**PDO DESCRIPTION**

Municipal Bylaw Enforcement in the context of Drakenstein Municipality refers to the process of ensuring compliance with local regulations and by-laws within the Municipality, aimed at maintaining order and safety.

Key areas of responsibility include:

- Ensuring Compliance & Enforcing local By-Laws to maintain public order, safety and welfare;
- Regulating Activities: Overseeing activities such as noise nuisance public nuisance;
- Issuing Fines and Penalties: Taking action against violations through fines, penalties, or legal proceedings;
- Public Education: Promoting awareness of By-laws to ensure community understanding and cooperation;
- Responding to Complaints: Addressing Public compliance related to By-Law breaches; and
- Security of Municipal Assets like Infrastructure and Buildings.

**Table 88: PDO 37 – Rating**

| No. | PDO Focus Areas: Law Enforcement   | Rating  |
|-----|--|---|
| 1.  | Working relationship with Law Enforcement agencies and security partners |    |
| 2.  | 24-hour operational control room   |    |
| 3.  | Control and impoundment of stray animals                                 |    |
| 4.  | Participation in joint Law Enforcement operations                        |    |
| 5.  | Enforcement of nuisance and other applicable Bylaws                      |    |
| No. | PDO Focus Areas: Security  | Rating  |
| 6.  | CCTV Coverage  |    |
| 7.  | Management of security service providers                                 |   |
| 8.  | Use of innovative technology in security services                        |  |
| 9.  | 24-hour Armed Response   |  |

### PDO 38: TRAFFIC CONTROL AND LICENCING SERVICES

Traffic Law enforcement in the municipal context of the Drakenstein Municipality, means that we endeavour to keep our roads safe by providing traffic control, road safety awareness programs and conduct learner and driving license tests to put competent drivers on our road.

The fundamental difference between Municipal and Provincial Traffic is that while municipal traffic deals with not only traffic enforcement within the boundaries of Drakenstein, but they also provide support services as an agent of Province. Provincial Traffic on the other hand provides traffic enforcement on all National Roads within the Western Cape, however they can also provide support to Municipalities on request.

Additional services also include Registration, Licensing and Roadworthy services.

Key areas of responsibility include:

- Traffic Enforcement, Road safety awareness, learners and driving licenses tests and roadworthy tests in accordance with the National Road Traffic Act and National Land Transport Act;
- Enforcing traffic regulations in and around the municipal area; and
- Secondary function to perform operations with SAPS and Law Enforcement (on request).

Table 898: PDO 38 – Rating

| No.  | PDO Focus Areas: Traffic Law Enforcement   | Rating |
|--|--|--------|
| <b>Enforcing traffic laws on offenders</b>             |  |        |
| 1.   | Talking on cell phones while driving   | ⋮      |
| 2.   | Red light and stop street violations   | ⋮      |
| 3.   | Red and yellow line offences   | ⋮      |
| 4.   | Failure to wear seatbelts  | ⋮      |
| 5.   | Excessive speeding   | ⋮      |
| 6.   | Traffic violations by taxis  | ⋮      |
| 7.   | Illegal number plates  | ⋮      |
| 8.   | Driving under the influence of alcohol or drugs  | ⋮      |
| 9.   | Driving without driving license  | ⋮      |
| 10.  | Unlicensed motor vehicle   | ⋮      |
| 11.  | Barrier line offences  | ⋮      |
| <b>Implementation of the turnaround strategic plan</b> |  |        |
| 12.  | The construction of a public transport impoundment facility  | ⋮      |
| 13.  | Regular roadblocks in conjunction with SAPS  | ⋮      |
| 14.  | The implementation of mobile cameras to effectively deal with excessive speed                                | ⋮      |
| 15.  | Issuing and collecting of traffic fines  | ⋮      |
| 16.  | Traffic safety talks at various institutions to address irresponsible driver behaviour and pedestrian safety | ⋮      |
| 17.  | Electronic MVR licensing renewal   | ⋮      |
| 18.  | Establishment of junior traffic centres (rural areas/ECDs)   | ⋮      |
| 19.  | Expansion of electronic learner licenses   | ⋮      |
| 20.  | Establishment of electronic driving license system   | ⋮      |










**PDO 39: LIBRARIES**

**PDO DESCRIPTION**

PDO 39 looks at the status of the 19 operating libraries in the municipal area, of which ten are on school grounds. Components of this PDO include the library facilities as well as key initiatives and programmes pertaining to library services.

Table 90: PDO 39 – Rating

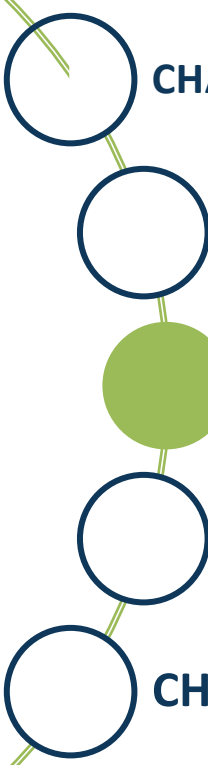
| No.              | PDO Focus Areas                      | Rating |
|------------------|--------------------------------------|--------|
| <b>Libraries</b> |                                      |        |
| 1.               | Saron Library                        | 😊      |
| 2.               | Gouda, Hermon, and Groenberg Library | 😊      |
| 3.               | Wagenmakersvallei Library            | 😞      |
| 4.               | Wellington Library                   | 😞      |
| 5.               | Bergrivier and Windmeul Library      | 😊      |
| 6.               | Nieuwedrift Library                  | 😞      |
| 7.               | Readers Library                      | 😊      |
| 8.               | Mbekweni Library                     | 😊      |

| No.                | PDO Focus Areas  | Rating  |
|--------------------|--|---|
| 9.                 | Groenheuwel Library  |  |
| 10.                | Drakenstein Library  |  |
| 11.                | Klein Drakenstein and Ronwe Library  |  |
| 12.                | Paarl Library  |  |
| 13.                | Simondium Library  |  |
| 14.                | Bergendal Library  |  |
| 15.                | Service point at the Paarl East Thusong Centre   |  |
| Library Programmes |  |   |
| 16.                | Wellington Library Upgrade   |  |
| 17.                | Municipal-wide programme to develop a reading culture, increase information literacy, and improve social awareness |  |

### 2.3 CONCLUSION

To ensure that Drakenstein is truly the City of Excellence for all that live and work in it, it is required to further improve service, increased cooperation between government spheres, key roleplayers, and communities is crucial. Collaboration with communities is also essential for efficient governance and excellent service delivery. Therefore, a comprehensive approach is needed to address these issues.

Based upon the identification and interrogation of challenges hindering growth, good governance and service delivery, Chapter 3 will look towards solutions. The third chapter will identify the various projects, programmes and initiatives that the Municipality plans to use when addressing such issues and challenges.



**CHAPTER 1: Introduction and Background** (pages 13 - 40)

**CHAPTER 2: Situational Analysis** (pages 41 - 112)

**CHAPTER 3: Development Plan** (pages 113 - 173)

**CHAPTER 4: Long-term Financial Plan** (pages 174 - 226)

**CHAPTER 5: Implementation Plan** (pages 227 - 266)

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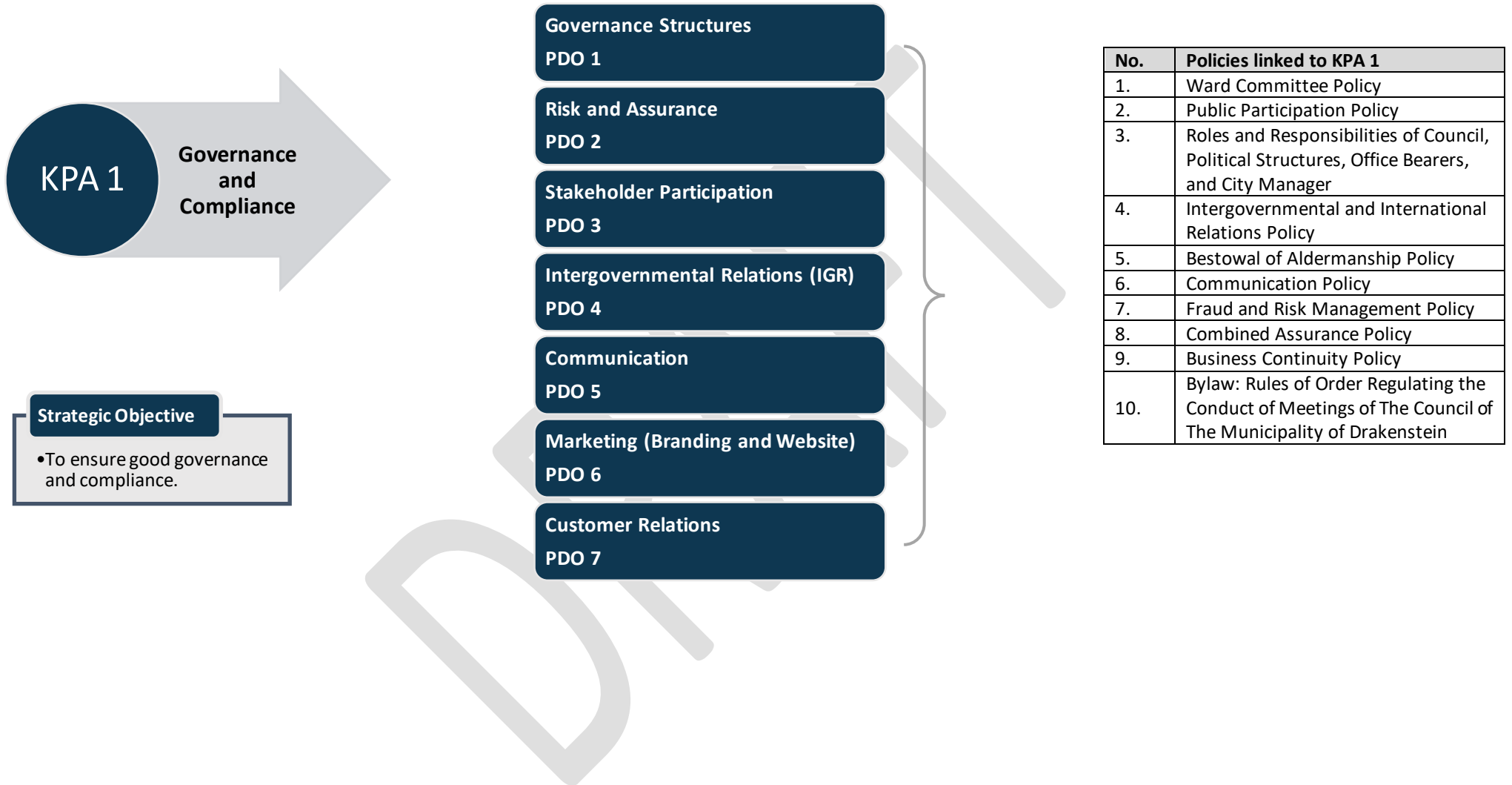
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### 3. CHAPTER 3: DEVELOPMENT PLAN

#### 3.1 INTRODUCTION

This chapter focuses on the development plan of Drakenstein Municipality and its alignment with the budget. The development plan is structured around a framework of six Key Performance Areas (KPs), 39 Predetermined Objectives (PDOs), and the respective key initiatives, programmes, and capital projects formulated to achieve the developmental goals and vision of the Municipality.

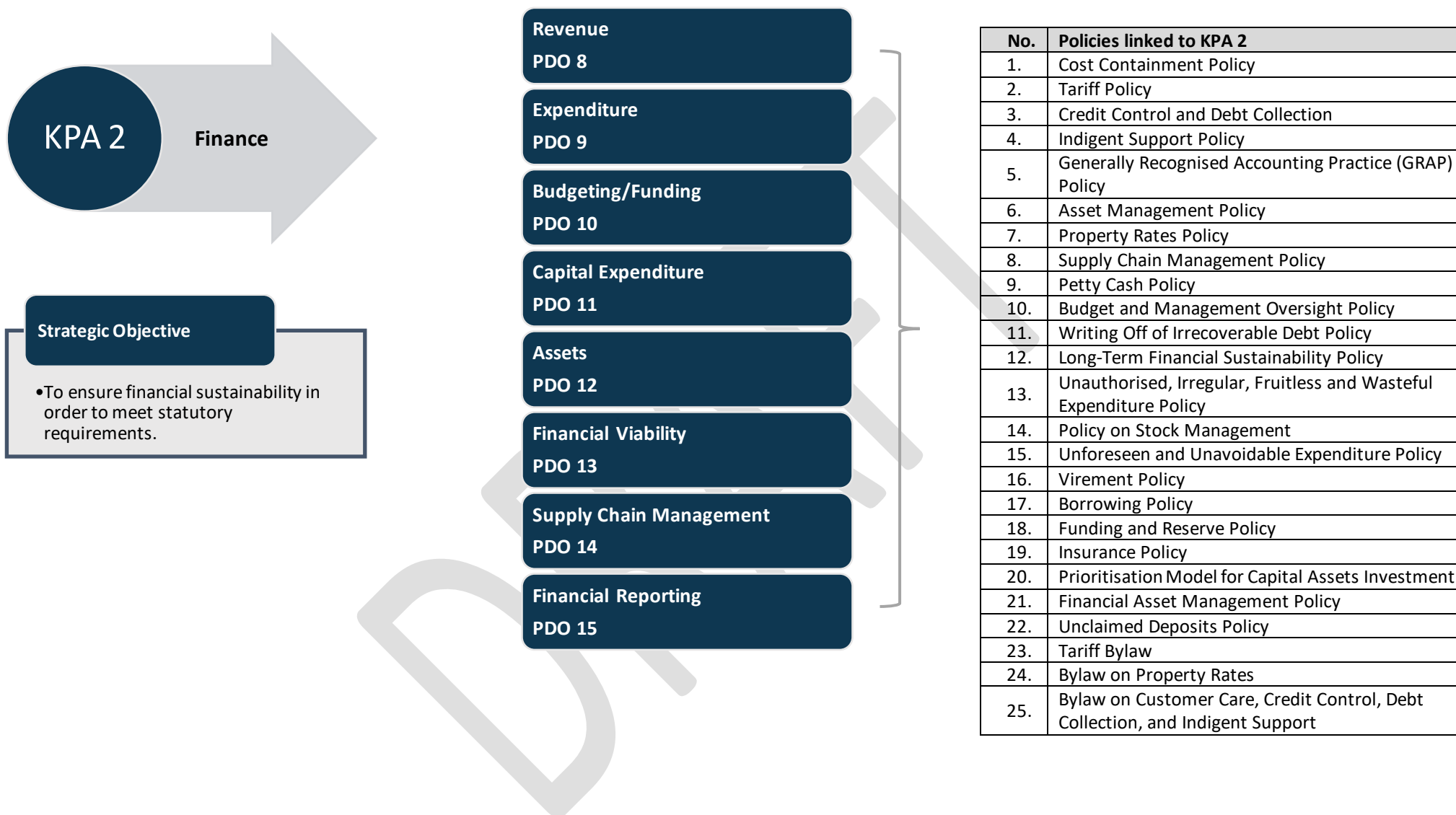
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| <b>PROGRAMMES AND INITIATIVES: KPA 1</b>      |  |                |                |                |                |                |              |
|---|--|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>                      | <b>Remedial Action</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| <b>PDO 1: Governance Structures</b>           |  |                |                |                |                |                |              |
| Councillors development                       | Conduct Councillor workshops   | X              | X              | X              | X              | X              | N/A          |
| Efficient functioning of Portfolio Committees | <ul style="list-style-type: none"> <li>- Undertake annual self-assessments by committee members</li> <li>- Do quarterly reporting to Council regarding attendance at Portfolio Committees</li> </ul> | X              | X              | X              | X              | X              | N/A          |
| <b>PDO 2: Risk Management and Assurance</b>   |  |                |                |                |                |                |              |
| Combined Assurance                            | Programme: Implementation of Combined Assurance Plan and Framework   | X              | X              | X              | X              | X              | N/A          |
| Assurance                                     | Programme: Implementation of Risk Based Internal Audit Plan  | X              | X              | X              | X              | X              | N/A          |
| Assurance                                     | Project: Implementation and use of data analytics software to aid and expand audit coverage  | X              | X              | X              | X              | X              | N/A          |
| Assurance                                     | Project: Conduct an internal assessment of Internal Audit compliance with the Global Internal Audit Standards of the Institute of Internal Auditors  | -              | -              | X              | -              | -              | N/A          |
| Assurance                                     | Project: Conduct an external assessment of Internal Audit compliance with the Global Internal Audit Standards of the Institute of Internal Auditors  | -              | -              | -              | -              | X              | N/A          |
| Fraud prevention Awareness Program            | Fraud prevention Awareness Plan  | X              | X              | X              | X              | X              | -            |
| <b>PDO 3: Stakeholder Participation</b>       |  |                |                |                |                |                |              |
| Regular feedback to communities               | IDP/Budget/SDF public participation processes  | X              | X              | X              | X              | X              | All wards    |
| <b>PDO 4: Intergovernmental Relations</b>     |  |                |                |                |                |                |              |
| International agreements                      | Review all twinning agreements and international agreements  | -              | -              | X              | X              | X              | N/A          |

| <b>PROGRAMMES AND INITIATIVES: KPA 1</b>  |   |                |                |                |                |                |              |
|---|---|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>  | <b>Action</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| <b>PDO 5: Communication</b>   |   |                |                |                |                |                |              |
| Informing targeted stakeholder groups   | Host a series of quarterly Drakenstein Connects stakeholder meetings (including catering, venue hire, sound).   | X              | X              | X              | X              | X              | All          |
| Monitoring media coverage for the purpose of reputation management and brand enhancement        | Appoint a media monitoring company to monitor the Municipality's media coverage and mentions, and do monthly analysis of sentiment, reach and more.                           | X              | X              | X              | X              | X              | All          |
| Enhanced and immediate photographic material required for marketing and social media            | Arrange a photo shoot with the Council, Mayoral Committee and Strategic Management Team   | X              | X              | X              | X              | X              | N/A          |
| Improved reputation management and crisis communications required                               | Implement a media monitoring system   | X              | X              | X              | X              | X              | N/A          |
| <b>PDO 6: Marketing (Branding and Website)</b>  |   |                |                |                |                |                |              |
| Fully maximise events-related and other marketing opportunities                                 | Enhance resources and foster a closer relationship between the Local Economic Development (LED) unit and the Sports Division for more effective marketing                     | X              | X              | X              | X              | -              | N/A          |
| Monitor media coverage to manage the Municipality's reputation management and enhance its brand | Appoint a media monitoring company to track the Municipality's media exposure and mentions, conducting monthly analyses of sentiment, reach and other key metrics             | X              | X              | X              | X              | X              | N/A          |
| Improved functioning, navigation and design of municipal website and Intranet                   | Monthly/annual licence fee (new Microsoft feature) for running the municipal website (desktop and mobile versions) and Intranet on the latest version of Microsoft SharePoint | R90 000.00     | R103 500.00    | R 134 550.00   | R 154732.50    | R177942.36     | All          |
| <b>PDO 7: Customer Relations</b>  |   |                |                |                |                |                |              |
| Continuously measure the satisfaction levels of citizens regarding service delivery             | Implement a new customer satisfaction survey  | X              | -              | -              | -              | -              | All          |
|   | Conduct annual customer satisfaction surveys  | X              | X              | X              | X              | X              | All          |
| Inform targeted community groups  | Host a series of Mayoral breakfast meetings (including provisions for catering, venue hire, and sound)  | X              | X              | X              | X              | X              | All          |

| <b>CAPITAL PROJECTS: KPA 1</b>  |   |                |                |                |                |                |              |
|---|---|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>  | <b>Project Description</b>  | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| <b>PDO 1: Governance Structures</b>   |   |                |                |                |                |                |              |
| Replacement of office equipment   | Replacement of a ring binder  | R<br>108,000   | R 50,000       | R 50,000       | R 50,000       | R 50,000       | All          |
| <b>PDO 5: Communication</b>   |   |                |                |                |                |                |              |
| Need to expand the centralised display screen system to include additional screens in strategic locations | Expand the current system, running through Microsoft SharePoint, to include additional screens in strategic locations. Additional screens and single-board computer equipment will have to be purchased and installed, together with electricity points and Internet connections for the screens. | R115,300       |                |                |                |                | All          |
| Need for a centralised customer relations management database   | Explore the option of developing and continually updating such a database through Microsoft SharePoint - to be used for sending out bulk SMSs and other forms of communication.   | R300,000       |                |                |                |                | All          |
| Upgrading of photography equipment  | Upgrade the Communication and Marketing division's photography equipment to photograph events, office bearers, officials and more for communication and marketing purposes.   | R300,358       | R254,849       | R300,000       | R280,000       | R172,000       | All          |



| <b>PROGRAMMES AND INITIATIVES: KPA 2</b> |   |                |                |                |                |                |              |
|--|---|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>                 | <b>Remedial Action</b>  | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| <b>PDO 8: Revenue Management</b>         |   |                |                |                |                |                |              |
| Valuation roll                           | Implement supplementary valuation rolls per year, including a general valuation in 2021/2022              | X              | X              | X              | X              | X              | All wards    |
| Accurate billing: Property Rates         | Ensure that all properties are rated and levied at the correct tariff and property category               | X              | X              | X              | X              | X              | All wards    |
| Accurate billing: Electricity            | Ensure that the applicable availability charges/consumer tariffs are consistently levied on each property | X              | X              | X              | X              | X              | All wards    |
| Accurate billing: Water                  | Ensure that the applicable availability charges/consumer tariffs are consistently levied on each property | X              | X              | -              | -              | -              | All wards    |
| Accurate billing: Sanitation             | Ensure that the applicable availability charges/consumer tariffs are consistently levied on each property | X              | X              | X              | X              | X              | All wards    |
| Accurate billing: Solid Waste            | Ensure that the applicable availability charges/consumer tariffs are consistently levied on each property | X              | X              | X              | X              | X              | All wards    |
| Accurate billing: Housing Rentals        | Ensure that the applicable housing rental tariffs are consistently levied on each property                | X              | X              | X              | X              | X              | All wards    |
| Prepaid electricity meters               | Conduct monthly reviews of prepaid sales statistics to investigate instances of no or low purchases       | X              | X              | X              | X              | X              | All wards    |
| Prepaid water meters                     | Develop a Prepaid Meters Policy for approval by Council   | -              | -              | -              | -              | X              | All wards    |
| Conventional electricity meters          | Read at least 90% of all electricity meters monthly   | ≥90%           | ≥90%           | ≥90%           | ≥90%           | ≥90%           | All wards    |
| Conventional water meters                | Read at least 80% of all electricity meters monthly   | ≥80%           | ≥80%           | ≥80%           | ≥80%           | ≥80%           | All wards    |

| <b>PROGRAMMES AND INITIATIVES: KPA 2</b> |  |                |                |                |                |                |              |
|--|--|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>                 | <b>Remedial Action</b>                               | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| <b>PDO 8: Revenue Management</b>         |  |                |                |                |                |                |              |
| Indigent Register                        | Compile and maintain an up-to-date indigent register | X              | X              | X              | X              | X              | All wards    |

| <b>PROGRAMMES AND INITIATIVES: KPA 2</b>      |  |                |                |                |                |                |              |
|---|--|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>                      | <b>Remedial Action</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| <b>PDO 9: Expenditure and Cost Management</b> |  |                |                |                |                |                |              |
| Operating Expenditure                         | Compile a zero-based operating expenditure budget              | X              | X              | X              | X              | X              | All wards    |
| Archiving of payment documentation            | Implement electronic payment documentation portal (repository) | x              | x              | -              | -              | -              | All wards    |
| Cost containment                              | Compile a zero-based operating expenditure budget              | X              | X              | X              | X              | X              | All wards    |
| Creditor payments                             | Pay all creditors within 30 days of receipt of invoice         | ≤30 days       | ≤30 days       | ≤30 days       | ≤30 days       | X              | All wards    |

| <b>PROGRAMMES AND INITIATIVES: KPA 2</b> |  |                |                |                |                |                |              |
|--|--|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>                 | <b>Remedial Action</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| <b>PDO 10: Budgeting/Funding</b>         |  |                |                |                |                |                |              |
| Zero Based Budgeting                     | Compile a zero-based balanced operating budget to generate operating surpluses | -1.5%          | 0%             | 0.5%           | 1.5%           | 1.5%           | N/A          |
| mSCOA Budget                             | Compile a mSCOA budget to comply with promulgated regulations.                 | X              | X              | X              | X              | X              | N/A          |

| <b>PROGRAMMES AND INITIATIVES: KPA 2</b> |  |                |                |                |                |                |              |
|--|--|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>                 | <b>Remedial Action</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| <b>PDO 11: Capital Expenditure</b>       |  |                |                |                |                |                |              |
| Capital Expenditure                      | Calculate own funding mix (CRR) for compiling a Capital Expenditure Framework (CEF)                          | X              | X              | X              | X              | X              | N/A          |
| Capital Expenditure                      | Compile and submit business plans to obtain more grant funding from national and provincial grant programmes | X              | X              | X              | X              | X              | N/A          |

| <b>PROGRAMMES AND INITIATIVES: KPA 2</b> |   |                |                |                |                |                |              |
|--|---|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>                 | <b>Remedial Action</b>  | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| <b>PDO 12: Asset Management</b>          |   |                |                |                |                |                |              |
| GRAP Compliant asset register            | Compile and submit GRAP-compliant asset register by 31 August | X              | X              | X              | X              | X              | N/A          |
| Moveable assets                          | Compile and maintain a moveable asset register                | X              | X              | X              | X              | X              | N/A          |
| Immoveable assets                        | Compile and maintain an immoveable asset register             | X              | X              | X              | X              | X              | N/A          |

| <b>PROGRAMMES AND INITIATIVES: KPA 2</b>     |  |                |                |                |                |                |              |
|--|--|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>                     | <b>Remedial Action</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| <b>PDO 13: Financial Viability Ratios</b>    |  |                |                |                |                |                |              |
| Capital Expenditure to Total Expenditure     | Reduce the Capital Expenditure to Total Expenditure Ratio to 5 %, until the gearing ratiodecreases to 45%. (Except where grant funding is available) | 19.5%          | 15.1%          | 2.8%           | 2.5%           | 9.3%           | N/A          |
| Repairs and maintenance as a % of PPE and IP | Provide for repairs and maintenance of 10% to12% of total operating expenditure  | 10%            | 11%            | 11%            | 11%            | 11%            | N/A          |
| Debtors Collection Ratio                     | Improve and sustain revenue collection to 98%of total revenue billed   | 96.4%          | 96.4%          | 97.9%          | 97.9%          | 97.9%          | N/A          |

| <b>PROGRAMMES AND INITIATIVES: KPA 2</b>           |  |                |                |                |                |                |              |
|--|--|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>                           | <b>Remedial Action</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| <b>PDO 13: Financial Viability Ratios</b>          |  |                |                |                |                |                |              |
| Net Debtors Days                                   | Improve revenue collection to reduce net debtors' days ratio to 40 days  | 40 days        | 40 days        | 40 days        | 40 days        | 40 days        | N/A          |
| Cash/Cost Coverage Ratio                           | Compile a balanced operating budget to improve cash/cost coverage ratio to 3 months  | 1.3 months     | 1.7 months     | 2.2 months     | 2.8 months     | 2.8 months     | N/A          |
| Current Ratio                                      | Compile a balanced operating budget and improve revenue collection to stabilise current ratio to 1.5: 1                    | 1.42           | 1.60           | 1.75           | 1.91           | 1.90           | N/A          |
| Capital Cost as a % of Total Operating Expenditure | Reduce borrowings to reduce interest and redemption as a % of total operating expenditure to 12%.                          | 7.5%           | 6.8%           | 6.5%           | 6.2%           | 6.4%           | N/A          |
| Debt (Total Borrowings/Revenue –Gearing Ratio      | Reduce borrowings to reduce gearing ratio to 45%   | 40.9%          | 34.2%          | 29.8%          | 25.2%          | 26.8%          | N/A          |
| Net Operating Surplus Margin                       | Compile a balanced operating budget to generate operating surpluses  | -2.2%          | 0.0%           | 0.3%           | 0.8%           | 0.5%           | N/A          |
| Net Surplus/Deficit: Electricity                   | Review charge outs of internal costs to ensure cost reflective electricity tariffs and a surplus of 15%                    | 15%            | 15%            | 15%            | 15%            | 15%            | N/A          |
| Net Surplus/Deficit: Water                         | Review charge outs of internal costs to ensure cost reflective water tariffs and a surplus of 15%                          | 15%            | 15%            | 15%            | 15%            | 15%            | N/A          |
| Net Surplus/Deficit: Refuse                        | Review the allocation of internal costs to ensure refuse removal tariffs are cost-reflective and generate a surplus of 10% | 10%            | 10%            | 10%            | 10%            | 10%            | N/A          |
| Net Surplus/Deficit: Sanitation                    | Review the allocation of internal costs to ensure sanitation tariffs are cost-reflective and generate a surplus of 10%     | 10%            | 10%            | 10%            | 10%            | 10%            | N/A          |
| Electricity distribution losses                    | Maintain electricity distribution losses at less than 6% by monitoring illegal connections and performing meter audits     | ≤6%            | ≤6%            | ≤6%            | ≤6%            | ≤6%            | N/A          |

| <b>PROGRAMMES AND INITIATIVES: KPA 2</b>                                |  |                |                |                |                |                |              |
|---|--|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>  | <b>Remedial Action</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| <b>PDO 13: Financial Viability Ratios</b>                               |  |                |                |                |                |                |              |
| Water distribution losses   | Maintain water distribution losses at less than 15% by monitoring for broken pipes and conducting meter audits   | ≤15%           | ≤15%           | ≤15%           | ≤15%           | ≤15%           | N/A          |
| Irregular, FandW and UE/Total Operating Expenditure                     | Compile and maintain an SCM contract management register for rates tenders to avoid deviations   | X              | X              | X              | X              | X              | N/A          |
| Remuneration as a % of Total Operating Expenditure                      | Monitor employee spending monthly – focusing on overtime and the appointment of employees within the budgeted amount for employee costs  | ≤30 %          | ≤30 %          | ≤30 %          | ≤30 %          | ≤30 %          | N/A          |
| Capital Expenditure Budget Implementation Indicator                     | Monitor the implementation of capital expenditure budget indicators through monthly budget monitoring meetings with all departments  | 100%           | 100%           | 100%           | 100%           | 100%           | N/A          |
| Operating Expenditure Budget Implementation Indicator                   | Monitor the implementation of operating expenditure budget indicators through monthly budget monitoring meetings with all departments (excluding Housing Grant budgeted and actual expenditures) | 95%            | 95%            | 95%            | 95%            | 95%            | N/A          |
| Operating Revenue Budget Implementation Indicator                       | Monitor the implementation of operating revenue budget indicators through monthly budget monitoring meetings with all departments (excluding Housing Grant budgeted and actual expenditures)     | 98%            | 98%            | 98%            | 98%            | 98%            | N/A          |
| Service Charges and Property Rates Budget Implementation Indicator      | Compile and maintain tariff modelling for property rates and service charges   | X              | X              | X              | X              | X              | N/A          |
| <b>PDO 14: Supply Chain Management</b>                                  |  |                |                |                |                |                |              |
| Electronic contract management modules that is paperless and seamlessly | Procurement of a contract management module  | X              | X              | 0              | 0              | 0              | All          |

| PROGRAMMES AND INITIATIVES: KPA 2            |                 |         |         |         |         |         |       |
|--|-----------------|---------|---------|---------|---------|---------|-------|
| Issues/Challenges                            | Remedial Action | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | Wards |
| <b>PDO 13: Financial Viability Ratios</b>    |                 |         |         |         |         |         |       |
| integrates with the current financial system |                 |         |         |         |         |         |       |

| PROGRAMMES AND INITIATIVES: KPA 2  |  |         |         |         |         |         |       |
|------------------------------------|--|---------|---------|---------|---------|---------|-------|
| Issues/Challenges                  | Remedial Action  | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | Wards |
| <b>PDO 15: Financial Reporting</b> |  |         |         |         |         |         |       |
| mSCOA Structure                    | Implement new mSCOA 6.7 version and maintain mSCOA charts in outer years | X       | X       | X       | X       | X       | N/A   |
| Compliance reporting               | Submit Annual Financial Statements by 31 August                          | X       | X       | X       | X       | X       | N/A   |

| CAPITAL PROJECTS: KPA 2          |                            |          |          |          |          |          |       |
|----------------------------------|----------------------------|----------|----------|----------|----------|----------|-------|
| Issues/Challenges                | Project Description        | 2025/26  | 2026/27  | 2027/28  | 2028/29  | 2029/30  | Wards |
| <b>PDO 8: Revenue Management</b> |                            |          |          |          |          |          |       |
| Old/broken office furniture      | Replacing office furniture | R-       | R100,000 | R100,000 | R100,000 | R100,000 | N/A   |
| Old vehicles                     | Replacement of Vehicle     | R500,000 | R-       | R-       | R-       | R-       |       |

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**KPA 3**

**Organisation and Human Capital**

**Strategic Objective**

- To ensure an efficient and effective organisation supported by a competent and skilled workforce.

**Organisational Structure**

**PDO 16**

**Human Capital**

**PDO 17**

**Performance Management**

**PDO 18**

**Systems and Technology**

**PDO 19**

**Processes and Procedures**

**PDO 20**

| No. | Policies linked to KPA 3                                    |
|-----|---|
| 36. | Bestowal of Aldermanship Policy                             |
| 37. | Training and Development Policy                             |
| 38. | Overtime Policy   |
| 39. | Sexual Harassment Policy                                    |
| 40. | Policy for the Use of Landline Telephone System             |
| 41. | Electronic Records Management Policy                        |
| 42. | Records Management Policy                                   |
| 43. | Private Work Policy   |
| 44. | Placement Policy  |
| 45. | Cellular Telephone Policy                                   |
| 46. | PAIA Section 14 Manual (Promotion of Access to Information) |
| 47. | Language Policy   |
| 48. | Appointment of Temporary Employees Policy                   |
| 49. | Smoking Policy  |
| 50. | Asset Transfer Policy                                       |
| 51. | Donations Policy  |
| 52. | Job Evaluation Policy                                       |
| 53. | Student Accommodation Policy                                |
| 54. | Motor Vehicle Allowance Scheme                              |
| 55. | Information and Communication Technology Master Framework   |
| 56. | Policy for Formulation, Development and Review of Policies  |
| 57. | Code of Ethics Policy                                       |
| 58. | Substance Abuse Policy                                      |
| 59. | Talent Management and Succession Planning Policy            |
| 60. | External Bursary Policy (Mayoral Bursary Policy)            |
| 61. | Leave Policy  |

| No. | Policies linked to KPA 3                           |
|-----|--|
| 62. | Acting, Additional and Secondment Allowance Policy |
| 63. | Occupational Health and Safety                     |
| 64. | Dress Code Policy                                  |
| 65. | Standby Policy                                     |
| 66. | Probation Policy                                   |
| 67. | Personal Protective Equipment and Clothing Policy  |
| 68. | Recruitment and Selection Policy                   |
| 69. | HIV/AIDS Policy                                    |
| 70. | Performance Management Policy                      |

| <b>PROGRAMMES AND INITIATIVES: KPA 3</b>                               |  |                |                |                |                |                |              |
|--|--|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>   | <b>Remedial Action</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| <b>PDO 16: Organisational Structure</b>                                |  |                |                |                |                |                |              |
| Efficient and effective utilisation of workforce                       | Review personnel and organisational structure establishment                                      | X              | X              | X              | X              | X              | N/A          |
| <b>PDO 17: Human Capital</b>   |  |                |                |                |                |                |              |
| Skilled workforce  | Implement training initiatives and bursary programmes for a skilled workforce                    | X              | X              | X              | X              | X              | N/A          |
| Retention of institutional memory                                      | Implement coaching and mentoring programmes  | X              | X              | X              | X              | X              | N/A          |
| Advertisement of vacancies   | Advertise vacancies within three weeks of becoming vacant  | X              | X              | X              | X              | X              | N/A          |
| Timeous completion of business processes                               | Automate HR processes such as termination of employees, recruitment and selection                | X              | X              | X              | X              | X              | N/A          |
| <b>PDO 18: Performance Management</b>                                  |  |                |                |                |                |                |              |
| Individual performance management                                      | Implement Performance Management Development (PMDS) across the Municipality                      | 50%            | 75%            | 100%           | 100%           | 100%           | N/A          |
| Implementation of Performance Management and Development System (PMDS) | Monitor and report progress to Executives on the implementation of PMDS monthly                  | X              | X              | X              | X              | X              | N/A          |
| <b>PDO 19: Systems and Technology</b>                                  |  |                |                |                |                |                |              |
| Sustainable ICT infrastructure   | Submit Technology Replacement Plan to Budget Steering Committee annually by February             | X              | X              | X              | X              | X              | N/A          |
|  | Upgrade ICT infrastructure and networks at Disaster Recovery Site in Wellington                  | X              | X              | X              | X              | X              | N/A          |
|  | Upgrade the Fibre link between Paarl Civic Centre and Wellington Civic Centre from 1Gig to 10Gig | X              | X              | X              | X              | X              | N/A          |
|  | Migrate virtual environment from Microsoft Hyper-V to VMWare                                     | X              | X              | X              | X              | X              | N/A          |

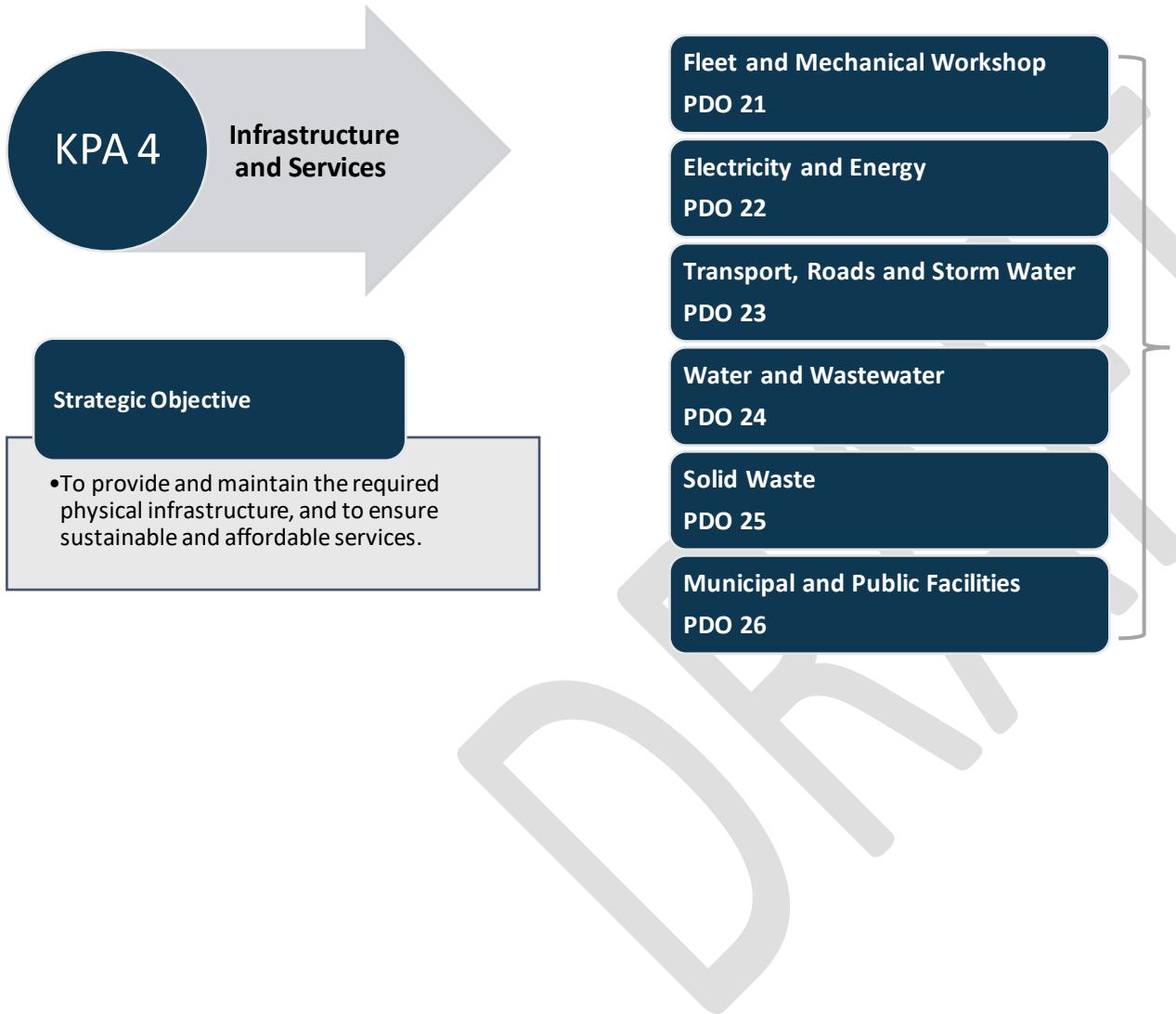
| <b>PROGRAMMES AND INITIATIVES: KPA 3</b>        |  |                |                |                |                |                |              |
|---|--|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>                        | <b>Remedial Action</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
|   | Expand fibre-optic network for interconnectivity of Drakenstein buildings  | X              | -              | X              | -              | -              | N/A          |
|   | Network Subnet Redesign  | X              | X              | X              | X              | X              | N/A          |
|   | Install 6GHz Radios on backbone  | X              | X              | -              | -              | -              | N/A          |
|   | Install new Wi-Fi Access Points.   | x              | x              | x              | x              | x              | N/A          |
|   | ICT Vulnerability Scans.   | x              | x              | x              | x              | x              | N/A          |
|   | Replace outdated desktops, laptops, switches, radio backbone links, radio distribution links, Wi-Fi access points, storage and backup devices, and other ICT infrastructure equipment. | x              | x              | x              | x              | x              | N/A          |
| Improve ICT governance                          | Renew Service Level Agreements and Software License Agreements with Service Providers  | X              | X              | X              | X              | X              | N/A          |
|   | Lead the ICT Steering Committee and coordinate technology use for service delivery   | X              | -              | X              | -              | -              | N/A          |
|   | Continuously strengthen ICT governance best practices to support business requirements   | X              | X              | X              | X              | X              | N/A          |
|   | Review the ICT Risk Register   | X              | X              | X              | X              | X              | N/A          |
| Web enablement of internal applications systems | Convert current Clarion Apps to Web-based Apps. User will be able to access apps from the Intranet.  | x              | x              | -              | -              | -              | N/A          |
| Security and Disaster Recovery                  | Migrate Clarion Apps to Azure cloud infrastructure.  | x              | x              | -              | -              | -              | N/A          |
| Enhance Change Management process               | Design and Implement a Helpdesk system for the ICT Systems section.  | x              | -              | -              | -              | -              | N/A          |

| <b>PROGRAMMES AND INITIATIVES: KPA 3</b>  |   |                |                |                |                |                |              |
|---|---|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>  | <b>Remedial Action</b>  | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| Census of DM Information systems  | Perform census of all Business information systems.   | -              | X              | -              | -              | -              | N/A          |
| GIS-Tree App  | Inventory the Municipality's trees  | X              | X              | X              | X              | X              | N/A          |
| ERF-Cleaning App  | Generates private erven invoices for grass-cutting services   | X              | X              | X              | X              | X              | N/A          |
| Lack of control over fuel transactions  | Implement CES 20/2021 fuel pre-transaction authorisation devices, software, and support (Go Fuel project)   | X              | X              | X              | X              | X              | All          |
| Ongoing revision of the electronic Land Use Planning Application Processing system (Collaborator) | Continuously improve the user-friendliness and efficiency of the Collaborator system  | X              | X              | X              | X              | X              | All          |
| Ongoing revision of the electronic Subdivision Application Processing system (Collaborator)       | Continuously improve the user-friendliness and efficiency of the Collaborator system  | X              | X              | X              | X              | X              | All          |
| Improved functioning, navigation and design of municipal website and Intranet                     | Pay monthly/annual licence fees for running the municipal website (desktop and mobile versions) and Intranet on the latest Microsoft SharePoint version | -              | -              | -              | X              | X              | All          |
| <b>PDO 20: Process and Procedures</b>   |   |                |                |                |                |                |              |
| Optimising business processes   | Create awareness of business process automation   | X              | X              | X              | X              | X              | N/A          |
| Addressing driver behaviour   | Approve the driver demerit system   | X              | X              | -              | -              | -              | N/A          |
| Revising building-related complaints SOP  | Ensure that building-related complaints are address timely and effectively  | X              | -              | -              | -              | -              | All          |
| Revising the building inspections SOP   | Ensure that building inspections are conducted timely and effectively   | X              | -              | -              | -              | -              | All          |
| Revising the Issuing of Occupation Certificates SOP   | Ensure that occupation certificates are issued timely and effectively   | X              | -              | -              | -              | -              | All          |

| PROGRAMMES AND INITIATIVES: KPA 3              |  |         |         |         |         |         |       |
|--|--|---------|---------|---------|---------|---------|-------|
| Issues/Challenges                              | Remedial Action  | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | Wards |
| Revising the building plan processing SOP      | Ensure that the processing of building plan applications is conducted timely and effectively | X       | -       | -       | -       | -       | All   |
| Finalising the draft revised House Shop Policy | Finalise the revised House Shop Policy   | X       | -       | -       | -       | -       | All   |
| Staff turnover                                 | Annual training schedule   | X       | X       | X       | X       | X       | All   |

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| <b>CAPITAL PROJECTS: KPA 3</b>        |  |                |                |                |                |                |              |
|---------------------------------------|--|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>PDO 17: Human Capital</b>          |  |                |                |                |                |                |              |
| <b>Issues/Challenges</b>              | <b>Project Description</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| Electronic time-attendance            | Installation of a new time & attendance system.  | R1,019,000     | R-             | R-             | R-             | R-             | N/A          |
| Loadshedding                          | Inverters & replacement of air-conditioners  | R50,000        | R-             | R-             | R-             | R-             | N/A          |
| Old/broken equipment                  | Replace voice recorders & a new ladder   | R45,000        | R49,500        | R54,450        | R59,895        | R65,885        | N/A          |
| <b>PDO 19: Systems and Technology</b> |  |                |                |                |                |                |              |
| <b>Issues/Challenges</b>              | <b>Project Description</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| Sustainable ICT infrastructure        | Install new desktops, laptops, switches, radio backbone links, radio distribution links, Wi-Fi access points, storage and backup devices, and other ICT infrastructure equipment | R4,000,000     | R4,000,000     | R4,000,000     | R4,000,000     | R6,500,000     | N/A          |



| No. | Policies linked to KPA 4  |
|-----|---|
| 1.  | Closure of Walkways Policy  |
| 2.  | Development Charges Policy  |
| 3.  | Electrical Infrastructure Maintenance Policy  |
| 4.  | Electricity Losses Policy   |
| 5.  | Expanded Public Works (EPWP) Policy   |
| 6.  | Fleet Management and User Guide Policy  |
| 7.  | Geographic Information System (GIS) Policy  |
| 8.  | Policy for erection of memorial crosses for casualties in road accidents              |
| 9.  | Policy for installation of telecommunications infrastructure in road reserves         |
| 10. | Project Management Policy   |
| 11. | Small Scale Embedded Renewable Energy Generation Policy                               |
| 12. | Traffic Calming Policy  |
| 13. | Water Management and Loss Control Policy  |
| No. | Bylaws linked to KPA 4  |
| 14. | Bylaw: Electricity Supply   |
| 15. | Bylaw: St.'s  |
| 16. | Bylaw: Integrated Waste Management  |
| 17. | Bylaw: Water Services   |
| 18. | Bylaw: Use of Remotely Piloted Aircraft and Model Aircraft in Public Places and St.'s |

| <b>PROGRAMMES AND INITIATIVES: KPA 4</b>                      |  |                |                |                |                |                |              |
|---|--|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>                                      | <b>Remedial Action</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| <b>PDO 21: Fleet and Mechanical Workshop</b>                  |  |                |                |                |                |                |              |
| Efficient utilisation of the Mechanical Workshop resources    | Adjust the solid waste refuse compactor inspection sheet in line with independent investigation findings | X              | -              | -              | -              | -              | N/A          |
|   | Monitor and report on all open fleet maintenance requests monthly  | X              | X              | X              | X              | X              | N/A          |
| Efficient prioritisation of fleet purchases                   | Implement Standard Operating Procedure for fleet prioritisation and inclusive decisions                  | X              | X              | X              | X              | X              | N/A          |
| Monitor efficient utilisation of existing equipment and fleet | Distribute fleet utilisation reports and updates on fleet management changes for vehicle allocations     | X              | X              | X              | X              | X              | N/A          |
|   | Share fleet utilisation dashboards   | X              | X              | X              | X              | X              | N/A          |
| Minimise equipment and fleet downtime                         | Initiate a new tender for the procurement of mechanical services   | -              | X              | X              | X              | X              | N/A          |
|   | Introduce online fleet maintenance work request and tracking   | -              | X              | X              | X              | X              | N/A          |
| Ensure responsible driving                                    | Monitor and report on the functioning of Vehicle Control Officers  | X              | X              | X              | X              | X              | N/A          |
|   | Implement a rating system for driver behaviour   | -              | X              | X              | X              | X              | N/A          |
| Main operational budget initiatives                           | Develop and annual vehicle hire plan to optimise central hire impact                                     | X              | X              | X              | X              | X              | N/A          |
|   | Conduct maintenance and repairs of 290 vehicles within the Mechanical Workshop                           | X              | X              | X              | X              | X              | N/A          |
|   | Refurbish the refuse compactor hopper and hydraulic system   | X              | X              | X              | X              | X              | N/A          |
| <b>PDO 22: Electricity and Energy</b>                         |  |                |                |                |                |                |              |
| Replace aged infrastructure                                   | Replace aged electrical reticulation infrastructure annually   | X              | X              | X              | X              | X              | All wards    |
| Additional electrical supply                                  | Quality of supply (upgrading of SCADA system)  | X              | X              | X              | X              | X              | All wards    |

| <b>PROGRAMMES AND INITIATIVES: KPA 4</b>  |  |                |                |                |                |                |                       |
|---|--|----------------|----------------|----------------|----------------|----------------|-----------------------|
| <b>Issues/Challenges</b>  | <b>Remedial Action</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b>          |
|   | Create projects for energy efficiency measures: Drakenstein St. Light Projects                         | X              | X              | X              | X              | X              | All wards             |
| Create projects for energy generation   | Provision of self-generating solutions   | X              | X              | X              | X              | X              | 1, 23, 16, 18, 17, 28 |
|   | Installation and upgrade of electrical infrastructure to provide spare capacity for future development | X              | X              | X              | X              | X              | All wards             |
| Replace aged infrastructure   | Replace aged electrical reticulation infrastructure annually   | X              | X              | X              | X              | X              | All wards             |
| <b>PDO 23: Transport, Roads, and Stormwater Infrastructure</b>  |  |                |                |                |                |                |                       |
| Continuation of Pavement Management System (PMS)  | Upgrade existing sidewalks   | X              | X              | X              | X              | X              | Paarl/Wellington      |
| Stormwater Sector Plan actions  | Implementation of actions identified in sector plan  | X              | X              | X              | X              | X              | All wards             |
| Flood lines must be reviewed to consider development growth and climate change  | Revision of flood lines in the Stormwater Sector Plan  | X              | X              | X              | -              | -              | All wards             |
| Flood alleviation initiatives are required to mitigate flooding, improve living conditions and increase life expectancy of assets.                  | Hybrid Flood Alleviation Initiatives   | X              | X              | X              | X              | X              | All wards             |
| A comprehensive hydrological analysis of the storm water network is required to determine medium and long-term planning on the storm water network. | Early warning flood modelling system and Hydrological analyses   | -              | X              | X              | -              | -              | All wards             |
| River corridor management plans serve as strategic documentation within the   | River Corridors Management Plans   | X              | X              | -              | -              | -              | All wards             |

| <b>PROGRAMMES AND INITIATIVES: KPA 4</b>  |  |                |                |                |                |                |                      |
|---|--|----------------|----------------|----------------|----------------|----------------|----------------------|
| <b>Issues/Challenges</b>  | <b>Remedial Action</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b>         |
| boundaries of sustainable development and flood management.   |  |                |                |                |                |                |                      |
| Continuation of Pavement Management System (PMS)  | Upgrade Existing Sidewalks (Drakenstein)                                     | X              | X              | X              | X              | X              | Paarl/<br>Wellington |
| Continuation of Pavement Management System (PMS)  | Reseal of streets in Terms of The Rams (PMS)                                 | X              | X              | X              | X              | X              | Paarl/<br>Wellington |
| <b>PDO 24: Water and Wastewater</b>   |  |                |                |                |                |                |                      |
| Water losses  | Implementation of water loss strategy  | X              | X              | X              | X              | X              | All wards            |
| Maintenance and replacement of infrastructure   | Replace aged electrical reticulation infrastructure annually                 | X              | X              | X              | X              | X              | All wards            |
| Burst pipes   | Promptly repair burst water pipes in the network                             | X              | X              | X              | X              | X              | All wards            |
| Infrastructure maintenance - pump stations – Water and Wastewater installations   | Refurbish and upgrade all pump installations at the existing sites           | X              | X              | X              | X              | X              | All wards            |
| Blocked drains and blocked sewerage system  | Remove blockages from the sewer network daily                                | X              | X              | X              | X              | X              | All wards            |
| Vandalism of infrastructure   | Replace infrastructure with innovative materials designed to deter vandalism | X              | X              | X              | X              | X              | All wards            |
| Maintenance and replacement of infrastructure; burst pipes<br>Infrastructure maintenance - pump stations – Water and Wastewater Installations | Replace aged electrical reticulation infrastructure annually                 | X              | X              | X              | X              | X              | All wards            |
|   | Promptly repair burst water pipes in the network                             | X              | X              | X              | X              | X              | All wards            |
|   | Refurbish and upgrade all pump installations at the existing sites           | X              | X              | X              | X              | X              | All wards            |
| Blocked drains and blocked sewerage systems   | Remove blockages from the sewer network daily                                | X              | X              | X              | X              | X              | All wards            |
| Vandalism of infrastructure   | Replace infrastructure with innovative materials designed to deter vandalism | X              | X              | X              | X              | X              | All wards            |

| <b>PROGRAMMES AND INITIATIVES: KPA 4</b>                                       |   |                |                |                |                |                |  |
|--|---|----------------|----------------|----------------|----------------|----------------|--|
| <b>Issues/Challenges</b>   | <b>Remedial Action</b>  | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b>                               |
| Address shortage of critical and compliance-related positions                  | Fill vacancies as outlined in the organogram  | X              | X              | -              | -              | -              | All areas                                  |
| Energy shortage at pump stations (water and sewerage)                          | Purchase and install UPS units and generators at critical sites   | X              | X              | -              | -              | -              | All areas                                  |
| <b>PDO 25: Solid Waste</b>   |   |                |                |                |                |                |  |
| Illegal dumping/area cleaning  | Awareness and Education programmes  | X              | X              | X              | X              | X              | All  |
| Illegal dumping/area cleaning  | Area Cleaning Block System SWM  | X              | X              | X              | X              | X              | All  |
| Illegal dumping/area cleaning  | Stricter Law Enforcement on illegal dumping on illegal dumping  | X              | X              | X              | X              | X              | All  |
|  | Swop Shops in wards to promote waste diversion/recycling  | X              | X              | X              | X              | X              | Paarl East, Gouda, Saron, Hermon, Mbekweni |
|  | Partnership with Producer Responsibility Organizations on several waste management matters                | X              | X              | X              | X              | X              | All  |
| Illegal dumping/area cleaning  | Adopt Bylaw   | X              | X              | X              | X              | X              | All  |
| By law enforcement   | Appoint solid waste law enforcement officers with specific focus on bylaw enforcement and illegal dumping | X              | X              | X              | X              | X              | All  |
| <b>PDO 26: Municipal and Public Facilities</b>                                 |   |                |                |                |                |                |  |
| Efficient procurement process to ensure availability of services and materials | Plan and award a new contractor tender  | X              | -              | -              | X              | -              | N/A  |
|  | Plan and award a new materials tender   | X              | -              | -              | X              | -              | N/A  |
|  | Implement a materials handling approach   | X              | X              | X              | X              | X              | N/A  |

| <b>PROGRAMMES AND INITIATIVES: KPA 4</b>                         |   |                |                |                |                |                |              |
|--|---|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>   | <b>Remedial Action</b>  | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| Reporting and monitoring of the response to maintenance requests | Develop a new materials control SOP                                       | -              | X              | -              | -              | -              | N/A          |
| Maintenance process output quality assurance                     | Appoint a new Head: Building Maintenance                                  | X              | -              | -              | -              | -              | N/A          |
|  | Develop and implement a new quality control SOP                           | X              | X              | X              | X              | X              | N/A          |
| Main operational budget interventions                            | Commence with the Paarl Civic Centre entrance and boardroom refurbishment | -              | X              | X              | X              | -              | N/A          |
| Planning and delivery of improvement projects                    | Submit the annual new budget plan and project implementation schedule     | X              | X              | X              | X              | X              | N/A          |
|  | Develop project procurement plans   | X              | X              | X              | X              | X              | N/A          |

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| <b>CAPITAL PROJECTS: KPA 4</b>                        |   |                |                |                |                |                |              |
|---|---|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Core Components</b>                                | <b>Project Description</b>  | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| <b>PDO 21: Equipment and Fleet Management</b>         |   |                |                |                |                |                |              |
| <b>FLEET AND WORKSHOP</b>                             |   |                |                |                |                |                |              |
| Efficient utilisation of Existing Equipment and Fleet | Equipment replacement, pumps, cutters, etc. for whole municipality  | R 500,000      | R-             | R-             | R-             | R-             | N/A          |
| Efficient prioritisation of fleet purchases           | Replacement of vehicles and equipment   | R21,000,000    | R28,185,000    | R29,935,000    | R29,685,000    | R29,385,000    | N/A          |
| <b>PDO 22: Electricity and Energy</b>                 |   |                |                |                |                |                |              |
| <b>ENERGY SUPPLY</b>                                  |   |                |                |                |                |                |              |
| Equipment needs                                       | Tools and equipment & radios  | R600,000       | R-             | R-             | R-             | R-             | All wards    |
| Aged infrastructure                                   | Replacement programme for old and redundant electrical equipment  | R4,865,000     | R-             | R-             | R-             | R-             | Various      |
| Aged infrastructure, according to replacement plan    | Upgrading of SCADA system   | R3,100,000     | R-             | R-             | R-             | R-             | All wards    |
| Aged infrastructure, according to replacement plan    | Increase existing MT network capacity to facilitate development, electrification  | R 5,260,000    | R5,000,000     | R 15,000,000   | R 15,000,000   | R 15,000,000   | Various      |
| Aged infrastructure, according to replacement plan    | Increase existing LT network capacity to  | R1,200,000     | R3,200,000     | R3,200,000     | R3,200,000     | R3,200,000     | Various      |
| Aged infrastructure, according to replacement plan    | Increase existing HT Network Capacity to facilitate development, electrification, and existing load growth Finish Off Phase 1 Of Project: | R1,500,000     | R5,058,841     | R13,633,333    | R13,633,333    | R13,633,333    | Various      |

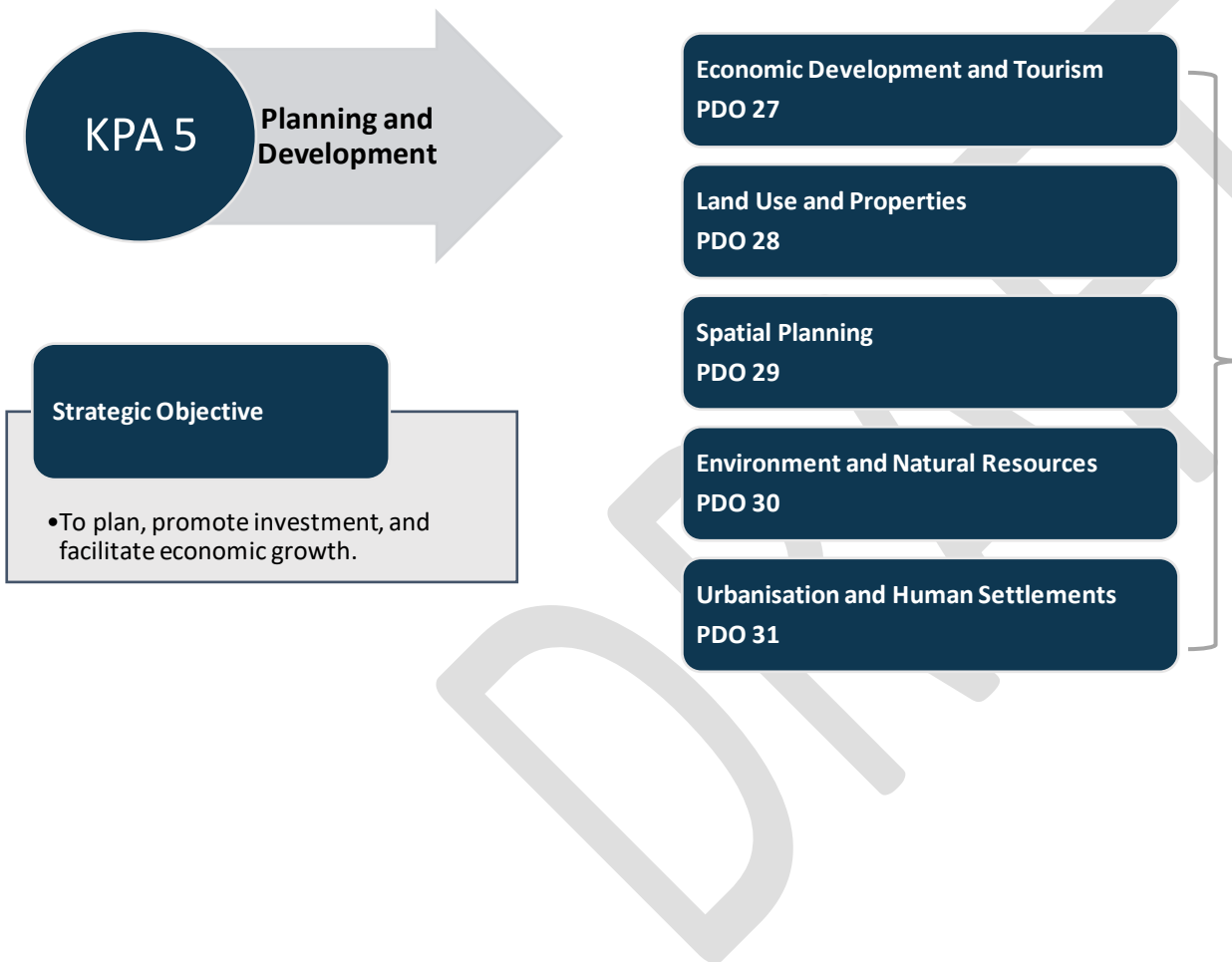
| <b>CAPITAL PROJECTS: KPA 4</b>                                 |   |                |                |                |                |                |                    |
|--|---|----------------|----------------|----------------|----------------|----------------|--------------------|
| <b>Core Components</b>   | <b>Project Description</b>  | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b>       |
|  | Transformers at Parys 66/11 Kv Substation)  |                |                |                |                |                |                    |
| Aged infrastructure, according to replacement plan             | Substation: transformer firewall and other related works to be completed              | R1,500,000     | R-             | R-             | R-             | R-             | Various            |
| Aged infrastructure, according to replacement plan             | Dalweiding Substation and Switchgear Upgrading (INEP)                                 | R10,556,522    | R10,368,696    | R10,837,391    | R10,837,391    | R10,837,391    | All wards          |
| Aged infrastructure, according to replacement plan             | Drakenstein Streetlight Projects  | R 650,000      | R-             | R-             | R-             | R-             | N/A                |
| Electrification of housing projects                            | Carterville, Simondium, Schoongezicht, Fairyland/Siyahlala and other housing projects | R1,230,000     | R-             | R-             | R-             | R-             | All affected wards |
| Electrification of informal areas                              | Informal settlement areas: electrification  | R2,500,000     | R-             | R-             | R-             | R-             | All affected wards |
| Electrification of new developments                            | New connections BICLS   | R29,225,238    | R20,000,000    | R20,000,000    | R20,000,000    | R20,000,000    | Various            |
| Insufficient facilities for electricity                        | Parys building alterations and extension  | R2,250,000     | R-             | R-             | R-             | R-             | N/A                |
| Ageing fleet for electricity Department                        | Replacement of vehicles   | R1,900,000     | R-             | R-             | R-             | R-             | N/A                |
| Replacement of air conditioners                                | Air conditioners replacement  | R55,000        | R-             | R-             | R-             | R-             | N/A                |
| <b>PDO 23: Transport, Roads, and Stormwater Infrastructure</b> |   |                |                |                |                |                |                    |
| <b>ROADS</b>   |   |                |                |                |                |                |                    |
| Lack of Bus Shelter  | Bus Shelter   | R 250,000      | R-             | R-             | R-             | R-             | All wards          |
| Closing Of Walkways  | Closing Of Walkways   | R 150,000      | R-             | R-             | R-             | R-             | All wards          |
| Upgrading of roads   | Drommedaris road upgrade (Neighbourhood Grant)  | R 21,000,000   | R-             | R-             | R-             | R-             | Paarl / Mbekweni   |

| <b>CAPITAL PROJECTS: KPA 4</b>   |   |                |                |                |                |                |                      |
|--|---|----------------|----------------|----------------|----------------|----------------|----------------------|
| <b>Core Components</b>   | <b>Project Description</b>  | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b>         |
| Replacement of old machinery and equipment   | Machinery & Equip   | R 850,000      | R-             | R-             | R-             | R-             | All wards            |
| Aged storm water infrastructure many exceeding asset life expectancies requires upgrade.                           | Refurbish Storm Water Systems (Drakenstein)   | R6,000,000     | R5,000,000     | R-             | R-             | R-             | All wards            |
| Refurbish Storm Water Systems (Drakenstein)  | Reseal Of Streets In Terms Of The Rams(PMS)   | R 17,868,695   | R6,258,841     | R-             | R-             | R-             | All wards            |
| Reseal Of Streets In Terms Of The Rams(PMS)  | Traffic Calming   | R 150,000      | R-             | R-             | R-             | R-             | All wards            |
| Traffic Calming  | Traffic Signals   | R1,980,000     | R-             | R-             | R-             | R-             | All wards            |
| Upgrading of roads   | Upgrade Of Lady Grey and Surrounding Areas  | R1,652,174     | R1,739,131     | R 13,565,218   | R-             | R-             | Paarl                |
| Upgrading of roads   | Upgrading Of Provincial Roads   | R1,773,913     | R6,843,478     | R 16,915,652   | R-             | R-             | All wards            |
| Upgrading of sidewalks   | Upgrading Of Sidewalks IUDG   | R-             | R2,000,000     | R-             | R-             | R-             | All wards            |
| <b>PDO 24: Water and Wastewater</b>  |   |                |                |                |                |                |                      |
| <b>WATER AND WASTEWATER</b>  |   |                |                |                |                |                |                      |
| Upgrade of Wastewater Treatment Works (Paarl), pump stations, rising mains and new bulk sewer main south of the N1 | Rehabilitation and upgrade of the Drakenstein Sanitation Infrastructure (BFI grant) | R426,086,957   | R349,652,174   | R113,000,000   | R-             | R-             | Paarl and Wellington |
| Replacement of dilapidated water reticulation system at Paarl and Wellington                                       | Upgrade/replace water pipe systems at Paarl and Wellington (WSIG grant)             | R18,534,783    | R4,500,000     | R-             | R-             | R-             | Paarl and Wellington |
| Replacement of old wastewater reticulation system at Paarl and Wellington  | Replacement of sewerage reticulation  | R4,100,000     | R4,058,841     | R 4,724,928    | R 4,724,928    | R4,724,928     | Paarl and Wellington |
| Water and Wastewater Services to housing projects  | Simondium, Fairyland, Siyahlala, Amstelhof  | R46,450,000    | R55,805,000    | R 71,000,000   | R39,500,000    | R39,500,000    | 1,32,32,26           |
| Water and Wastewater Services to informal settlements  | Informal areas  | R 10,560,000-  | R4,700,000     | R5,000,000     | R5,000,000     | R5,000,000     | All affected wards   |

| <b>CAPITAL PROJECTS: KPA 4</b>  |  |                |                |                |                |                |                    |
|---|--|----------------|----------------|----------------|----------------|----------------|--------------------|
| <b>Core Components</b>  | <b>Project Description</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b>       |
| Replacement of water services & wastewater services tools and equipment | Provision of dissolved oxygen machine, roller security lid, portable ph meters, general equipment and office furniture | R1,020,000     |                |                |                |                | N/A                |
| Replacement of water services tools and equipment                       | Replacement of pressure/ flow loggers WDM  | R850,000       |                |                |                |                | N/A                |
| Replacement of water services tools and equipment                       | Replacement of old SCADA system from analogue to digital   | R250,000       | R-             | R-             | R-             | R-             | N/A                |
| Extension of new services   | Purchase of land and servitudes for Klapmuts water provision (Distell)   | R2,276,877     |                |                |                |                | Ward 1             |
| Replacement of water services infrastructure                            | Bulk Pipeline from Spruit River To Welvanpas, Wellington   | R350,000       |                |                |                |                | Wellington         |
| Replacement of water services infrastructure                            | Pumpstation, bulk water meters   | R1,560,000     |                |                |                |                | All affected wards |
| Provision of water during load shedding                                 | UPS system and bulk water meter at Leliefontein  | R500,000       |                |                |                |                | Paarl              |
| Replacement of wastewater services tools, systems, and equipment        | Mbekweni sewer pumpstation – replacement of pums and motors  | R4,000,000     | R-             | R-             | R-             | R-             | Mbekweni           |
| Replacement of wastewater services tools, systems, and equipment        | Wellington WWTW  | R3,900,000     |                |                |                |                | Wellington         |

| <b>CAPITAL PROJECTS: KPA 4</b>        |   |                |                |                |                |                |                                 |
|---------------------------------------|---|----------------|----------------|----------------|----------------|----------------|---------------------------------|
| <b>Core Components</b>                | <b>Project Description</b>  | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b>                    |
| <b>PDO 25: Solid Waste</b>            |   |                |                |                |                |                |                                 |
| <b>SOLID WASTE</b>                    |   |                |                |                |                |                |                                 |
| Illegal dumping/area cleaning         | Provision of infrastructure for organic food diversion, recyclable material and waste diversion   | R-             | R4,000,000     | R2,000,000     | R2,000,000     | R2,000,000     | All                             |
| Illegal dumping/area cleaning         | Provision of disposal satellite station to residents  | R150,000       |                |                |                |                | Paarl East-Mbekweni – Simondium |
| Illegal dumping/area cleaning         | Maintenance of Satellite Stations at Hermon, Gouda & Saron  | R1,150,000     |                |                |                |                | Hermon, Gouda & Saron           |
| Illegal dumping/area cleaning         | Provision of video cameras at hot spot area to manage illegal dumping   | R300,000       |                |                |                |                | Paarl East                      |
| Compliance of waste disposal facility | Body cameras for workers to monitor their safe and interaction with public.   | R-             | R300,000       | R300,000       | R300,000       | R300,000       | All                             |
| Compliance of waste disposal facility | 10 X Tablets for Daily Vehicle Inspections and Poe'S; Bobcat Skid Steer; Iso Waste Containers; Solid Waste Skips; Street Refuse Bins; Trailer to Transport Bobcat; Washbay for Solid Waste Vehicles; Wheelie Bins; Office Furniture | R4,400,000     | R5,000,000     | R4,750,000     | R4,500,000     | R4,300,000     | All                             |
| Compliance of waste disposal facility | Cameras for the monitoring of Wellington landfill site  | R-             | R1,000,000     | R1,000,000     | R 1,000,000    | R 1,000,000    | Wellington                      |

| <b>CAPITAL PROJECTS: KPA 4</b>                 |   |                |                |                |                |                |              |
|--|---|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Core Components</b>                         | <b>Project Description</b>                              | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| Replacement of aged vehicles                   | Replacement of existing Ldv's                           | R -            | R1,000,000     | R1,000,000     | R1,000,000     | R1,000,000     | All          |
| Replacement of aged vehicles                   | Replacement of Refuse Compactors / Recycling vehicles   | R4,000,000     | R4,000,000     | R4,500,000     | R 5,000,000    | R 5,500,000    | All          |
| <b>PDO 26: Municipal and Public Facilities</b> |   |                |                |                |                |                |              |
| <b>MUNICIPAL AND PUBLIC FACILITIES</b>         |   |                |                |                |                |                |              |
| Ageing infrastructure                          | Corporate facility aircons                              | R 400,000      | R-             | R -            | R-             | R -            | N/A          |
| Ageing infrastructure                          | Upgrading of municipal buildings (corporate facilities) | R9,235,000     | R-             | R -            | R-             | R-             | N/A          |
| Replacement of equipment                       | Replacement of equipment and network points             | R 365,000      | R115,000       | R 115,000      | R115,000       | R115,000       | N/A          |



| No. | Policies linked to KPA 5   |
|-----|--|
| 29. | Informal Trading Enhancement Policy  |
| 30. | Drakenstein Integrated Economic Growth Strategy  |
| 31. | Tourism Development Plan   |
| 32. | Events Support Framework   |
| 33. | Developer Contributions Policy   |
| 34. | Informal Trading Management Framework  |
| 35. | House Shop Policy  |
| 36. | Limited Payout Gambling Machine Policy   |
| 37. | Policy on the Naming and Renaming of Streets, Public Places, Natural Areas, Artefacts and Council-Owned Buildings and Facilities |
| 38. | Environmental Policy   |
| 39. | Manual for the Environmental Management System   |
| 40. | Investment Incentive Policy  |
| 41. | Financial Assistance for Public Events Policy  |
| 42. | Housing Selection and Allocation Policy  |
| 43. | House Shop Policy  |
| 44. | Housing Administration Policy  |
| 45. | Amended Limited Pay-out Gambling Machine Policy  |
| 46. | Air Quality Management Bylaw   |
| No. | Bylaws linked to KPA 5   |
| 47. | Air Quality Management Bylaw   |
| 48. | Bylaw: Liquor Trading Days and Hours   |
| 49. | Bylaw No 14/2007: Informal Trade   |
| 50. | Bylaw No 1/2008: Outdoor Advertising and Signage   |
| 51. | Zoning Scheme Bylaw  |
| 52. | Bylaw: Use of Remotely Piloted Aircraft and Model Aircraft in Public Places and Streets  |
| 53. | Drakenstein Municipality Building Control Bylaw  |
| 54. | Establishment of Improvement Districts Bylaw, 2002   |
| 55. | Bylaw on Municipal Land Use Planning   |

| <b>PROGRAMMES AND INITIATIVES: KPA 5</b>                                    |  |                |                |                |                |                |              |
|---|--|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>  | <b>Remedial Action</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| <b>PDO 27: Economic Development and Tourism</b>                             |  |                |                |                |                |                |              |
| Implementation of the Tourism Development Plan                              | Facilitate a marketing tender process for destination marketing services   | X              | X              | X              | X              | X              | All wards    |
| Lack of feasible incentives for investors                                   | Formulate a feasible investment incentive policy   | X              | -              | -              | X              | -              | All wards    |
| Lack of online tourism Information presence                                 | Diversify and develop more suitable online tourism platforms   | X              | X              | X              | X              | X              | All wards    |
| Lack of sector-specific business support                                    | Offer more sector-specific business support interventions  | X              | X              | X              | X              | X              | All wards    |
| Insufficient institutional support to grow Drakenstein as a Fair-Trade City | Review the Municipality's Fair-Trade policy/practices  | X              | X              | -              | X              | -              | All wards    |
| <b>PDO 28: Land Use and Properties</b>                                      |  |                |                |                |                |                |              |
| Heritage Delegations  | Apply to Heritage Western Cape for heritage-related delegations under the National Heritage Resources Act  | -              | -              | X              | X              | X              | N/A          |
| Planning Bylaw in need of updating / amendment                              | Amendment / updating of the Planning Bylaw, but only after the amended (currently in process) National & Provincial legislation have been promulgated      | -              | X              | X              | -              | -              | All          |
| Zoning Scheme Bylaw in need of updating / amendment                         | Amendment / updating of the Zoning Scheme Bylaw, but only after the amended (currently in process) National & Provincial legislation have been promulgated | -              | X              | X              | -              | -              | All          |
| <b>PDO 29: Spatial Planning</b>   |  |                |                |                |                |                |              |
| Amend the Drakenstein Spatial Development Framework                         | Annually review the Drakenstein Spatial Development Framework  | X              | X              | X              | -              | -              | All wards    |

| <b>PROGRAMMES AND INITIATIVES: KPA 5</b>         |   |                |                |                |                |                |              |
|--|---|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>                         | <b>Remedial Action</b>  | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| New Drakenstein Spatial Development Framework    | Compile a new Drakenstein Spatial Development Framework   | -              | X              | X              | X              | -              | All wards    |
| Local area-based planning                        | Formulate the Gouda Local Spatial Development Framework   | X              | X              | -              | -              | -              | All wards    |
| Local area-based planning                        | Formulate the N1 Corridor Local Spatial Development Framework   | X              | X              | X              | -              | -              | All wards    |
| Local area-based planning                        | Formulate the Paarl Mountain Local Spatial Development Framework  | -              | -              | X              | X              | -              | N/A          |
| Air quality management                           | Register fuel-burning appliances in accordance with the Air Quality Management Bylaw  | X              | X              | X              | X              | X              | All wards    |
| Air quality management                           | Update and maintain the emissions inventory   | X              | X              | X              | X              | X              | All wards    |
| Climate change response                          | Monitor and evaluate the implementation of the Climate Change Response Plan   | X              | X              | X              | X              | X              | All wards    |
| Climate change response                          | Implement the Joint Programme of Action to give effect to the Climate Partnership with the City of Neumarkt   | X              | X              | X              | X              | X              | All wards    |
| <b>PDO 30: Environment and Natural Resources</b> |   |                |                |                |                |                |              |
| Environmental education and awareness            | Establish and actively maintain partnerships with external stakeholders to conduct environmental education and awareness activities in the municipal area | X              | X              | X              | X              | X              | All wards    |
| Environmental education and awareness            | Capacity building for newly appointed municipal law enforcement officials on environmental management transgressions                                      | X              | -              | -              | -              | -              | All wards    |

| <b>PROGRAMMES AND INITIATIVES: KPA 5</b>                     |  |                |                |                |                |                |  |
|--|--|----------------|----------------|----------------|----------------|----------------|--|
| <b>Issues/Challenges</b>                                     | <b>Remedial Action</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b>   |
| Biodiversity protection                                      | Complete the administrative process for the formalisation of priority municipal conservation areas                                     | X              | -              | -              | -              | -              | 23, 24 and 18  |
| Invasive alien vegetation management on municipal properties | Implement and monitor the action plan for priority areas as indicated in the Invasive Alien Vegetation Monitoring and Eradication Plan | X              | X              | X              | X              | X              | 23, 24 and 18  |
| Air quality management                                       | Undertake ambient air quality monitoring in the Drakenstein Municipal Area   | X              | X              | X              | X              | X              | All wards  |
| Air quality management                                       | Register fuel-burning appliances in accordance with the Air Quality Management Bylaw   | X              | X              | X              | X              | X              | All wards  |
| Air quality management                                       | Update and maintain the emissions inventory  | X              | X              | X              | X              | X              | All wards  |
| Climate change response                                      | Monitor and evaluate the implementation of the Climate Change Response Plan  | X              | X              | X              | X              | X              | All wards  |
| Climate change response                                      | Implement the Joint Programme of Action to give effect to the Climate Partnership with the City of Neumarkt                            | X              | X              | X              | X              | X              | All wards  |
| River Management   | Provide technical support for the implementation of the Hybrid Flood Alleviation Programme within three priority catchments            | x              | x              | x              | x              | x              | Wards 9, 11, 12, 16, 19, 21, 22, 24, 25, 26, 28 and 29 |
| <b>PDO 31: Human Settlements</b>                             |  |                |                |                |                |                |  |
| Emergency housing  | Review Emergency Housing Policy, Plan and Strategy   | X              | X              | X              | X              | X              | All Wards  |

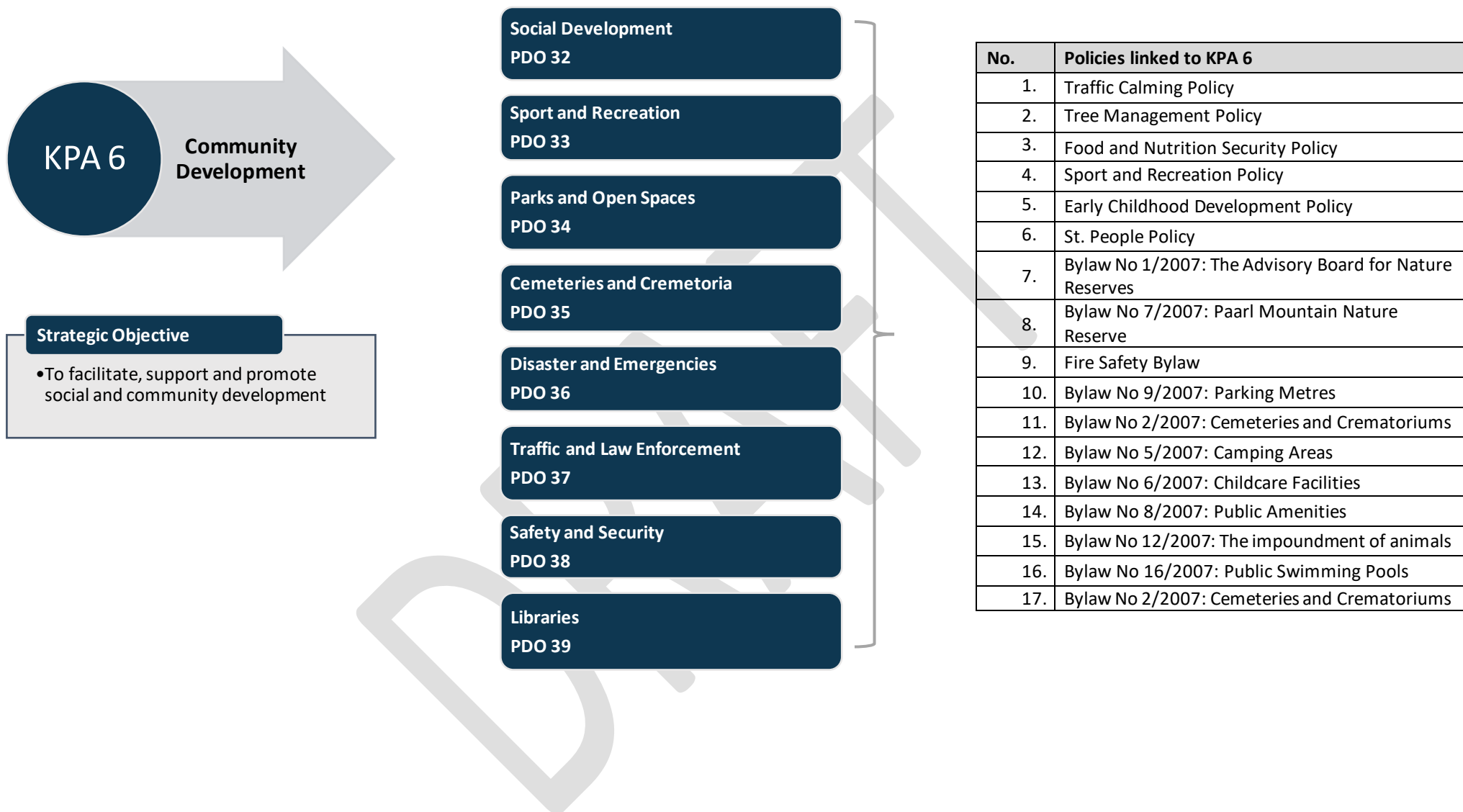
| <b>PROGRAMMES AND INITIATIVES: KPA 5</b>                |  |                |                |                |                |                |                          |
|---|--|----------------|----------------|----------------|----------------|----------------|--------------------------|
| <b>Issues/Challenges</b>                                | <b>Remedial Action</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b>             |
| Effective maintenance of existing rental stock          | Routine maintenance of Rental Stock (daily maintenance activities)                     | X              | X              | X              | X              | X              | 19,20,21,22,224,25,26,27 |
| Effective maintenance of existing rental stock          | 5 x asbestos abatement projects per year; and  | X              | X              | X              | X              | X              | 19,20,21,22,24,25,26,27  |
|   | 10 x condition assessments and completion of snags and resultant projects              | X              | X              | X              | X              | X              |                          |
| Effective maintenance of existing rental stock          | New materials inventory approach   | X              | X              | X              | X              | X              | 19,20,21,22,224,25,26,27 |
| Effective maintenance of existing rental stock          | Paint-My-Story Project   | X              | X              | X              | X              | X              | 19,20,21,22,224,25,26    |
| Upgrade of Informal Settlements                         | Obtain the required rights and funding to plan and upgrade 9 informal settlements      | X              | X              | X              | X              | -              | 6, 20, 21, 24, 27, 32    |
|   | Implement the upgrade of 2 identified settlements                                      | X              | X              | X              | -              | -              | 21, 27                   |
|   | Complete incomplete UISP Projects (Fairyland and Siyahlala)                            | X              | X              | -              | -              | -              | 14 ,32                   |
| Lack of development of affordable housing opportunities | Maintain a database of households with a household income between R3,501.00–R22,000.00 | X              | X              | X              | X              | X              | All Wards                |
|   | Identification and promotion of land/projects for affordable housing development       | X              | X              | X              | X              | X              | All Wards                |

| <b>PROGRAMMES AND INITIATIVES: KPA 5</b>                                       |   |                |                |                |                |                |   |
|--|---|----------------|----------------|----------------|----------------|----------------|---|
| <b>Issues/Challenges</b>   | <b>Remedial Action</b>  | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b>  |
| Lack of implementation of social housing projects                              | Advertise to enter into partnership agreements with Social Housing Institution (SHI's); | -              | X              | X              | X              | X              | All Wards   |
|  | Roll-out plan of identified social housing sites within approved restructuring zones    | -              | X              | X              | X              | X              | 4, 9, 14, 15, 22, 29                                      |
| Provision of service sites   | Develop a policy on service sites   | -              | X              | -              | -              | -              | 1, 13, 14, 20, 21, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33 |
| Housing consumer education (roll-out of sessions to beneficiaries of houses)   | Implementation of Housing Consumer Education and Awareness Programme                    | X              | X              | X              | X              | X              | All Wards   |
| Addressing matters in relation to employer-assisted housing                    | Finalise a policy for employer-assisted housing   | -              | -              | X              | X              | X              | All Wards   |
| Conclusion of old incomplete projects  | Lobby national and provincial government for funding to complete incomplete projects    | X              | X              | X              | X              | X              | 6, 7,8, 9, 12, 16   |
| Title deeds restoration (no finalisation of old transfers in housing projects) | Accelerate and resolve outstanding title deeds to beneficiaries of subsidised houses    | X              | X              | X              | X              | X              | All wards   |
| Lack of services in informal settlements                                       | - Improve maintenance of services in informal settlements                               | X              | X              | X              | X              | X              | Multiple Wards  |
|  | - Rollout new basic services installations and replace existing redundant services      | X              | X              | X              | X              | X              |   |
|  | - Ongoing monitoring to prevent erection of illegal structures                          | X              | X              | X              | X              | X              |   |

| <b>PROGRAMMES AND INITIATIVES: KPA 5</b> |   |                |                |                |                |                |                             |
|--|---|----------------|----------------|----------------|----------------|----------------|-----------------------------|
| <b>Issues/Challenges</b>                 | <b>Remedial Action</b>  | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b>                |
|  | – Complete Terms of Reference for Informal Settlement Committees  | X              |                | X              |                | X              |                             |
| Tenant Management and Tenant Relations   | – Streamline the leasing process to make it efficient and effective.<br>– Renewals                      | X              | X              | X              | X              | X              | 4,9,12,20,21,22,24,25,26,27 |
| Housing Consumer Education               | – Educate tenants on housing related matters and their responsibilities, stated in the lease agreement. | X              | X              | X              | X              | X              | 4,9,12,20,21,22,24,25,26,27 |
| Alienation of saleable units             | – Promote ownership   | X              | X              | X              | X              | X              | 4,9,12,20,21,22,24,25,26,27 |
| Backyarders                              | – Conduct social economic surveys<br>– Monitoring of backyarding  | X              | X              | X              | X              | X              | 4,9,12,20,21,22,24,25,26,27 |

| <b>CAPITAL PROJECTS: KPA 5</b>   |  |                |                |                |                |                |                                |
|--|--|----------------|----------------|----------------|----------------|----------------|--------------------------------|
| <b>Issues/Challenges</b>   | <b>Project Description</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b>                   |
| <b>PDO 27: Economic Development and Tourism</b>  |  |                |                |                |                |                |                                |
| <b>ECONOMIC GROWTH</b>   |  |                |                |                |                |                |                                |
| Economic growth support  | Upgrade existing and provide additional infrastructure to support entrepreneurs in the formal and informal sector                      | R1,785,000     | R1,858,500     | R1,895,550     | R1,890,105     | -              | Relevant Wards 4,18, 9, 12, 25 |
| Insufficient Tourism Information offices and infrastructure to promote the destination | Provision of suitable Tourism Information centres and marketing platforms  | R125,000       | -              | -              | -              | -              | All wards                      |
| One Stop Business Support centre   | Provision of Business Support centre   | R176,000       | -              | -              | -              | -              | All wards                      |
| <b>PDO 28: Land use and properties</b>   |  |                |                |                |                |                |                                |
| <b>LAND USE AND PROPERTIES</b>   |  |                |                |                |                |                |                                |
| Upgrade/replace office furniture and equipment   | Upgrade/replace office furniture and equipment   | R400,000       | R0.00          | R0.00          | R0.00          | R0.00          | N/A                            |
| <b>PDO 30: Environment and Natural Resources</b>                                       |  |                |                |                |                |                |                                |
| <b>ENVIRONMENTAL AND NATURAL RESOURCES</b>   |  |                |                |                |                |                |                                |
| Upgrade/replace office furniture and equipment   | Upgrade/replace office furniture and equipment   | R250,000       | R0.00          | R0.00          | R0.00          | R0.00          | N/A                            |
| Bergriver upgrade project  | Upgrade of classroom in arboretum  | R20,000        | R30,000        | R0.00          | R0.00          | R0.00          | N/A                            |
| River Management   | Undertake conceptual designs for one of the prioritised sites under the Hybrid Flood Alleviation Programme (in-kind donation from GIZ) | -              | x              | x              | -              | -              | -                              |
| <b>PDO 31: Human Settlements (Housing)</b>   |  |                |                |                |                |                |                                |
| <b>HUMAN SETTLEMENTS</b>   |  |                |                |                |                |                |                                |

| <b>CAPITAL PROJECTS: KPA 5</b>                         |   |                |                |                |                |                |                |
|--|---|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Issues/Challenges</b>                               | <b>Project Description</b>  | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b>   |
| Provision and upgrade basic services at Informal Areas | Power tools - Maintenance work / Office furniture & equipment/ Vehicles | R400,000       | R 4,000        | R-             | R-             | R-             | Multiple Wards |
| Paarl East IRDP  | Boundary Wall   | R -            | R 300,000      | R-             | R-             | R-             | 28             |
| Paarl East IRDP  | Bulk Services   | R200,000       | R1,500,000     | R -            | R-             | R3,000,000     | 28             |
| Electrification of decanting sites                     | Vlakkeland electrification  | R100,000       | R-             | R-             | R -            | R -            |                |
| Electrification of decanting sites                     | UISP Projects   | R500,000       | R800,000       | R -            | R 2,000,000    | R -            | Multiple Wards |



| <b>PROGRAMMES AND INITIATIVES: KPA 6</b>            |  |                |                |                |                |                |  |
|---|--|----------------|----------------|----------------|----------------|----------------|--|
| <b>Core Components</b>                              | <b>Action</b>  | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b>                           |
| <b>PDO 32: Social Development</b>                   |  |                |                |                |                |                |  |
| Increase in GBV cases                               | Gender-based violence outreach   | X              | X              | X              | X              | X              | All wards                              |
| Skills Development for unemployed youth             | Youth programmes   | X              | X              | X              | X              | X              | All wards                              |
| Registration of ECDCs (provide assistance)          | Early Childhood Development: Compliance workshop to assist with registration | X              | X              | X              | X              | X              | All Wards                              |
| Homeless  | prioritise reunification and re integration                                  | X              | X              | X              | X              | X              | Prioritise CBD in Paarl and Wellington |
| <b>PDO 33: Sport and Recreation</b>                 |  |                |                |                |                |                |  |
| De Kraal Sports Complex                             | Project is a multi-year project  | X              | -              | X              | X              | -              | 5                                      |
| Weltevrede sports field – vandalism and cable theft | Item written to Council to decide on alternative use of facility             | -              | -              | -              | -              | -              | 10                                     |
| Mbekweni B&C – unplayable fields                    | Re-turf of sport field for soccer practice and cricket                       | -              | -              | X              | X              | -              | 8                                      |
| Hugenote tennis courts surface                      | Re-surfacing and upgrade to courts   | -              | -              | X              | X              | -              | 5                                      |
| Dal Josaphat stadium                                | Upgrade to parking area, upgrade of facilities (changerooms, VIP areas,      | -              | X              | X              | X              | X              | 13                                     |
| Ambagsvallei Hall                                   | Repairs and upgrades to interior and exterior of the hall                    | -              | -              | -              | X              | X              | 22                                     |
| Faure Street Stadium                                | Upgrade of cycling track   | X              | -              | X              | X              | X              | 4                                      |
| Park Street tennis vandalism                        | Upgrade of tennis courts   |                | -              | X              | X              | X              |  |
| Antonies Vlei                                       | Upgrade and refurbish  | X              | X              | X              | X              | X              | 18                                     |
| Orleans Park  | Upgrade and refurbish  | X              | X              | X              | X              | X              | 24                                     |
| Saron Resort  | Upgrade and refurbish  | X              | X              | X              | X              | X              | 30                                     |
| <b>PDO 34: Parks and Open Spaces</b>                |  |                |                |                |                |                |  |
| Environmental Awareness Programmes                  | Arbor Month  | X              | X              | X              | X              | X              | 15                                     |
| Removal of invasive alien vegetation                | Weed control   | X              | X              | X              | X              | X              | All wards                              |

| <b>PROGRAMMES AND INITIATIVES: KPA 6</b>                     |   |                |                |                |                |                |              |
|--|---|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Core Components</b>                                       | <b>Action</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| Maintenance of local amenities and public places             | General Maintenance   | X              | X              | X              | X              | X              | All wards    |
| Removal of invasive alien vegetation                         | Alien vegetation clearing   | X              | X              | X              | X              | X              | All wards    |
| Maintenance and upgrade of local amenities and public places | Maintain open spaces & grass cutting  | X              | X              | X              | X              | X              | All wards    |
| Implementation of the special tree planting project          | Tree planting (greening of Drakenstein)   | X              | X              | X              | X              | X              | All wards    |
| Upgrading of playparks                                       | Install new play equipment and maintain   | X              | X              | X              | X              | X              | All          |
| Beautification of main routes and town entrances             | Beautification of main routes and town entrances  | X              | X              | X              | X              | X              | All          |
| Upgrading of Paarl Mountain Nature Reserve                   | Upgrades of Roads and bike and walk trails  | X              | X              | X              | X              | X              | 15           |
| Upgrading of Jan Phillips Road                               | Upgrading of Jan Phillips Road & consider security measure  | X              | X              | X              | X              | X              | 15           |
| <b>PDO 35: Cemeteries</b>                                    |   |                |                |                |                |                |              |
| Development of new cemeteries                                | Develop Nieuwedrift Cemetery  | X              | X              | X              | X              | X              | 17           |
| Security at cemeteries (fencing)                             | Install fencing/security lights/CCTV cameras at cemeteries  | X              | X              | X              | X              | X              | All wards    |
| Land audit to identify potential space for new cemeteries    | Undertake land audit  | X              | X              | X              | X              | X              | All wards    |
| Maintenance and upgrading of facilities (Cemeteries)         | Upgrading of facilities (Cemeteries)  | X              | X              | X              | X              | X              | N/A          |
| <b>PDO 36: Fire Rescue and Emergency Services</b>            |   |                |                |                |                |                |              |
| Fire safety in at-risk communities (Informal settlements)    | Public and life safety awareness programmes   | X              | X              | X              | X              | X              | All wards    |
| Ensure compliance comply to legislation & SANS: 10090        | Fill vacant posts & identify critical posts for filling.<br>Replace operational vehicle fleet.<br>Develop medium term deployment response strategy. | X              | X              | X              | X              | X              | All wards    |

| <b>PROGRAMMES AND INITIATIVES: KPA 6</b>  |  |                |                |                |                |                |              |
|---|--|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Core Components</b>  | <b>Action</b>  | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| <b>PDO 37: Traffic and Licensing Services</b>   |  |                |                |                |                |                |              |
| Pedestrian Safety   | Training project: Pedestrian Safety  | X              | X              | X              | X              | X              | All wards    |
| Drunken driving   | Awareness project  | X              | X              | X              | X              | X              | All wards    |
| Scholar Safety  | Junior Traffic Training Centre   | X              | X              | X              | X              | X              | All wards    |
| <b>PDO 38: Safety and Security</b>  |  |                |                |                |                |                |              |
| Fully operational control room linked to CCTV cameras   | Upgrade of control room and fill strategic vacancies   | X              | X              | X              | X              | X              | All wards    |
| Implement special programmes to improve safety and security and by-law compliance               | Initiate special programmes and implement and maintain green rangers   | X              | X              | X              | X              | X              | All wards    |
| Use of technology   | Drone and GIS utilisation  | X              | X              | X              | X              | X              | All wards    |
| Implement technology to replace and compliment the human factor in security of municipal assets | Phase in technology  | X              | X              | X              | X              | X              | All wards    |
| <b>PDO 39: Libraries</b>  |  |                |                |                |                |                |              |
| Developing reading, increase information literacy, and focus on social awareness                | Municipal-wide programmes to develop reading, increase, phonetic ability, vocabulary, information literacy and focus on awareness of social issues | X              | X              | X              | X              | X              | All wards    |
| Insufficient space for rural libraries  | Set up containerised library Nieuwedrift Valley  | -              | -              | -              | -              | X              | 17           |
| Insufficient space for rural libraries  | Set up containerised library Groenberg   | -              | X              | -              | -              | -              | 31           |

| <b>CAPITAL PROJECTS: KPA 6</b>       |  |                |                |                |                |                |                     |
|--------------------------------------|--|----------------|----------------|----------------|----------------|----------------|---------------------|
| <b>Issues/Challenges</b>             | <b>Project Description</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b>        |
| <b>PDO 32: Social Development</b>    |  |                |                |                |                |                |                     |
| <b>SOCIAL DEVELOPMENT</b>            |  |                |                |                |                |                |                     |
| Social development                   | Upgrade Soup Kitchens  | R 400,000      | R136,000       | R 250,000      | R 200,000      | R 100,000      | All Wards           |
| Social development                   | Tools of the trade   | R 325,000      | R 65,000       | R162,500       | R25,000        | R -            |                     |
| Increased of Street People           | Upgrade of containerised shelter: Wellington and Paarl   | R 300,000      | R80,000        | R200,000       | R 200,000      | R 200,000      | Paarl<br>Wellington |
| <b>PDO 33: Sport and Recreation</b>  |  |                |                |                |                |                |                     |
| <b>SPORT AND RECREATION</b>          |  |                |                |                |                |                |                     |
| De Kraal Sports Complex              | Construction of spectator stand, construction of museum  | R 1,000,000    | R 1,000,000    | R950,000       | R -            | R -            | 5                   |
| Hermon Sportsfield                   | Upgrade of facilities  | R 400,000      | R -            | R -            | R -            | R -            |                     |
| Upgrade Of Saron Sports Facility     | Upgrade of facilities  | R-             | R-             | R500,000       | R 150,000      | R150,000       |                     |
| Upgrade Of Gouda Sports Field        | Upgrade of facilities  | R 400,000      | R 200,000      | R500,000       | R 150,000      | R150,000       |                     |
| Upgrade Swimming Pools               | Upgrade of facilities  | R 600,000      | R 600,000      | R500,000       | R 300,000      | R500,000       |                     |
| Upgrading Of Facilities Antoniesvlei | Upgrade of facilities  | R1,000,000     | R-             | R250,000       | R -            | R-             |                     |
| Upgrading Of Facilities Orleans      | Upgrade of facilities  | R1,000,000     | R 400,000      | R500,000       | R -            | R -            |                     |
| Upgrading Of Facilities Saron        | Upgrade of facilities  | R 800,000      | R1,000,000     | R150,000       | R25,000        | R-             |                     |
| Boy Louw tennis courts               | Upgrade of tennis courts   | R -            | R 200,000      | R -            | R -            | R-             | 19                  |
| Dal Josaphat stadium                 | Upgrade to parking area, upgrade of facilities (changerooms, VIP areas, Containerised seating) | R2,902,131     | R2,000,000     | R -            | R1,832,500     | R 1,500,000    | 13                  |

| <b>CAPITAL PROJECTS: KPA 6</b>                                 |  |                |                |                |                |                |              |
|--|--|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>                                       | <b>Project Description</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| Replacement of equipment / vehicles                            | Tools of the trade   | R 870,000      | R 100,000      | R300,000       | R 300,000      | R300,000       | N/A          |
| <b>PDO 34: Parks and Open Spaces</b>                           |  |                |                |                |                |                |              |
| <b>PARKS AND OPEN SPACES</b>                                   |  |                |                |                |                |                |              |
| Tools of the trade   | Tools of the trade   | R 400,000      | R 172,000      | R 750,000      | R 500,000      | R400,000       | N/A          |
| Tools of the trade   | Purchase of Hugh Rider Bakkie  | R 800,000      | R 400,000      | R675,000       | R 600,000      | R -            |              |
| Beautification of main routes and town entrances               | Upgrading of parks and main roads and parks depot building                 | R2,675,000     | R1,372,000     | R2,962,500     | R2,117,500     | R-             | All          |
| <b>PDO 35: Cemeteries</b>                                      |  |                |                |                |                |                |              |
| <b>CEMETERIES</b>  |  |                |                |                |                |                |              |
| Development of Nieuwedrift                                     | Development of Nieuwedrift   | R3,000,000     | R1,200,000     | R 2,000,000    | R3,500,000     | R 6,000,000    | 17           |
| Building of Wall of a Remembrance                              | Development of Nieuwedrift   | R 500,000      | R 400,000      | R 1,000,000    | R -            | R -            | 17           |
| Tools of trade (Cemeteries)                                    | Procure tipper, digger loader, tractors, etc.                              | R 400,000      | R 280,000      | R950,000       | R 700,000      | R700,000       | N/A          |
| <b>PDO 36: Disaster and Emergencies</b>                        |  |                |                |                |                |                |              |
| <b>DISASTER AND EMERGENCIES</b>                                |  |                |                |                |                |                |              |
| Replace old, unserviceable operational firefighting vehicle(s) | 1 x 4x4 medium pumper with automatic transmission                          | R-             | R-             | R -            | R 800,000      | R800,000       | All          |
| Replace old, unserviceable operational firefighting vehicle(s) | 1 x Rapid Intervention Rescvue Vehicle                                     | R-             | R 854,000      | R300,000       | R -            | R -            |              |
| Replace old, unserviceable operational firefighting vehicle(s) | 1x 4x4 Double Cab bakkie   | R1,000,000     | R-             | R -            | R -            | R -            |              |
| Replace old, unserviceable equipment                           | 20 litre Knapsack Tanks x12 (3 per fire station)                           | R 100,000      | R 16,000       | R -            | R -            | R -            |              |
| Replace old, unserviceable operational firefighting vehicle(s) | 6 x Sedans (service vehicles for use by Fire Prevention and Training staff | R-             | R 240,000      | R 240,000      | R 240,000      | R -            |              |
| Replace old, unserviceable operational firefighting vehicle(s) | 6000 litre capacity Water Tanker   | R-             | R-             | R 1,200,000    | R -            | R -            |              |
| Replace air conditioners                                       | AIRCONDITIONERS  | R-             | R 24,000       | R 24,000       | R30,000        | R30,000        |              |

| <b>CAPITAL PROJECTS: KPA 6</b>                                 |  |                |                |                |                |                |              |
|--|--|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>                                       | <b>Project Description</b>   | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| Replace old, unserviceable equipment                           | Breathing Apparatus airfilling compressor  | R-             | R-             | R -            | R30,000        | R -            | All Wards    |
| Replace old, unserviceable equipment                           | Breathing Apparatus sets (for all four stations)   | R 400,000      | R 50,000       | R20,000        | R50,000        | R94,000        | All Wards    |
| Erect new Fire services building                               | New building – Porky Town  | R-             | R 400,000      | R-             | R -            | R -            | All Wards    |
| Replace old, unserviceable operational firefighting vehicle(s) | Fire Fighting Vehicle  | R-             | R-             | R 2,000,000    | R2,000,000     | R 2,000,000    | All Wards    |
| Replace old, unserviceable equipment                           | Firefighting equipment (various, for all stations as per needs assessment)                             | R 250,000      | R 50,000       | R50,000        | R50,000        | R -            | All Wards    |
| Replace old, unserviceable equipment                           | Firefighting hoses (different diameters: - for all fire stations)                                      | R 300,000      | R 30,000       | R30,000        | R30,000        | R -            | All Wards    |
| Replace old, unserviceable equipment                           | Foam and foam making equipment etc   | R-             | R 60,000       | R -            | R -            | R -            | All Wards    |
| Replace old, unserviceable equipment                           | Full set of Hydraulic tools fit for purpose, including Spreaders (Jaws of life), rams and cutters etc. | R-             | R 100,000      | R100,000       | R -            | R -            | All Wards    |
| Replace old, unserviceable equipment                           | Hazmat Level A Suits   | R 200,000      | R 40,000       | R40,000        | R70,000        | R70,000        | All Wards    |
| Replace old, unserviceable equipment                           | HAZMAT: Decon Showers  | R 200,000      | R 40,000       | R -            | R -            | R-             | All Wards    |
| Replace old, unserviceable equipment                           | Hazmat: Overdrums (Chemical substance decanting etc)   | R 25,000       | R 5,000        | R -            | R -            | R -            | All Wards    |
| Replace old, unserviceable equipment                           | Hose Vulcaniser x2 (Saron and Mbekweni) - for repairs of fire hoses                                    | R 85,000       | R 34,000       | R34,000        | R -            | R -            | All Wards    |
| Replace old, unserviceable equipment                           | Medical / Rescue Equipment   | R-             | R 18,000       | R16,000        | R16,000        | R14,000        | All Wards    |
| Replace old, unserviceable equipment                           | Medical/ Urban Search & Rescue Equipment   | R-             | R 20,000       | R20,000        | R20,000        | R20,000        | All Wards    |
| Replace Office furniture                                       | Furniture & Office Equipment   | R-             | R 20,000       | R20,000        | R -            | R40,000        | All Wards    |

| CAPITAL PROJECTS: KPA 6  |  |           |           |          |          |         |           |
|--|--|-----------|-----------|----------|----------|---------|-----------|
| Issues/Challenges  | Project Description  | 2025/26   | 2026/27   | 2027/28  | 2028/29  | 2029/30 | Wards     |
| Replace old, unserviceable equipment                           | Portable Pumps x 4 (one per station)   | R 100,000 | R 20,000  | R20,000  | R -      | R -     | All Wards |
| Replace old, unserviceable equipment                           | Positive Pressure Ventilators (PPV)  | R 75,000  | R-        | R10,000  | R13,000  | R16,000 | All Wards |
| Replace old, unserviceable equipment                           | Rescue Tools and Equipment, for all types of rescues, Trench collapse, building collapse MVA's etc)  | R-        | R 80,000  | R -      | R -      | R -     | All Wards |
| Replace old, unserviceable operational firefighting vehicle(s) | Toyota Quantum, 16-seater minibus  | R-        | R 160,000 | R -      | R -      | R -     | All Wards |
| Upgrading of buildings   | Upgrading and relocation of GYM (to the SHED at the Traffic Department   | R 350,000 | R 40,000  | R -      | R -      | R -     | All Wards |
| Upgrading of buildings   | Upgrading of Control Room  | R-        | R 140,000 | R -      | R -      | R -     | All Wards |
| Upgrading of buildings   | Upgrading of Fire Services Building  | R-        | R 100,000 | R100,000 | R90,000  | R90,000 | All Wards |
| PDO 37: BY-LAW ENFORCEMENT AND SECURITY SERVICES               |  |           |           |          |          |         |           |
| BY-LAW ENFORCEMENT AND SECURITY SERVICES                       |  |           |           |          |          |         |           |
| Introduction of smart technology                               | Procurement of body cameras and protective clothing, radios, and weapons   | R220,000  | R213,000  | R270,000 | R216,000 | R76,000 | All Wards |
| Effective 24-hour emergency control and dispatch centre        | Establish required infrastructure for emergency control  | R-        | R-        | R-       | R-       | R-      | All Wards |
| Safeguarding of municipal infrastructure                       | Purchasing of high-tech innovation/security systems and equipment – Fixed wing infrared drone for cable theft and land invasion prevention | R-        | R-        | R-       | R-       | R-      | All Wards |
| Old/broken furniture   | Replacement of furniture, office equipment and air conditioners  | R60,000   | R-        | R-       | R-       | R-      | All Wards |

| <b>CAPITAL PROJECTS: KPA 6</b>                          |   |                |                |                |                |                |              |
|---|---|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>                                | <b>Project Description</b>  | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| Safeguarding against loadshedding                       | Installation of alternative energy/back up power system at Northern Precinct Office | R300,000       | R-             | R-             | R-             | R-             | All Wards    |
| Safeguarding of property                                | Erect Fencing Wellington Office   | R300,000       | R200,000       | R-             | R-             | R-             | Ward 19      |
| Introduction of smart technology                        | Purchasing of Smart radios  | R-             | R30,000        | R50,000        | R30,000        | R30,000        | All Wards    |
| Effective 24-hour emergency control and dispatch centre | Installation of Control room hardware   | R1,500,000     | R-             | R-             | R-             | R-             | All Wards    |
| Safeguarding of municipal infrastructure                | Installation of CCTV Cameras  | R-             | R680,000       | R670,000       | R950,000       | R870,000       | All Wards    |
| Upgrading old equipment                                 | Replace old air conditioners  | R100,000       | R-             | R-             | R-             | R-             | All Wards    |
| Safeguarding of municipal infrastructure                | Installation of alarms and beams  | R-             | R100,000       | R100,000       | R100,000       | R100,000       | All Wards    |
| Equipment on Vehicles                                   | Purchase emergency systems and lights (siren and bluelights)                        | R-             | R36,000        | R36,000        | R36,000        | R40,000        | All Wards    |
| Equipment on Vehicles                                   | Purchase steel canopies for vehicles (lock-up for arrests)                          | R-             | R80,000        | R80,000        | R80,000        | R80,000        | All Wards    |
| Safeguarding of property and buildings                  | Biometric system at building (access control)                                       | R-             | R400,000       | R400,000       | R400,000       | R400,000       | All Wards    |
| Old vehicles  | Replacement of vehicles (Traffic)   | R-             | R-             | R-             | R-             | R-             | All Wards    |
| New vehicles  | Three Quadbikes and two motorcycles for Paarl Mountain monitoring (green rangers)   | R300,000       | R-             | R-             | R-             | R-             |              |
| Old vehicles  | Replacement of vehicles (Law enforcement) Purchasing of double cab bakkies          | R1,000,000     | R2,020,000     | R750,000       | R1,239,000     | R1,200,000     | All Wards    |
| <b>PDO 38: Traffic control and licensing services</b>   |   |                |                |                |                |                |              |
| <b>TRAFFIC CONTROL AND LICENSING SERVICES</b>           |   |                |                |                |                |                |              |
| Upgrade facility  | Airconditioners   | R100,000       | R24,000        | R24,000        | R24,000        | R24,000        | All Wards    |
| Operational equipment                                   | Bulletproof Vests   | R-             | R80,000        | R50,000        | R90,000        | R90,000        | All Wards    |

| <b>CAPITAL PROJECTS: KPA 6</b>          |  |                |                |                |                |                |              |
|---|--|----------------|----------------|----------------|----------------|----------------|--------------|
| <b>Issues/Challenges</b>                | <b>Project Description</b>                 | <b>2025/26</b> | <b>2026/27</b> | <b>2027/28</b> | <b>2028/29</b> | <b>2029/30</b> | <b>Wards</b> |
| Replace furniture & equipment           | Furniture & Office Equipment               | R150,000       | R40,000        | R50,000        | R60,000        | R60,000        | All Wards    |
| Upgrade facility                        | Fencing Daljosaphat Traffic                | R400,000       | R30,000        | R30,000        | R30,000        | R30,000        | All Wards    |
| Upgrade facility                        | Network Points                             | R10,000        | R2,000         | R2,000         | R2,000         | R2,000         | All Wards    |
| Replace vehicles                        | Shift Patrol Vehicles                      | R-             | R500,000       | R240,000       | R280,000       | R800,000       | All Wards    |
| Upgrade facility                        | Traffic Building                           | R200,000       | R-             | R-             | R-             | R-             | All Wards    |
| <b>PDO 39: Libraries</b>                |  |                |                |                |                |                |              |
| <b>LIBRARY AND INFORMATION SERVICES</b> |  |                |                |                |                |                |              |
| Air conditioners                        | New and replacements                       | R150,000       | R30,000        | R-             | R-             | R-             | All Wards    |
| Upgrading of libraries                  | Enhancement and refurbishment of libraries | R5000,000      | R60,000        | R-             | R-             | R-             | All Wards    |

Summary of Planned and Funded Provincial Infrastructure Projects and Programmes in the Municipality for the MTEF period 2024/25 – 2026/27<sup>2</sup>

Table 91: Summary of Provincial Infrastructure Investment Projects in the Drakenstein Municipality

| Sector             | No of Projects | Value of Infrastructure Projects and Programmes (R'00 0) |                                |                    |   |                         | Grand Total    |
|--------------------|----------------|--|--------------------------------|--------------------|---|-------------------------|----------------|
|                    |                | Infrastructure Transfers - Capital                       | New or Replaced Infrastructure | Non-Infrastructure | Rehabilitation, Renovations and Refurbishment | Upgrading and Additions |                |
| CapeNature         | 1              | 0  | 0                              | 0                  | 0   | 1500                    | 1500           |
| Education          | 1              | 0  | 37000                          | 0                  | 0   | 0                       | 37000          |
| Health             | 17             | 0  | 42435                          | 18689              | 978   | 19030                   | 81132          |
| Human Settlements  | 12             | 165111   | 0                              | 0                  | 0   | 0                       | 165111         |
| Transport          | 15             | 0  | 508444                         | 0                  | 982450  | 158666                  | 1649560        |
| <b>Grand Total</b> | <b>46</b>      | <b>165111</b>  | <b>587879</b>                  | <b>18689</b>       | <b>983428</b>                                 | <b>179196</b>           | <b>1934303</b> |

\* Excludes Across District and unfunded Projects and Programmes. See the Excel database for more detail.

List of Funded Provincial Infrastructure Investment Projects and Programmes in the Municipality for the MTEF period 2024/25 – 2026/27

**Table 92: Summary of Provincial Infrastructure Investment Projects in the Drakenstein Municipality**

| Department                         | Sector    | Project no.  | Project / Programme Name            | Source of Funding                  | Nature of investment                          | Delivery mechanism | Total Project Cost | Total Expenditure to date from previous years | MTEF (24/25) | MTEF (25/26) | MTEF (26/27) | Total MTEF  |
|------------------------------------|-----------|--------------|-------------------------------------|------------------------------------|---|--------------------|--------------------|---|--------------|--------------|--------------|-------------|
| Department of Infrastructure (Dol) | Transport | C1102.1      | C1102.1 Dual MR201 N1 to Kliprug Rd | Equitable Share                    | Upgrading and Additions                       | Individual Project | 270 000 000        | 55 866 000                                    | 0            | 2 000 000    | 0            | 2 000 000   |
| Department of Infrastructure (Dol) | Transport | C1102.1 PRMG | C1102.1 DUAL MR201 N1               | Provincial Roads Maintenance Grant | Upgrading and Additions                       | Individual Project | 105 000 000        | 33 194 000                                    | 65 000 000   | 0            | 0            | 65 000 000  |
| Department of Infrastructure (Dol) | Transport | C1105 PRMG   | C1105 Du Toit's kloof Pass          | Provincial Roads Maintenance Grant | Rehabilitation, Renovations and Refurbishment | Individual Project | 115 000 000        | 7 488 000                                     | 90 700 000   | 2 000 000    | 0            | 92 700 000  |
| Department of Infrastructure (Dol) | Transport | C1142        | C1142 Rehab Simondium Reseal        | Equitable Share                    | Rehabilitation, Renovations and Refurbishment | Individual Project | 560 000 000        | 0   | 83 942 000   | 6 000 000    | 0            | 89 942 000  |
| Department of Infrastructure (Dol) | Transport | C1142 PRMG   | C1142 PRMG Rehab Simondium Reseal   | Provincial Roads Maintenance Grant | Rehabilitation, Renovations and Refurbishment | Individual Project | 130 000 000        | 0   | 109 558 000  | 0            | 0            | 109 558 000 |
| Department of Infrastructure (Dol) | Transport | C1145        | C1145 Voor Paardeberg rd            | Equitable Share                    | Rehabilitation, Renovations and Refurbishment | Individual Project | 60 000 000         | 0   | 50 000 000   | 0            | 0            | 50 000 000  |

**DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2026/2027 REVIEW**

| Department                         | Sector    | Project no. | Project / Programme Name      | Source of Funding                  | Nature of investment                          | Delivery mechanism | Total Project Cost | Total Expenditure to date from previous years | MTEF (24/25) | MTEF (25/26) | MTEF (26/27) | Total MTEF  |
|------------------------------------|-----------|-------------|-------------------------------|------------------------------------|---|--------------------|--------------------|---|--------------|--------------|--------------|-------------|
| Department of Infrastructure (Dol) | Transport | C1145 PRMG  | C1145 PRMG Voor Paardeberg rd | Provincial Roads Maintenance Grant | Rehabilitation, Renovations and Refurbishment | Individual Project | 184 000 000        | 3 418 000                                     | 20 000 000   | 1 000 000    | 0            | 21 000 000  |
| Department of Infrastructure (Dol) | Transport | C1155.6     | C1155.6 CAUSEWAY - HERMANUS   | Other                              | Rehabilitation, Renovations and Refurbishment | Individual Project | 4 000 000          | 0   | 1 250 000    | 0            | 0            | 1 250 000   |
| Department of Infrastructure (Dol) | Transport | C1297       | C1297 Gouda - Porterville     | Provincial Roads Maintenance Grant | Rehabilitation, Renovations and Refurbishment | Individual Project | 20 000 000         | 0   | 0            | 0            | 20 000 000   | 20 000 000  |
| Department of Infrastructure (Dol) | Transport | C749.2      | C749.2 PaarlFranschoek        | Equitable Share                    | Rehabilitation, Renovations and Refurbishment | Individual Project | 700 000 000        | 0   | 98 103 750   | 178 701 750  | 67 572 000   | 344 377 500 |
| Department of Infrastructure (Dol) | Transport | C749.2 PRMG | C749.2 PaarlFranschoek        | Provincial Roads Maintenance Grant | Rehabilitation, Renovations and Refurbishment | Individual Project | 500 000 000        | 0   | 51 896 250   | 119 298 250  | 82 428 000   | 253 622 500 |
| Department of Infrastructure (Dol) | Transport | C967        | C967 Malmesbury Bypass        | Equitable Share                    | New or Replaced Infrastructure                | Individual Project | 530 000 000        | 63 319 000                                    | 140 000 000  | 201 300 000  | 2 144 000    | 343 444 000 |
| Department of                      | Transport | C967 PRMG   | C967 MALMESBURY BYPASS        | Provincial Roads Maintenance       | New or Replaced Infrastructure                | Individual Project | 529 046 000        | 58 800 000                                    | 165 000 000  | 0            | 0            | 165 000 000 |

**DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2026/2027 REVIEW**

| Department                                  | Sector    | Project no. | Project / Programme Name   | Source of Funding                    | Nature of investment    | Delivery mechanism | Total Project Cost | Total Expenditure to date from previous years | MTEF (24/25) | MTEF (25/26) | MTEF (26/27) | Total MTEF |
|---|-----------|-------------|--|--------------------------------------|-------------------------|--------------------|--------------------|---|--------------|--------------|--------------|------------|
| Infrastructure (DoI)                        |           |             |  | Grant                                |                         |                    |                    |   |              |              |              |            |
| Department of Infrastructure (DoI)          | Transport | C974.1 AFR  | C974.1 Safety Improvements R44 Phase 1 - Winery I/C                        | Asset Finance Reserve                | Upgrading and Additions | Individual Project | 195 000 000        | 0   | 0            | 0            | 78 666 000   | 78 666 000 |
| Department of Health and Wellness (DoHandW) | Health    | CH810074    | Paarl - Paarl CDC - HT - New   | Health Facility Revitalisation Grant | Non-Infrastructure      | Individual Project | 10 200 000         | 1 298 936                                     | 0            | 4 775 000    | 4 126 000    | 8 901 000  |
| Department of Health and Wellness (DoHandW) | Health    | CH810162    | Paarl - Windmeul Clinic - HT - Upgrade and Additions (Alpha)               | Health Facility Revitalisation Grant | Non-Infrastructure      | Individual Project | 1 321 000          | 0   | 321 000      | 1 000 000    | 0            | 1 321 000  |
| Department of Health and Wellness (DoHandW) | Health    | CH810218    | Paarl - Dalvale Clinic - HT - General maintenance (Alpha)                  | Health Facility Revitalisation Grant | Non-Infrastructure      | Individual Project | 2 353 000          | 1 416 821                                     | 936 000      | 1 000        | 0            | 937 000    |
| Department of Health and Wellness (DoHandW) | Health    | CH820050    | Paarl - Paarl Ambulance Station - HT - Upgrade and additions incl wash bay | Health Facility Revitalisation Grant | Non-Infrastructure      | Individual Project | 1 500 000          | 0   | 0            | 0            | 700 000      | 700 000    |

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| Department                                  | Sector | Project no.   | Project / Programme Name  | Source of Funding                    | Nature of investment           | Delivery mechanism | Total Project Cost | Total Expenditure to date from previous years | MTEF (24/25) | MTEF (25/26) | MTEF (26/27) | Total MTEF |
|---|--------|---------------|---|--------------------------------------|--------------------------------|--------------------|--------------------|---|--------------|--------------|--------------|------------|
| Department of Health and Wellness (DoHandW) | Health | CI810032      | Gouda - Gouda Clinic - Replacement                                    | Health Facility Revitalisation Grant | New or Replaced Infrastructure | Individual Project | 23 713 000         | 25 638 678                                    | 85 000       | 0            | 0            | 85 000     |
| Department of Health and Wellness (DoHandW) | Health | CI810074      | Paarl - Paarl CDC - New   | Health Facility Revitalisation Grant | New or Replaced Infrastructure | Individual Project | 85 588 750         | 7 262 167                                     | 1 298 000    | 16 474 000   | 24 578 000   | 42 350 000 |
| Department of Health and Wellness (DoHandW) | Health | CI810074-0001 | Paarl - Paarl CDC - Enabling work incl fencing to secure new site     | Health Facility Revitalisation Grant | Upgrading and Additions        | Individual Project | 11 113 000         | 10 968 400                                    | 259 000      | 0            | 0            | 259 000    |
| Department of Health and Wellness (DoHandW) | Health | CI810162      | Paarl - Windmeul Clinic - Upgrade and Additions (Alpha)               | Health Facility Revitalisation Grant | Upgrading and Additions        | Individual Project | 7 940 000          | 492 614                                       | 1 148 000    | 2 113 000    | 176 000      | 3 437 000  |
| Department of Health and Wellness (DoHandW) | Health | CI820050      | Paarl - Paarl Ambulance Station - Upgrade and additions incl wash bay | Health Facility Revitalisation Grant | Upgrading and Additions        | Individual Project | 5 000 000          | 0   | 168 000      | 132 000      | 130 000      | 430 000    |

**DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2026/2027 REVIEW**

| Department                                  | Sector    | Project no.  | Project / Programme Name   | Source of Funding                    | Nature of investment                          | Delivery mechanism | Total Project Cost | Total Expenditure to date from previous years | MTEF (24/25) | MTEF (25/26) | MTEF (26/27) | Total MTEF |
|---|-----------|--------------|--|--------------------------------------|---|--------------------|--------------------|---|--------------|--------------|--------------|------------|
| Department of Health and Wellness (DoHandW) | Health    | CI840089     | Paarl - Paarl Hospital - New Obstetric Theatre in Maternity Unit | Health Facility Revitalisation Grant | Upgrading and Additions                       | Individual Project | 10 429 000         | 1 750 931                                     | 4 254 000    | 220 000      | 0            | 4 474 000  |
| Department of Health and Wellness (DoHandW) | Health    | CI840119     | Paarl - Paarl Hospital - Fire compliance (Alpha)                 | Health Facility Revitalisation Grant | Rehabilitation, Renovations and Refurbishment | Individual Project | 30 000 000         | 0   | 367 000      | 471 000      | 98 000       | 936 000    |
| Department of Health and Wellness (DoHandW) | Health    | CO810074     | Paarl - Paarl CDC - OD QA - New                                  | Health Facility Revitalisation Grant | Non-Infrastructure                            | Individual Project | 267 000            | 166 337                                       | 0            | 0            | 130 000      | 130 000    |
| Department of Infrastructure (DoI)          | Transport | DR1385 DM    | DR1385 Keerweder DM Drakenstein Surface                          | Equitable Share                      | Upgrading and Additions                       | Individual Project | 22 000 000         | 0   | 0            | 13 000 000   | 0            | 13 000 000 |
| Education (WCED)                            | Education | DTPW073/2014 | Dal Josaphat PS  | Education Infrastructure Grant       | New or Replaced Infrastructure                | Individual Project | 86 550 000         | 36 243 000                                    | 12 000 000   | 25 000 000   | 0            | 37 000 000 |
| Department of Health and Wellness (DoHandW) | Health    | HCH840017    | Paarl - Sonstraal Hospital - HT - Upgrade and Additions (Alpha)  | Health Facility Revitalisation Grant | Non-Infrastructure                            | Individual Project | 8 000 000          | 0   | 0            | 0            | 4 000 000    | 4 000 000  |

**DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2026/2027 REVIEW**

| Department                                  | Sector            | Project no.                                       | Project / Programme Name                                   | Source of Funding                    | Nature of investment                          | Delivery mechanism | Total Project Cost | Total Expenditure to date from previous years | MTEF (24/25) | MTEF (25/26) | MTEF (26/27) | Total MTEF |
|---|-------------------|---|--|--------------------------------------|---|--------------------|--------------------|---|--------------|--------------|--------------|------------|
| Department of Health and Wellness (DoHandW) | Health            | HCH840045   | Paarl - Paarl Hospital - HT - Refurbishment 2026-27        | Health Facility Revitalisation Grant | Non-Infrastructure                            | Individual Project | 10 000 000         | 0   | 0            | 0            | 1 300 000    | 1 300 000  |
| Department of Health and Wellness (DoHandW) | Health            | HCH840053   | Paarl - Paarl Hospital - HT - Refurbishment 2024-25        | Health Facility Revitalisation Grant | Non-Infrastructure                            | Individual Project | 0                  | 0   | 1 400 000    | 0            | 0            | 1 400 000  |
| Department of Health and Wellness (DoHandW) | Health            | HCI840006   | Paarl - Paarl Hospital - Rooftop chiller replacement       | Health Facility Revitalisation Grant | Rehabilitation, Renovations and Refurbishment | Individual Project | 2 500 000          | 5 581 756                                     | 42 000       | 0            | 0            | 42 000     |
| Department of Health and Wellness (DoHandW) | Health            | HCI840017   | Paarl - Sonstraal Hospital - Upgrade and Additions (Alpha) | Health Facility Revitalisation Grant | Upgrading and Additions                       | Individual Project | 30 000 000         | 0   | 350 000      | 480 000      | 9 600 000    | 10 430 000 |
| Department of Infrastructure (DoI)          | Human Settlements | HSDG Paarl Vlakkeland (Ph1) transfers             | Paarl Vlakkeland (Ph1) transfers                           | Human Settlements Development Grant  | Infrastructure Transfers - Capital            | Individual Project | 0                  | 0   | 3 253 000    | 0            | 0            | 3 253 000  |
| Department of Infrastructure (DoI)          | Human Settlements | HSDG Paarl Vlakkeland (Ph1.1 218 sites/217 units) | Paarl Vlakkeland (Ph1.1 218 sites/217 units)               | Human Settlements Development Grant  | Infrastructure Transfers - Capital            | Individual Project | 200 000            | 0   | 200 000      | 0            | 0            | 200 000    |

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| Department                         | Sector            | Project no.   | Project / Programme Name                            | Source of Funding                                | Nature of investment               | Delivery mechanism | Total Project Cost | Total Expenditure to date from previous years | MTEF (24/25) | MTEF (25/26) | MTEF (26/27) | Total MTEF |
|------------------------------------|-------------------|---|---|--|------------------------------------|--------------------|--------------------|---|--------------|--------------|--------------|------------|
| Department of Infrastructure (Dol) | Human Settlements | HSDG Paarl Vlakkeland (Ph1.3 236 sites/228 units)   | Paarl Vlakkeland (Ph1.3 236 sites/228 units)        | Human Settlements Development Grant              | Infrastructure Transfers - Capital | Individual Project | 1 000 000          | 0   | 1 000 000    | 0            | 0            | 1 000 000  |
| Department of Infrastructure (Dol) | Human Settlements | HSDG Paarl Vlakkeland (Ph1.4 188/187)MV             | Paarl Vlakkeland (Ph1.4 188/187)MV                  | Human Settlements Development Grant              | Infrastructure Transfers - Capital | Individual Project | 1 500 000          | 0   | 1 500 000    | 0            | 0            | 1 500 000  |
| Department of Infrastructure (Dol) | Human Settlements | HSDG Paarl Vlakkeland Professional Fees             | Paarl Vlakkeland Professional Fees                  | Human Settlements Development Grant              | Infrastructure Transfers - Capital | Individual Project | 6 000 000          | 0   | 6 000 000    | 0            | 0            | 6 000 000  |
| Department of Infrastructure (Dol) | Human Settlements | ISSP Chester Williams (139 sites) UISP              | ISSP Chester Williams (139 sites) UISP              | Informal Settlements Upgrading Partnership Grant | Infrastructure Transfers - Capital | Individual Project | 37 389 054         | 0   | 1 000 000    | 5 060 000    | 5 060 000    | 11 120 000 |
| Department of Infrastructure (Dol) | Human Settlements | ISSP Lover`s Lane (168 sites) UISP                  | ISSP Lover`s Lane (168 sites) UISP                  | Informal Settlements Upgrading Partnership Grant | Infrastructure Transfers - Capital | Individual Project | 47 406 506         | 2 615 231                                     | 1 000 000    | 5 600 000    | 5 600 000    | 12 200 000 |
| Department of Infrastructure (Dol) | Human Settlements | ISSP Paarl Dignified Informal Settlements 9 x Areas | ISSP Paarl Dignified Informal Settlements 9 x Areas | Informal Settlements Upgrading Partnership Grant | Infrastructure Transfers - Capital | Individual Project | 9 000 000          | 0   | 500 000      | 3 725 000    | 3 725 000    | 7 950 000  |


**DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2026/2027 REVIEW**

| Department  | Sector            | Project no.             | Project / Programme Name     | Source of Funding                   | Nature of investment               | Delivery mechanism | Total Project Cost   | Total Expenditure to date from previous years | MTEF (24/25)       | MTEF (25/26)       | MTEF (26/27)       | Total MTEF           |
|---|-------------------|-------------------------|------------------------------|-------------------------------------|------------------------------------|--------------------|----------------------|---|--------------------|--------------------|--------------------|----------------------|
| Department of Infrastructure (DoI)                                      | Human Settlements | Mbekweni                | Mbekweni                     | Human Settlements Development Grant | Infrastructure Transfers - Capital | Individual Project | 7 400 000            | 689 646                                       | 1 780 000          | 0                  | 0                  | 1 780 000            |
| Department of Infrastructure (DoI)                                      | Human Settlements | Paarl East              | Paarl East                   | Human Settlements Development Grant | Infrastructure Transfers - Capital | Individual Project | 90 000 000           | 0   | 0                  | 15 000 000         | 29 000 000         | 44 000 000           |
| Department of Infrastructure (DoI)                                      | Human Settlements | Simondium               | Simondium                    | Human Settlements Development Grant | Infrastructure Transfers - Capital | Individual Project | 80 000 000           | 3 000 000                                     | 43 000 000         | 22 500 000         | 10 500 000         | 76 000 000           |
| Department of Infrastructure (DoI)                                      | Human Settlements | Siyahlala (20) Transfer | Siyahlala (20) Transfer      | Human Settlements Development Grant | Infrastructure Transfers - Capital | Individual Project | 200 000              | 0   | 108 000            | 0                  | 0                  | 108 000              |
| Department of Environmental Affairs and development Planning (DEAandDP) | CapeNature        | TT 24-25                | Tweede Tol Employees Housing | Equitable Share                     | Upgrading and Additions            | Individual Project | 1 500 000            | 0   | 1 500 000          | 0                  | 0                  | 1 500 000            |
| <b>GRAND TOTAL</b>  |                   |                         |                              |                                     |                                    |                    | <b>4 532 116 310</b> | <b>319 209 517</b>                            | <b>958 919 000</b> | <b>625 851 000</b> | <b>349 533 000</b> | <b>1 934 303 000</b> |

*\*Excludes Across District and unfunded Projects and Programmes. See the Excel database for more detail.*

Table 93: 2025/26 MTEF Municipal Conditional Grant Allocations

| <b>2025/26 MTEF MUNICIPAL CONDITIONAL GRANT ALLOCATIONS:</b>  |   |   |   |
|---|---|---|---|
| <b>Drakenstein Municipality</b>   | <b>2025/26<br/>Allocation<br/>(R'000)</b> | <b>2026/27<br/>Allocation<br/>(R'000)</b> | <b>2027/28<br/>Allocation<br/>(R'000)</b> |
| <b>Vote 10 - Transport and Public Works</b>   | <b>47 375</b>                             | <b>72 770</b>                             | <b>91 453</b>                             |
| Financial Assistance to Municipalities for Maintenance and Construction of Transport Infrastructure | 2 040                                     | 7 870                                     | 19 453                                    |
| Human Settlements Development Grant (Beneficiaries)   | 30 720                                    | 55 700                                    | 71 000                                    |
| Title Deeds Restoration Grant   | 1 955                                     | -   | -   |
| Informal Settlements Upgrading Partnership Grant  | 12 660                                    | 9 200                                     | 1 000                                     |
| <b>Vote 13 - Cultural Affairs and Sport</b>   | <b>21 138</b>                             | <b>-</b>                                  | <b>-</b>                                  |
| Community library services grant  | 21 138                                    | -   | -   |
| <b>Vote 14 - Local Government</b>   | <b>113</b>                                | <b>113</b>                                | <b>113</b>                                |
| Community Development Workers (CDW) Operational Support Grant                                       | 113                                       | 113                                       | 113                                       |
| <b>Total Transfers from Provincial Departments</b>  | <b>68 626</b>                             | <b>72 883</b>                             | <b>91 566</b>                             |

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- CHAPTER 1: Introduction and Background** (pages 13 - 40)
  - CHAPTER 2: Situational Analysis** (pages 41 - 112)
  - CHAPTER 3: Development Plan** (pages 113 - 173)
  - CHAPTER 4: Long-term Financial Plan** (pages 174 - 223)
  - CHAPTER 5: Implementation Plan** (pages 225 - 264)
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## **4. CHAPTER 4: LONG-TERM FINANCIAL PLAN**

### **4.1 INTRODUCTION**

This chapter outlines a comprehensive multi-year financial plan that will ensure long-term financial sustainability for Drakenstein Municipality. The Financial Plan is essential to ensuring that the Municipality continues to implement its mandate effectively without eroding its capital base and moves towards self-sufficiency in meeting the growing demands of service delivery.

This plan will also focus on expanding Drakenstein's revenue sources in relation to its costs to ensure that the Municipality stays a financially viable and sustainable going concern. Drakenstein must utilise available financial resources effectively, efficiently, and economically to ensure that outputs have the desired outcomes as set out in Chapter 5 of the IDP. The financial strategies detailed in this plan must contribute to the achievement of these objectives.

Budgets in terms of National Treasury's Municipal Budget and Reporting Regulations (MTREF) only need to cover a planning period of the next financial year and the two outer financial years thereafter. However, the MTREF and the multi-year sustainable financial plan will cover key budget focus areas over the next five years and the Long-term revenue and expenditure framework (LTREF) even longer. It will also cover the current financial year's information as well as the previous three financial years' audited information.

A discussion will now follow on Pre-Determined Objectives (PDOs) which consist of a financial framework, financial strategies, financial policies, budget assumptions, operating revenue, operating expenditure, capital expenditure, capital expenditure funding, the Prioritisation Model for Capital Asset Investment, long-term financial sustainability ratios, and a concluding statement.

### **4.2 KEY INFLUENCES AND RISKS**

This Long-Term Financial Plan (LTFP) generates information that is used to guide decisions about Council operations into the future. However, as with any long-term plan, the accuracy of this LTFP is subject to many inherent influences. These variables and risks can be divided into two main categories:

#### **4.2.1 External Influences – items outside of the Municipality's control**

Unforeseen political and economic changes or circumstances such as:

- Interest rates fluctuations;
- Localised economic growth through residential development and new business;
- Consumer Price Index;
- Changes in levels of grant funding;
- Changes to tariffs and levies and their conditions (e.g. Eskom bulk tariff increases);
- Availability of essential resources such as fuel, electricity and water;
- Community needs and expectations;
- A change in the level of legislative compliance; and
- Economic changes due to health disasters.

- International instability, eg. Wars.
- Geopolitical tensions; and
- Trade wars

Variable climatic conditions such as:

- Flooding;
- Fires; and
- Drought.

#### **4.2.2 Internal Influences – items that the Municipality can control:**

- Agreed service level review outcomes;
- Infrastructure asset management;
- Rates and other tariff increases;
- Performance management;
- Efficiencies in service delivery and administrative support; and
- Salaries and wages (vacancy rate).

### **4.3 MACRO ECONOMIC SITUATIONAL ANALYSIS**

#### **4.3.1 Global Outlook**

The International Monetary Fund projects that global growth will stabilise at 3.3 per cent in 2025 and 2026. In the short term, growth in the United States will benefit from robust consumption and investment, while China's expansion will be supported by fiscal measures to counter investment weakness. Growth in Sub-Saharan Africa, the Middle East and Central Asia is expected to increase in 2025 despite the drag from commodity production cuts. However, geopolitical tensions – including the threat of sharpening trade disputes – alongside slow productivity gains and trade and supply chain adjustments could limit growth across regions.

Global headline inflation is projected to ease from 5.7 percent in 2024 to 4.2 percent in 2025 and 3.5 percent in 2026, driven by declining energy prices and cooling labour markets. Advanced economies are expected to return to their inflation targets faster than emerging economies, supported by moderating energy costs and improved labour supply. Inflation trends vary in emerging economies, with food inflation persisting in Sub-Saharan Africa, while China is experiencing subdued inflation given weak domestic demand.

Table 94: Economic growth in selected countries

| Region/Country                           | 2023              | 2024                | 2025                  | 2026       |
|--|-------------------|---------------------|-----------------------|------------|
|  | Actual Percentage | Estimate Percentage | Forecasted Percentage |            |
| <b>World</b>                             | <b>3.3</b>        | <b>3.2</b>          | <b>3.3</b>            | <b>3.3</b> |
| <b>Advanced economies</b>                | <b>1.7</b>        | <b>1.7</b>          | <b>1.9</b>            | <b>1.8</b> |
| United States                            | 2.9               | 2.8                 | 2.7                   | 2.1        |
| Euro area                                | 0.4               | 0.8                 | 1                     | 1.4        |
| United Kingdom                           | 0.3               | 0.9                 | 1.6                   | 1.5        |
| Japan                                    | 1.5               | -0.2                | 1.1                   | 0.8        |
| <b>Emerging and developing countries</b> | <b>4.4</b>        | <b>4.2</b>          | <b>4.2</b>            | <b>4.3</b> |
| Brazil                                   | 3.2               | 3.7                 | 2.2                   | 2.2        |
| Russia                                   | 3.6               | 3.8                 | 1.4                   | 1.2        |
| India                                    | 8.2               | 6.5                 | 6.5                   | 6.5        |
| China                                    | 5.2               | 4.8                 | 4.6                   | 4.5        |
| <b>Sub-Saharan Africa</b>                | <b>3.6</b>        | <b>3.8</b>          | <b>4.2</b>            | <b>4.2</b> |
| Nigeria                                  | 2.9               | 3.1                 | 3.2                   | 3          |
| South Africa <sup>1</sup>                | 0.7               | 0.8                 | 1.9                   | 1.7        |
| <b>World trade volumes</b>               | <b>0.7</b>        | <b>3.4</b>          | <b>3.2</b>            | <b>3.3</b> |

1. National Treasury forecast

Source: IMF World Economic Outlook, January 2025

### 4.3.2 Domestic Outlook

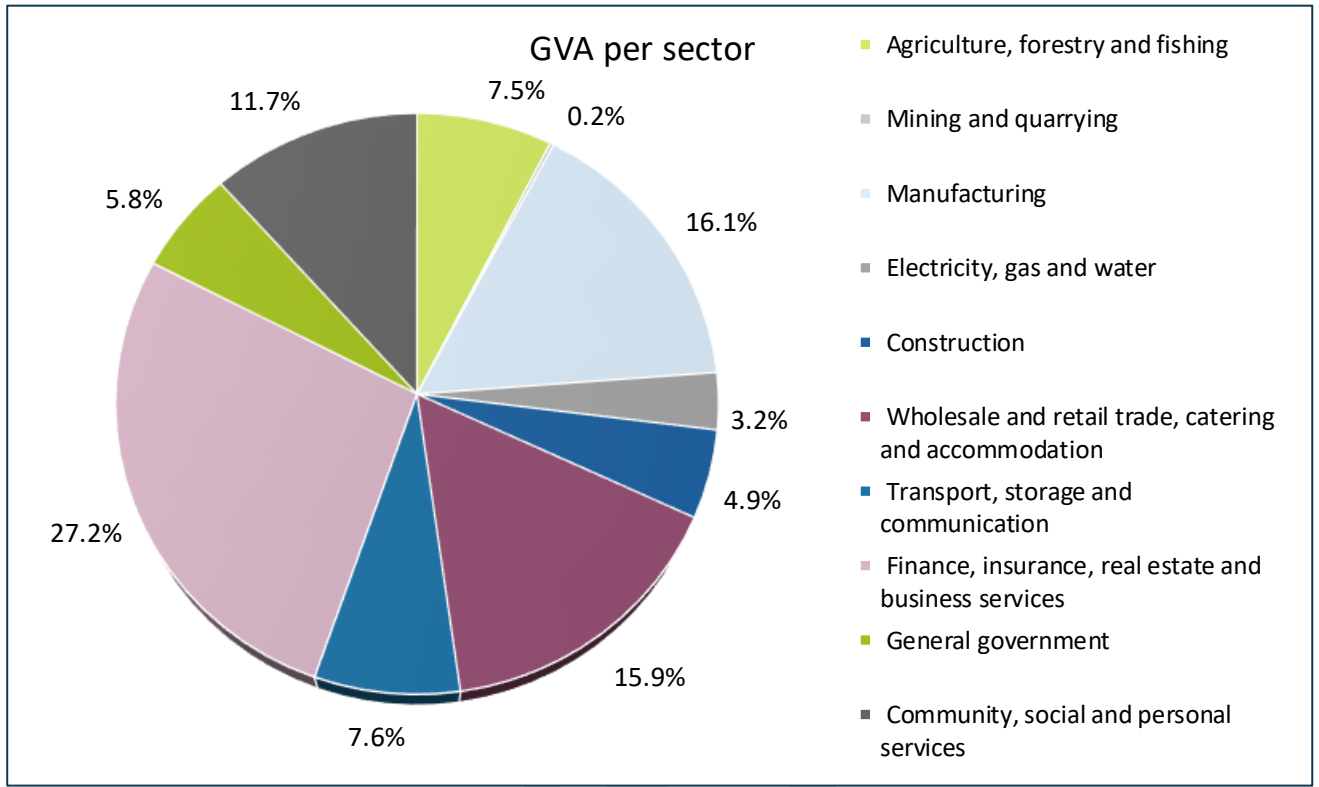
The National Treasury projects real GDP growth of 1.9 per cent in 2025, from a downwardly revised estimate of 0.8 per cent growth in 2024. The downward adjustment is due to a third-quarter GDP contraction driven by weak activity reported for agriculture and transport. Fourth-quarter growth figures show an improvement, reflecting higher consumer spending in response to easing inflation and the onset of the two-pot retirement reform.

GDP growth is expected to average 1.8 per cent from 2025 to 2027. Medium-term growth will be underpinned by household consumption on the back of rising purchasing power, moderate employment recovery and wealth gains. Continued investments in renewable energy and easing structural constraints are expected to support higher investment. Key factors for achieving faster economic growth and creating much-needed jobs include greater collaboration with the private sector in energy and transport, rapid implementation of structural reforms, easing of regulatory constraints and increased infrastructure investment.

### 4.3.3 Economy

The Drakenstein’s Gross Value Add (GVA) came to R33.7 billion in 2024 (output at basic prices). The Tress Index of 45.4 indicates a well-diversified economy that is driven by four sectors, namely - Finance (27.2%); Agriculture (7.5%); Manufacturing (16.1%); and Trade (15.9%). Together, these four sectors contribute approximately 66.7% to economic output.

**Graph 2: Economic Sectors (Output Contribution By Industry)**

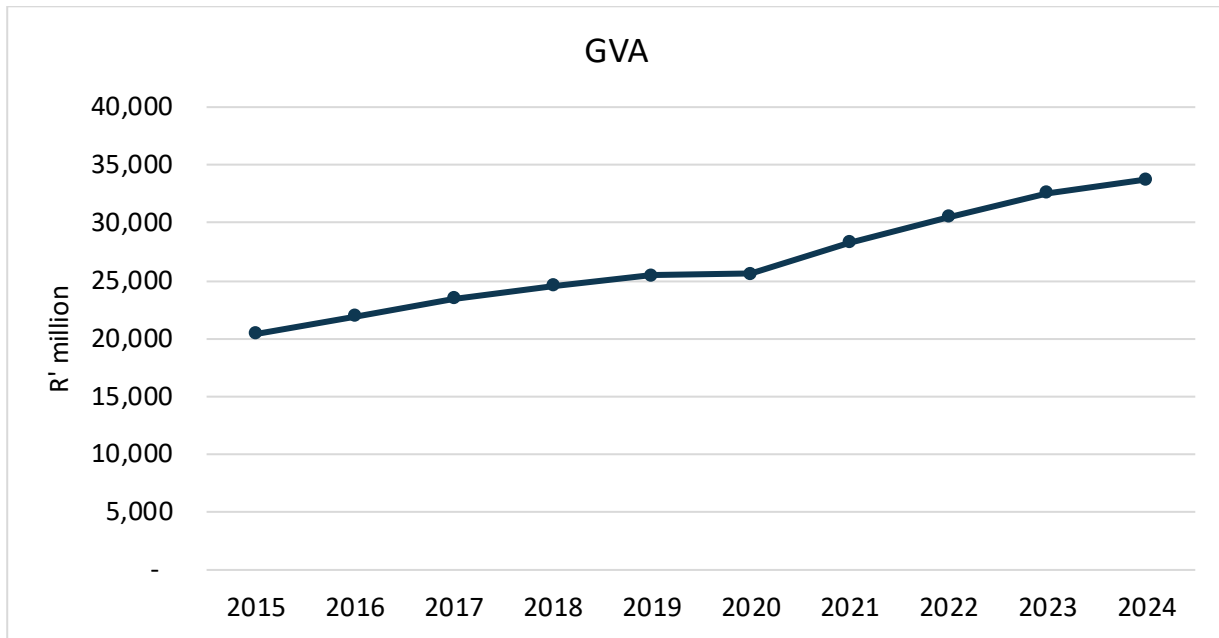


Over the last 10 years, proportional growth was experienced by mainly the Finance, construction and community sectors and proportional reduction in the Manufacturing Sector. The shrinking economy along with a population growth of 0.9% p.a. (2022 census), resulted in a reduction of GVA per capita. This will have a negative impact on average household income and increase the pressure of households to settle their municipal bill (household ability to pay risk).

**Table 95: Proportional Contribution of Economic Sectors**

| Industry           | 2015  | 2024  |
|--------------------|-------|-------|
| Agriculture        | 4.0%  | 7.5%  |
| Mining             | 0.1%  | 0.2%  |
| Manufacturing      | 11.2% | 16.1% |
| Electricity        | 1.2%  | 3.2%  |
| Construction       | 4.3%  | 4.9%  |
| Trade              | 8.9%  | 15.9% |
| Transport          | 5.2%  | 7.6%  |
| Finance            | 14.7% | 27.2% |
| General government | 3.6%  | 5.8%  |
| Community          | 7.2%  | 11.7% |

**Graph 3: Drakenstein GVA**



With reference to the above graph, it is evident that Drakenstein experienced higher levels of economic growth in the past, which enabled the municipality to extract higher municipal revenue per capita from its customers.

#### 4.4 FINANCIAL POLICIES

The Municipality has to develop financial policies that support the above. Drakenstein’s financial policies shall also address the following fiscal goals:

- To keep the Municipality in a fiscally sound position in both the long- and short-term;
- To maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations;
- To apply credit control policies which maximise collection while providing relief to the indigent;
- To implement credit control policies that recognise the basic policy of customer care and convenience;
- To operate utilities in a responsive and fiscally sound manner;
- To maintain and protect existing infrastructure and capital assets;
- To provide a framework for the prudent use of debt financing; and
- To direct the Municipality’s financial resources toward meeting the Municipality’s Integrated Development Plan (IDP) goals.

**The following is a list of all Budget-Related Policies:**

- Budget and Management Oversight Policy;
- Virement Policy;
- Asset Management Policies;
- Developer Contribution Policy;
- Tariff Policy;

- Property Rates Policy;
- Credit Control and Debt Collection Policy;
- Indigent Support Policy Writing-off of Irrecoverable Debt Policy;
- Supply Chain Management Policy;
- Assets Transfer Policy;
- Cash Management and Investment Policy;
- Borrowing Policy;
- Asset Management Policy (AMP);
- Financial Asset Management Policy (FAMP);
- Long-term Financial Sustainability Policy;
- Cost Containment Policy; and
- Accounting Policy.

#### **4.5 BUDGET ASSUMPTIONS**

Drakenstein Municipality has prepared its financial plans and forecast on the basis of sound historical income and expenditure trends, and based on the latest forecasts and knowledge to date. Future years' forecasts are neither a worst-case scenario nor overly optimistic, and as such, there is little value in artificially revising these estimates to create a significant negative or positive variance that is not anticipated, as this could simply be misleading to the reader of this LTFFP.

In the following table (2025/2035 LTREF Key Budget Projection), the LTREF budget projection issues are depicted with the current financial year's actual percentage increases and the assumed increases for the next ten financial years.

**Table 96: 2024/2034 LTREF Key Budget Assumptions**

| <b>2025/2035 LTREF KEY BUDGET ASSUMPTIONS</b> |  |           |           |           |           |           |           |           |           |           |           |           |           |
|---|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| SERIAL NUMBER                                 | DESCRIPTION                                  | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | 2030/2031 | 2031/2032 | 2032/2033 | 2033/2034 | 2034/2035 |
| COLUMN REFERENCE                              | A  | B         | C         | D         | E         | F         | G         | H         | I         | J         | K         | L         | M         |
| 1   | <b>GROWTH PARAMETERS</b>                     |           |           |           |           |           |           |           |           |           |           |           |           |
| 2   | Growth (GDP)                                 | 0.80%     | 1.60%     | 1.80%     | 1.80%     | 1.80%     | 1.80%     | 1.80%     | 1.80%     | 1.80%     | 1.80%     | 1.80%     | 1.80%     |
| 3   | Headline inflation rates                     | 5.90%     | 4.60%     | 4.40%     | 4.50%     | 2.50%     | 2.50%     | 2.50%     | 5.30%     | 5.30%     | 5.30%     | 5.30%     | 5.30%     |
| 4   | <b>TARIFF INCREASES</b>                      |           |           |           |           |           |           |           |           |           |           |           |           |
| 5   | Property rates                               | 3.90%     | 4.90%     | -22.50%   | 4.60%     | 4.60%     | 4.60%     | 4.60%     | 6.00%     | 6.00%     | 6.00%     | 6.00%     | 6.00%     |
| 6   | Refuse removal services                      | 6.90%     | 6.70%     | 5.90%     | 4.50%     | 4.50%     | 4.50%     | 4.50%     | 5.30%     | 5.30%     | 5.30%     | 5.30%     | 5.30%     |
| 7   | Sanitation services                          | 6.50%     | 6.70%     | 5.90%     | 4.50%     | 4.50%     | 4.50%     | 4.50%     | 5.30%     | 5.30%     | 5.30%     | 5.30%     | 5.30%     |
| 8   | Water services                               | 6.50%     | 6.70%     | 5.90%     | 7.90%     | 7.90%     | 7.90%     | 7.90%     | 5.30%     | 5.30%     | 5.30%     | 5.30%     | 5.30%     |
| 9   | Electricity consumers                        | 15.10%    | 8.56%     | 10.32%    | 7.93%     | 8.08%     | 8.08%     | 8.08%     | 5.30%     | 5.30%     | 5.30%     | 5.30%     | 5.30%     |
| 10  | <b>EMPLOYEE RELATED COSTS</b>                |           |           |           |           |           |           |           |           |           |           |           |           |
| 11  | Wage bill cost-of-living increases           | 5.40%     | 6.00%     | 5.01%     | 5.25%     | 4.00%     | 4.00%     | 4.00%     | 4.80%     | 4.80%     | 4.80%     | 4.80%     | 4.80%     |
| 12  | Estimated notch increase                     | 2.40%     | 2.40%     | 2.40%     | 2.40%     | 2.40%     | 2.40%     | 2.40%     | 2.40%     | 2.40%     | 2.40%     | 2.40%     | 2.40%     |
| 13  | <b>BULK PURCHASES</b>                        |           |           |           |           |           |           |           |           |           |           |           |           |
| 14  | Bulk Purchases - Electricity                 | 18.49%    | 12.70%    | 11.32%    | 5.36%     | 6.19%     | 6.19%     | 6.19%     | 5.30%     | 5.30%     | 5.30%     | 5.30%     | 5.30%     |
| 15  | Bulk Purchases - Water                       | 11.20%    | 4.40%     | 20.60%    | 23.00%    | 23.00%    | 23.00%    | 23.00%    | 5.30%     | 5.30%     | 5.30%     | 5.30%     | 5.30%     |
| 16  | <b>GRANTS: NATIONAL DEPARTMENTS</b>          |           |           |           |           |           |           |           |           |           |           |           |           |
| 17  | Equitable share (R'000)                      | 215,718   | 231,574   | 248,963   | 264,400   | 276,357   | 276,357   | 276,357   | 276,357   | 276,357   | 276,357   | 276,357   | 276,357   |
| 18  | Other National grants (R'000)                | 388,674   | 473,317   | 612,426   | 287,467   | 78,855    | 78,855    | 78,855    | 42,799    | 56,842    | 71,503    | 86,809    | 102,788   |
| 19  | <b>GRANTS: PROVINCIAL DEPARTMENTS</b>        |           |           |           |           |           |           |           |           |           |           |           |           |
| 20  | Provincial grants (R'000)                    | 82,615    | 48,522    | 68,626    | 94,232    | 113,876   | 113,876   | 113,876   | 67,500    | 71,250    | 71,250    | 73,500    | 73,500    |
| 21  | <b>GRANTS: DISTRICT MUNICIPALITY</b>         |           |           |           |           |           |           |           |           |           |           |           |           |
| 22  | Cape Winelands District Municipality (R'000) | 600       | 897       | 575       | -         | -         | -         | -         | -         | -         | -         | -         | -         |
| 23  | <b>GEARING</b>                               |           |           |           |           |           |           |           |           |           |           |           |           |
| 24  | Gearing ratio (NT Formula)                   | 46.9%     | 39.8%     | 34.1%     | 32.5%     | 30.5%     | 25.5%     | 21.0%     | 22.9%     | 24.5%     | 26.7%     | 28.4%     | 29.5%     |

#### 4.6 SITUATIONAL ANALYSIS: FINANCIAL HEALTH OVERVIEW

The organisation's liquidity levels have improved since 2021/22, in spite of a temporary decrease in 2019/20 due to the effects of the COVID-19 lockdown.

The municipality's revenue base continues to grow compared with previous years. The municipality is still confident that the growth in medium—to high-income developments will increase, albeit much slower than expected, due to the economic impact of the lockdown in 2019/20.

#### 4.7 OPERATING REVENUE

In order to serve the community and to render the services needed, revenue generation is fundamental for financial sustainability. The reality is that we are faced with developmental backlogs and poverty challenging our revenue generation capacity. The needs (being capital or operational of nature) always exceed the available financial resources. This becomes more obvious when compiling the annual budget and marrying it with the community's needs as recorded in the IDP. This is a worldwide problem and therefore available financial resources should be utilised where it delivers the biggest impact on outputs and outcomes that will improve the quality of life of our local communities.

Operating revenue will now be discussed and analysed.

##### 4.7.1 Operating revenue by source

In the table below the **operating revenue per revenue source** is indicated as follows:

- The last three audited financial years (green colour);
- The current financial year (yellow colour);
- The 2025/26 financial year (pink colour);
- The last four outgoing financial years of the MTREF (no colour) (2026/27 to 2029/30); and
- The last five outgoing years of the LTREF (blue colour) (2030/31 to 2034/35).

##### 4.7.2 Analysis Of Projected Operating Revenue

The table below shows that the anticipated operating revenue for 2025/26 is estimated at R4.288 billion or R165.8 million (9.2%) more than the 2024/25 approved adjustments budget revenue of R3.909 billion.

The graph below depicts that Drakenstein's main operating revenue source is service charges (electricity, water, refuse removal, and sanitation charges) of R2.501 billion, which represents 58.5% of operating revenue for the 2025/26 financial year. This source of revenue is projecting revenue of R3.265 billion by year five and R4.262 billion by year ten. Trading services produces the much-needed profits to subsidise Safety and Community Services that cannot fully be funded through property rates.

Electricity revenue is the bulk of this revenue representing 42.6% or R1.824 billion of operating revenue. Electricity tariffs over the MTREF period increase at a slower rate than the bulk purchases from Eskom increase.

The Municipality must be weary as this revenue source is under threat, due to the ongoing problem of load shedding, resulting in no usage when load shedding occurs and the movement of consumers to alternative off-grid energy sources - such as photovoltaic systems (solar panels) - as to secure their own supply of electricity. Although the prevalence of loadshedding has decreased in the recent months, the threat of loadshedding still exists. To counter the revenue loss associated with consumers moving off-grid, the Municipality has already in prior years introduced a lower reselling rate for generated excess electricity back to the Municipality. The co-generated units will be credited against the units consumed, but not against the basic charges. Furthermore, the total co-generated units will expire on 30 June each year.

Water represents 6.9% or R295.9 million of operating revenue followed by refuse removal revenue (4.6%) and sanitation revenue (4.3%).

Capital government grants of R571.2 million are the second highest operating revenue source and represents 13.4 % of operating revenue.

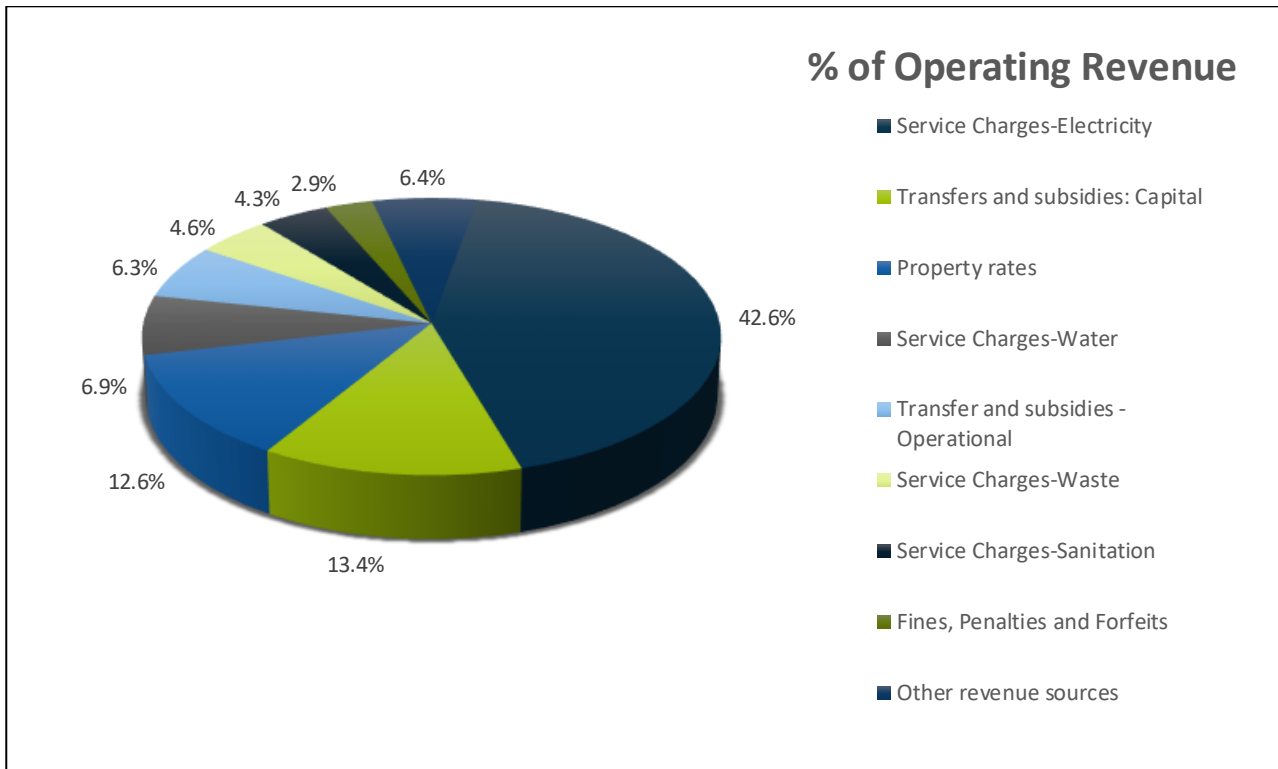
The third highest operating revenue source is property rates with an amount of R538.4 million that represents 12.6% of operating revenue. But if the net surplus per source is considered, then property rates is the highest contributor. This revenue source increases to R641.5 million by year five and R879.2 million by year ten.

Following water service charges, operating government grants of R269.1 million are the fifth highest operating revenue source and represents 6.3% of operating revenue. The bulk of this grant is the Municipality's equitable share from the national fiscus and for the building of houses for the poorest of the poor. The housing grant will fluctuate from year to year depending on the housing programme funds made available through the National and Provincial Housing Programme.

**Table 97: Operating Revenue per Category**

| <b>2025/2035 LONG TERM OPERATING REVENUE FRAMEWORK PER CATEGORY (LTREF)</b> |  |                               |                                 |                                 |                                   |   |   |   |   |   |   |   |   |   |   |
|---|--|-------------------------------|---------------------------------|---------------------------------|-----------------------------------|---|---|---|---|---|---|---|---|---|---|
| Serial Number   | Description  | 2021/22 Audited Outcome R'000 | 2022/2023 Audited Outcome R'000 | 2023/2024 Audited Outcome R'000 | 2024/2025 Adjustment Budget R'000 | 2025/2026 Approved Operating Budget R'000 | 2026/2027 Indicative Operating Budget R'000 | 2027/2028 Indicative Operating Budget R'000 | 2028/2029 Indicative Operating Budget R'000 | 2029/2030 Indicative Operating Budget R'000 | 2030/2031 Indicative Operating Budget R'000 | 2031/2032 Indicative Operating Budget R'000 | 2032/2033 Indicative Operating Budget R'000 | 2033/2034 Indicative Operating Budget R'000 | 2034/2035 Indicative Operating Budget R'000 |
| Column Reference  | A  | B                             | C                               | D                               | E                                 | F   | G   | H   | I   | J   | K   | L   | M   | N   | O   |
| 1   | <b>Revenue By Source</b>   |                               |                                 |                                 |                                   |   |   |   |   |   |   |   |   |   |   |
| 2   | <b>Exchange Revenue</b>  |                               |                                 |                                 |                                   |   |   |   |   |   |   |   |   |   |   |
| 3   | Service charges - Electricity  | 1,387,790                     | 1,371,117                       | 1,527,033                       | 1,691,695                         | 1,823,805                                 | 1,961,678                                   | 2,122,380                                   | 2,276,112                                   | 2,451,891                                   | 2,601,233                                   | 2,741,700                                   | 2,889,752                                   | 3,045,798                                   | 3,210,272                                   |
| 4   | Service charges - Water  | 171,167                       | 195,383                         | 238,737                         | 246,125                           | 295,928                                   | 309,245                                     | 324,634                                     | 339,637                                     | 354,921                                     | 396,554                                     | 417,968                                     | 440,538                                     | 464,327                                     | 489,401                                     |
| 5   | Service charges - Waste Water Management                             | 128,521                       | 147,408                         | 156,947                         | 172,722                           | 185,368                                   | 193,710                                     | 203,349                                     | 212,036                                     | 221,578                                     | 230,340                                     | 240,475                                     | 251,056                                     | 262,102                                     | 273,635                                     |
| 6   | Service charges - Waste Management                                   | 138,893                       | 159,336                         | 173,960                         | 186,910                           | 195,619                                   | 204,422                                     | 214,595                                     | 224,234                                     | 236,325                                     | 243,078                                     | 253,774                                     | 264,940                                     | 276,597                                     | 288,767                                     |
| 7   | Sale of Goods and Rendering of Services                              | 19,181                        | 17,410                          | 33,908                          | 36,327                            | 37,416                                    | 38,133                                      | 38,897                                      | 40,648                                      | 42,477                                      | 44,261                                      | 46,209                                      | 48,242                                      | 50,364                                      | 52,580                                      |
| 8   | Agency services  | 16,708                        | 34,653                          | 17,652                          | 18,727                            | 19,551                                    | 20,430                                      | 21,350                                      | 22,310                                      | 23,314                                      | 24,294                                      | 25,363                                      | 26,479                                      | 27,644                                      | 28,860                                      |
| 9   | Interest   | -                             | -                               | -                               | -                                 | -   | -   | -   | -   | -   | -   | -   | -   | -   | -   |
| 10  | Interest earned from Receivables                                     | 7,271                         | 12,884                          | 19,480                          | 18,040                            | 18,841                                    | 19,670                                      | 20,555                                      | 21,484                                      | 22,285                                      | 23,390                                      | 24,419                                      | 25,493                                      | 26,615                                      | 27,786                                      |
| 11  | Interest earned from Current and Non Current Assets                  | 9,673                         | 36,830                          | 73,657                          | 83,000                            | 75,000                                    | 75,000                                      | 75,000                                      | 75,000                                      | 75,000                                      | 108,501                                     | 89,097                                      | 93,017                                      | 97,110                                      | 101,383                                     |
| 12  | Rent on Land   | 8                             | 8                               | 8                               |                                   |   |   |   | 11  | 11  | 12  | 12  | 13  | 13  | 14  |
| 13  | Rental from Fixed Assets   | 5,241                         | 7,074                           | 8,304                           | 6,913                             | 6,577                                     | 6,873                                       | 7,725                                       | 8,061                                       | 8,424                                       | 8,790                                       | 9,176                                       | 9,580                                       | 10,002                                      | 10,442                                      |
| 14  | Licence and permits  | 396                           | 3                               | 3,513                           | 3,993                             | 4,169                                     | 4,356                                       | 4,552                                       | 4,757                                       | 4,971                                       | 5,180                                       | 5,408                                       | 5,646                                       | 5,894                                       | 6,154                                       |
| 15  | Special rating levies  | -                             | -                               | -                               | -                                 | -   | -   | -   | -   | -   | -   | -   | -   | -   | -   |
| 16  | <b>Operational Revenue</b>   | <b>13,739</b>                 | <b>14,756</b>                   | <b>29,970</b>                   | <b>72,864</b>                     | <b>86,711</b>                             | <b>47,340</b>                               | <b>22,027</b>                               | <b>17,887</b>                               | <b>18,338</b>                               | <b>25,053</b>                               | <b>26,155</b>                               | <b>27,306</b>                               | <b>28,508</b>                               | <b>29,762</b>                               |
| 17  | <b>Non-Exchange Revenue</b>  |                               |                                 |                                 |                                   |   |   |   |   |   |   |   |   |   |   |
| 18  | Property rates   | 416,884                       | 437,183                         | 466,405                         | 502,094                           | 538,383                                   | 562,176                                     | 587,474                                     | 613,911                                     | 641,537                                     | 704,309                                     | 744,455                                     | 786,888                                     | 831,741                                     | 879,150                                     |
| 19  | Surcharges and Taxes   | -                             | -                               | -                               |                                   |   |   |   |   |   |   |   |   |   |   |
| 20  | Fines, penalties and forfeits  | 105,224                       | 104,451                         | 97,292                          | 124,426                           | 124,676                                   | 124,943                                     | 125,221                                     | 130,856                                     | 136,745                                     | 142,488                                     | 148,758                                     | 155,303                                     | 162,136                                     | 169,270                                     |
| 21  | Licences or permits  | 3,175                         | 3,251                           | 1                               | 11                                | 12  | 12  | 13  | 13  | 14  | 15  | 15  | 16  | 17  | 17  |
| 22  | Transfer and subsidies - Operational                                 | 204,172                       | 206,950                         | 231,790                         | 254,692                           | 269,125                                   | 276,523                                     | 280,480                                     | 279,480                                     | 279,480                                     | 319,156                                     | 333,199                                     | 347,860                                     | 363,166                                     | 379,145                                     |
| 23  | Interest   | 1,171                         | 2,230                           | 3,085                           | 3,158                             | 3,303                                     | 3,452                                       | 3,607                                       | 3,766                                       | 3,932                                       | 4,105                                       | 4,285                                       | 4,474                                       | 4,671                                       | 4,876                                       |
| 24  | <b>Operational Revenue</b>   | <b>-</b>                      | <b>-</b>                        | <b>-</b>                        | <b>-</b>                          | <b>-</b>                                  | <b>-</b>                                    | <b>-</b>                                    | <b>-</b>                                    | <b>-</b>                                    | <b>-</b>                                    | <b>-</b>                                    | <b>-</b>                                    | <b>-</b>                                    | <b>-</b>                                    |
| 25  | Gains on disposal of Assets  | 7,938                         | 5,182                           | 4,216                           | 3,000                             | 3,000                                     | 3,000                                       | 3,000                                       | 3,000                                       | 3,000                                       | 3,000                                       | -   | -   | -   | -   |
| 26  | Other Gains  | 12,715                        | 24,654                          | 30,324                          | 18,700                            | 18,700                                    | 18,700                                      | 18,790                                      | 18,884                                      | 18,982                                      | -   | -   | -   | -   | -   |
| 27  | <b>Total Revenue (excluding capital transfers and contributions)</b> | <b>2,649,867</b>              | <b>2,780,764</b>                | <b>3,116,283</b>                | <b>3,443,397</b>                  | <b>3,706,184</b>                          | <b>3,869,663</b>                            | <b>4,073,651</b>                            | <b>4,292,088</b>                            | <b>4,543,224</b>                            | <b>4,883,758</b>                            | <b>5,110,468</b>                            | <b>5,376,603</b>                            | <b>5,656,706</b>                            | <b>5,951,515</b>                            |
| 28  | Transfers and subsidies - capital (monetary allocations)             | 107,364                       | 97,668                          | 450,757                         | 473,230                           | 571,153                                   | 330,080                                     | 173,877                                     | 111,896                                     | 111,896                                     | 67,500                                      | 71,250                                      | 71,250                                      | 73,500                                      | 73,500                                      |
| 29  | <b>Total Revenue (including capital transfers and contributions)</b> | <b>2,767,680</b>              | <b>2,900,278</b>                | <b>3,575,235</b>                | <b>3,916,627</b>                  | <b>4,277,337</b>                          | <b>4,199,743</b>                            | <b>4,247,527</b>                            | <b>4,403,984</b>                            | <b>4,655,120</b>                            | <b>4,951,258</b>                            | <b>5,181,718</b>                            | <b>5,447,853</b>                            | <b>5,730,206</b>                            | <b>6,025,015</b>                            |

**Graph 4: Operating Revenue Distribution for the 2025/26 Financial Year**



Operating revenue shown in the graph is further broken down and depicted in the graph below for the MTREF and LTREF. The revenue sources are clustered into six main revenue sources. Electricity revenue (dark blue colour) is clearly the main source of revenue. Capital grant revenue (green colour) is the second highest cluster of revenue followed by property rates (blue colour), water, waste, sanitation, fines, penalties, forfeits, and other revenue.

Trends over the years suggest that electricity revenue represented 50.1% of operating revenue in 2021/22 compared with the 43.3% of the 2024/25 adjustments budget, the 42.6% for 2025/26, then estimated as 52.7% in 2029/30 and 53.3% in 2034/35. Electricity revenue remains the main revenue source for the Municipality.

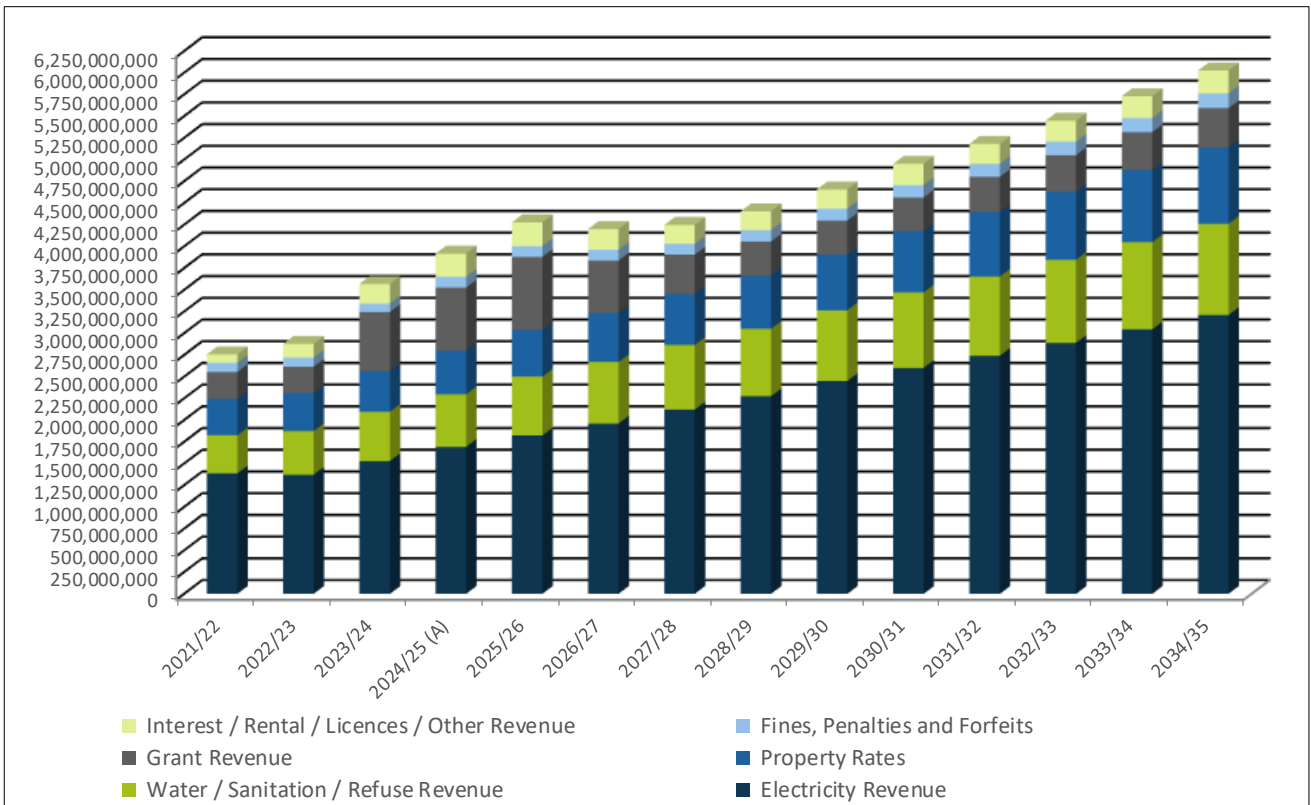
Water, sanitation and refuse removal revenue represented 15.8% of operating revenue in 2021/22 compared with the 15.5% of the 2024/25 adjustments budget, the 15.8% for 2025/26, then estimated as 17.5% in 2029/30 and 17.5% in 2034/35.

Property rates revenue represented 15.1% of operating revenue in 2021/22 compared with the 12.8% of the 2024/25 adjustments budget, the 12.6% for 2025/26, then estimated as 13.8% in 2029/30 and 14.6% in 2034/35.

Grant revenue (Operating and Capital) represented 11.3% of operating revenue in 2021/22 compared with the 18.6% of the 2024/25 adjustments budget, the 19.6% in 2025/26 then estimated as 8.4% in 2029/30 and 7.5% in 2034/35.

The increase in the grant revenue over the MTREF, as the municipality has been allocated R290.3 million in 2023/45, R326.1 million in 2024/25, R426.1 million in 2025/26 and R195.6 million in 2026/27 to upgrade sanitation infrastructure, through the Budget Facility for Infrastructure.

**Graph 5: Operating Revenue in Main Revenue Clusters**



Drakenstein seems not to be depended on government grants for operational purposes, but, it should be noted that maybe the Municipality are not receiving sufficient funds from the national fiscus to eradicate the backlog in housing for the poorest of the poor and to render free basic services to indigent households through the equitable share. Due to the global uncertainty and the resulting economic impact, it is expected that grants revenue will reduce significantly over the MTREF, however the impact cannot be determined at this stage.

Other revenue, i.e. interest earned, rental revenue, licenses, gains on the disposal of property, plant and equipment and other sundry revenue income (grey colour) and fines, penalties and forfeits (light blue colour) represents the remaining revenue resources. Even combined in a cluster they contribute the least to Drakenstein’s operating revenue base.

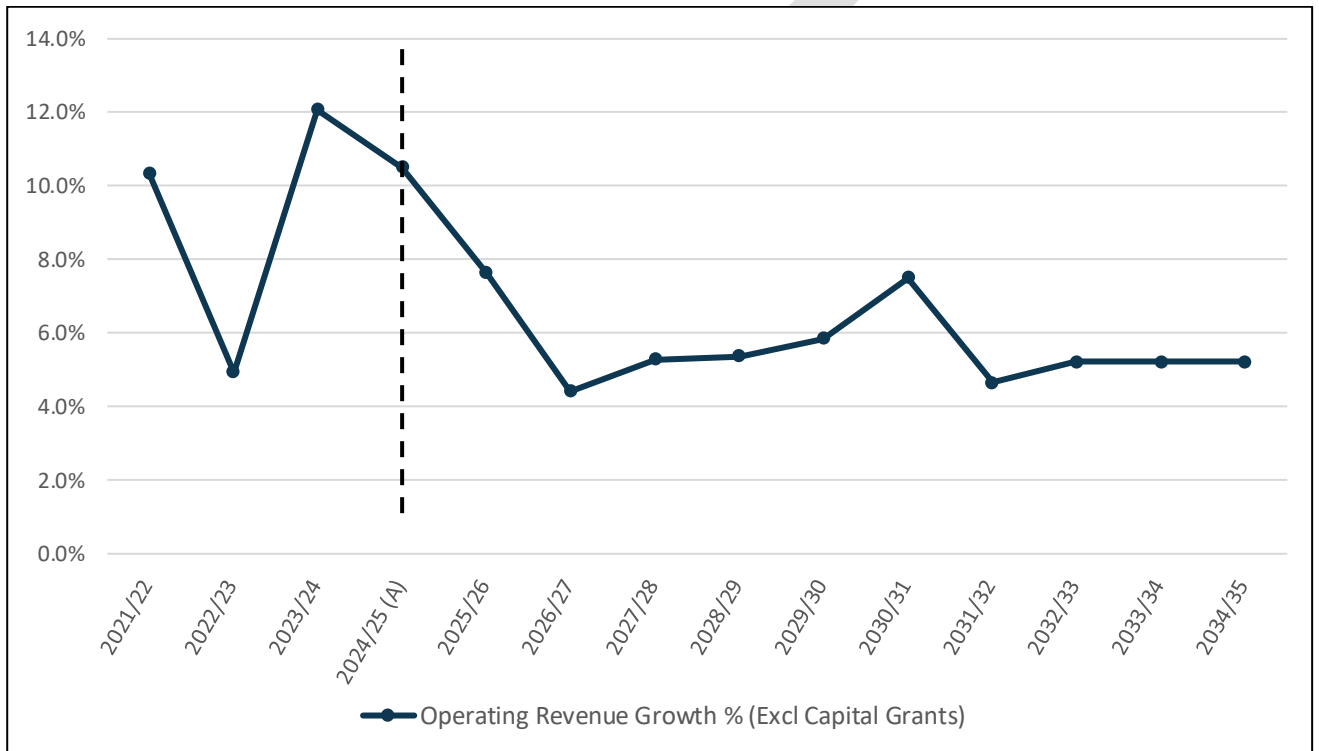
**4.7.3 Revenue adequacy and certainty**

It is essential that Drakenstein has access to adequate sources of revenue from its own operations and intergovernmental transfers to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to the source, amount and timing of revenue. The latest DoRA has laid out the level of funding from National Government that will be received for the 2025/26 to 2027/28 financial years, and from initial

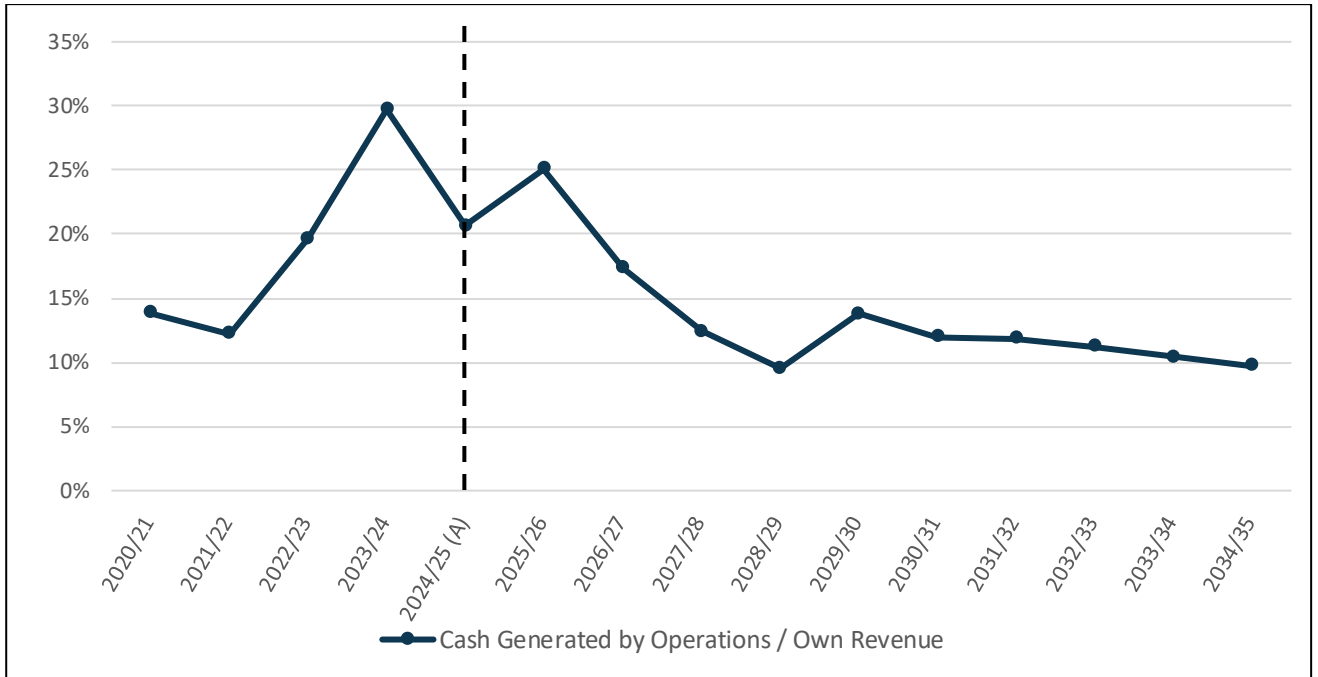
indicators, the equitable share for Drakenstein will on average increase with 6.08% per year over the MTREF.

It is important to track the respective sources of revenue received by the Municipality as they can be quite different and can vary substantially depending upon the development phase that the Municipality is in. Knowledge of the sources of funding will illustrate the Municipality’s position more accurately, its ability to secure loans relative to its income and its borrowing capacity. From the Graph below it is estimated that revenue will grow between 4.3% and 7.6% over the LTREF.

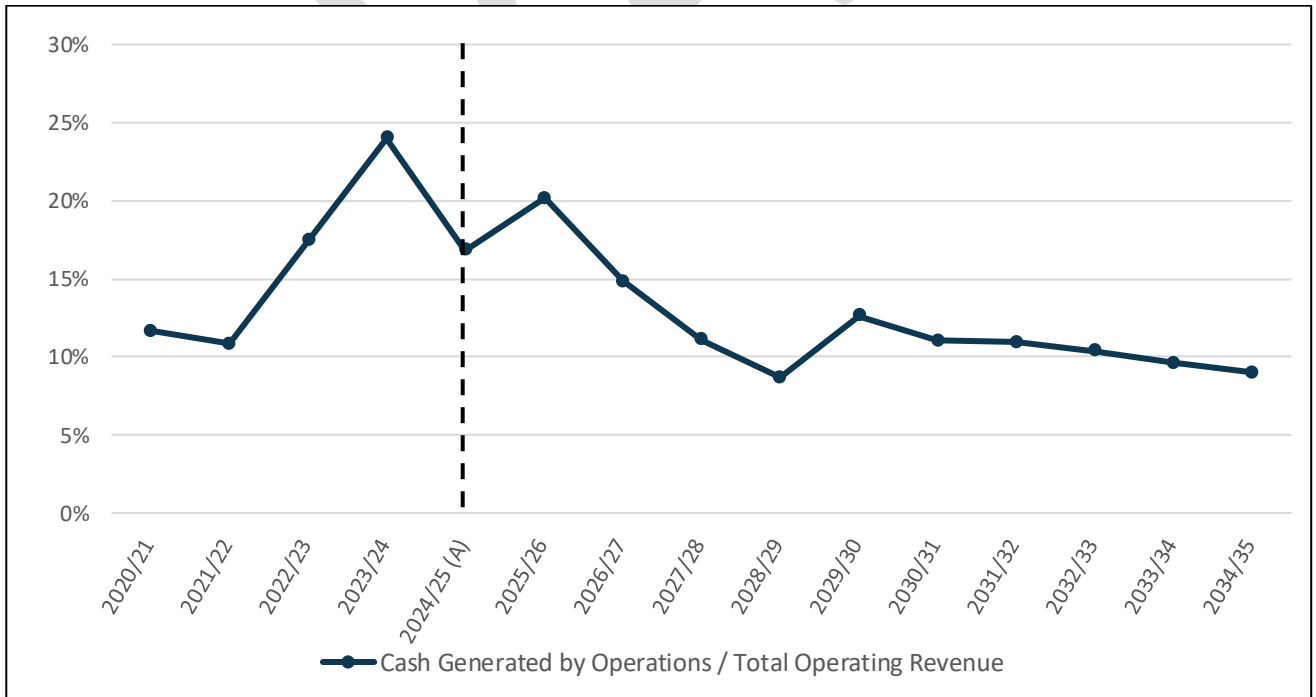
**Graph 6: Operating Revenue Growth %**



**Graph 7: Cash Generated by Operations/Own Revenue**



**Graph 8: Cash Generated by Operations/Total Operating Revenue**



## **4.8 OPERATING EXPENDITURE**

Operating expenditure budgeting is done on a zero-base budget approach where possible. This was done since the adjustments budget was approved by Council in February 2014 and the 2014/15 operating budget approved by Council in May 2014. For the 2025/26 budget further emphasis was placed on preparing a zero-based budget. Other best practice methodologies relating to operating expenditure include infrastructure repairs and maintenance as a priority; budgeted expenditure to be funded by realistically anticipated cash backed revenues; and, operational gains and efficiencies to result in operating surpluses to fund capital expenditure from own cash backed funds. The latter is a great challenge.

### **4.8.1 Operating expenditure by category**

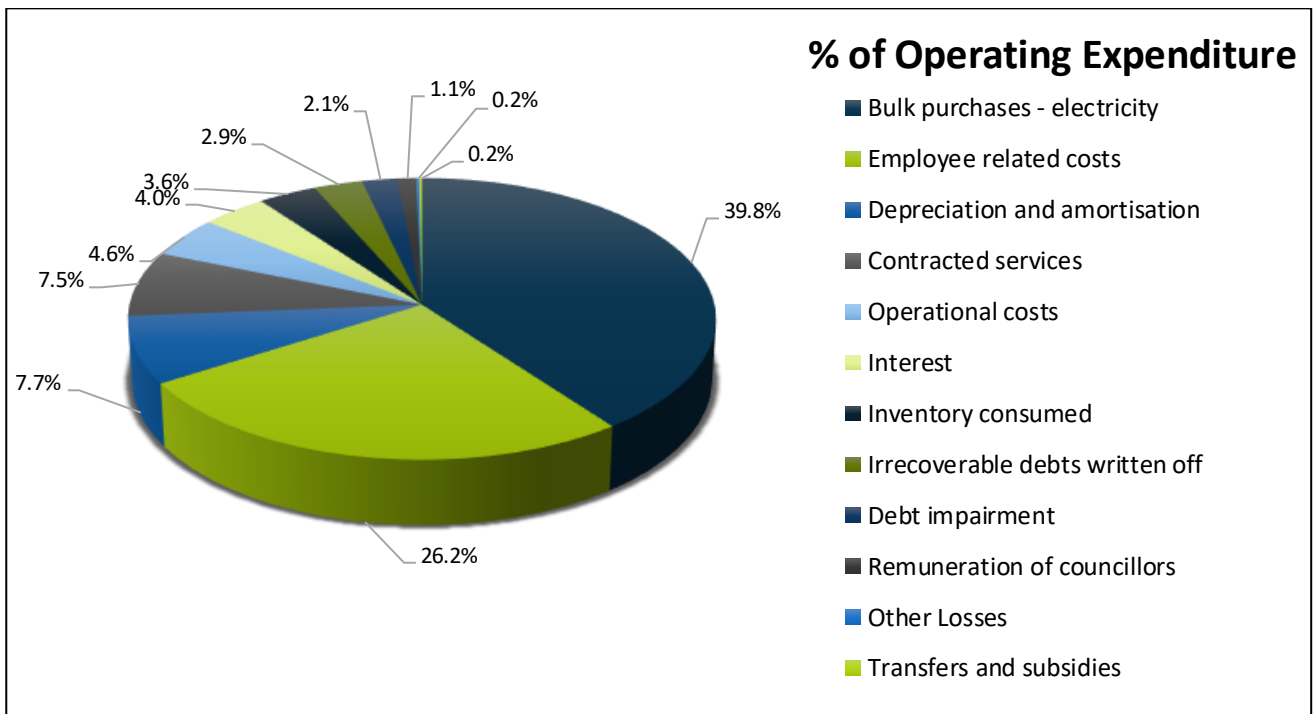
The table below depicts the main category of operating expenditure as follows:

- The last three audited financial years (green colour);
- The current financial year (yellow colour);
- The 2025/26 financial year (pink colour);
- The last four outgoing financial years of the MTREF (no colour) (2026/27 to 2029/30); and
- The last five outgoing years of the LTREF (blue colour) (2030/31 to 2034/35).

### **4.8.2 Analysis of Operating Expenditure**

The total operating expenditure forecasted for the 2025/26 financial year (table hereafter) reflects an increase of 7.1% to an amount of R3.677 billion compared with the projected operating expenditure of R3.432 billion for the 2024/25 adjustment budget. Operating expenditure forecasts an increase to R4.492 billion in year five and R5.940 billion by year ten.

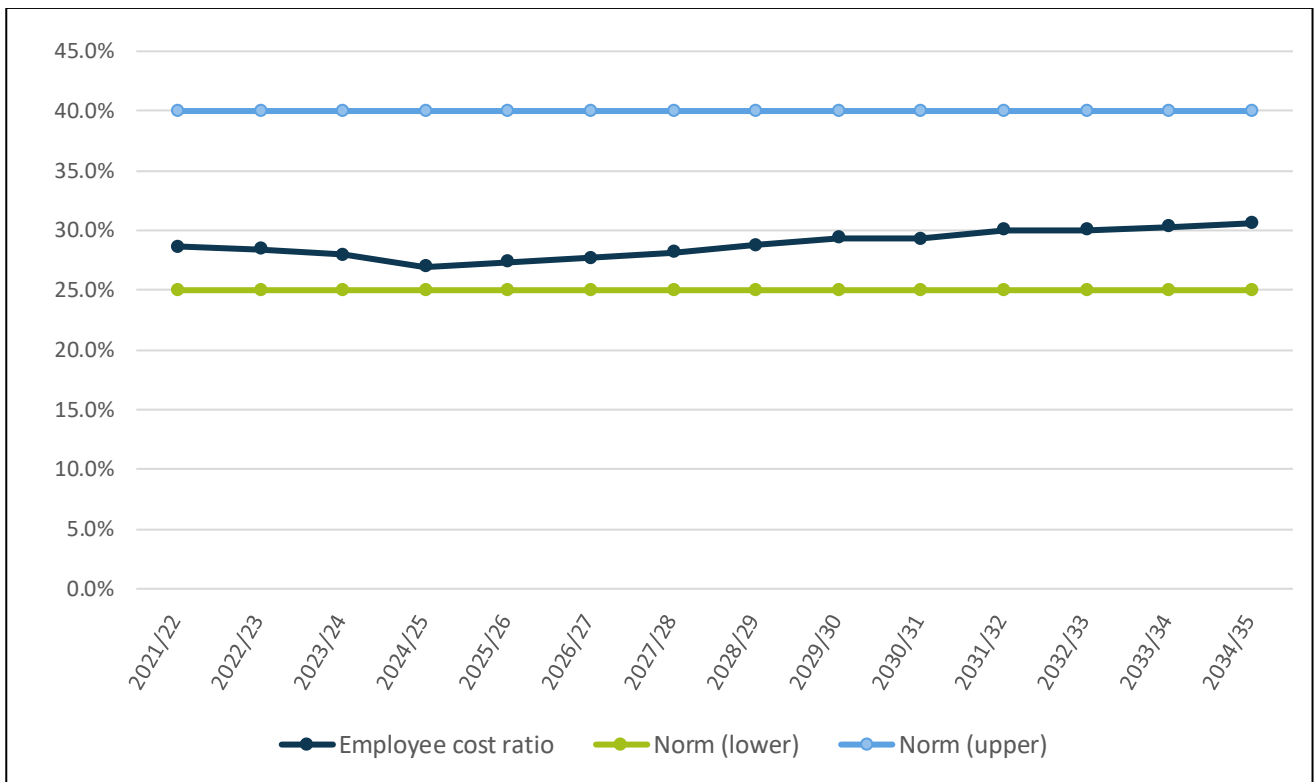
Graph 9: Operating Expenditure Distribution for the 2025/26 Financial Year



Drakenstein’s main operating expenditure category is their bulk electricity purchases of R1.463 billion that represents 39.8% (graph above) of total **operating expenditure for the 2025/26** financial year. This expenditure category is projecting an expenditure of R1.845 billion by year five and R2.401 billion by year ten. As mentioned before bulk electricity purchases grow at a higher percentage than the percentage in electricity tariff increases.

The second highest operating expenditure category is employee related costs with an amount of R963.9 million that represents 26.2% of total operating expenditure. This expenditure category increases to R1.271 billion by year five and R1.757 billion by year ten. MFMA Circular No 71 of 17 January 2015 determines that the ratio of employee cost as a percentage (%) of operating expenditure of between 25% and 40% are deemed acceptable – depending on the kind and size of municipality. Over the LTREF it remains below the 30% mark.

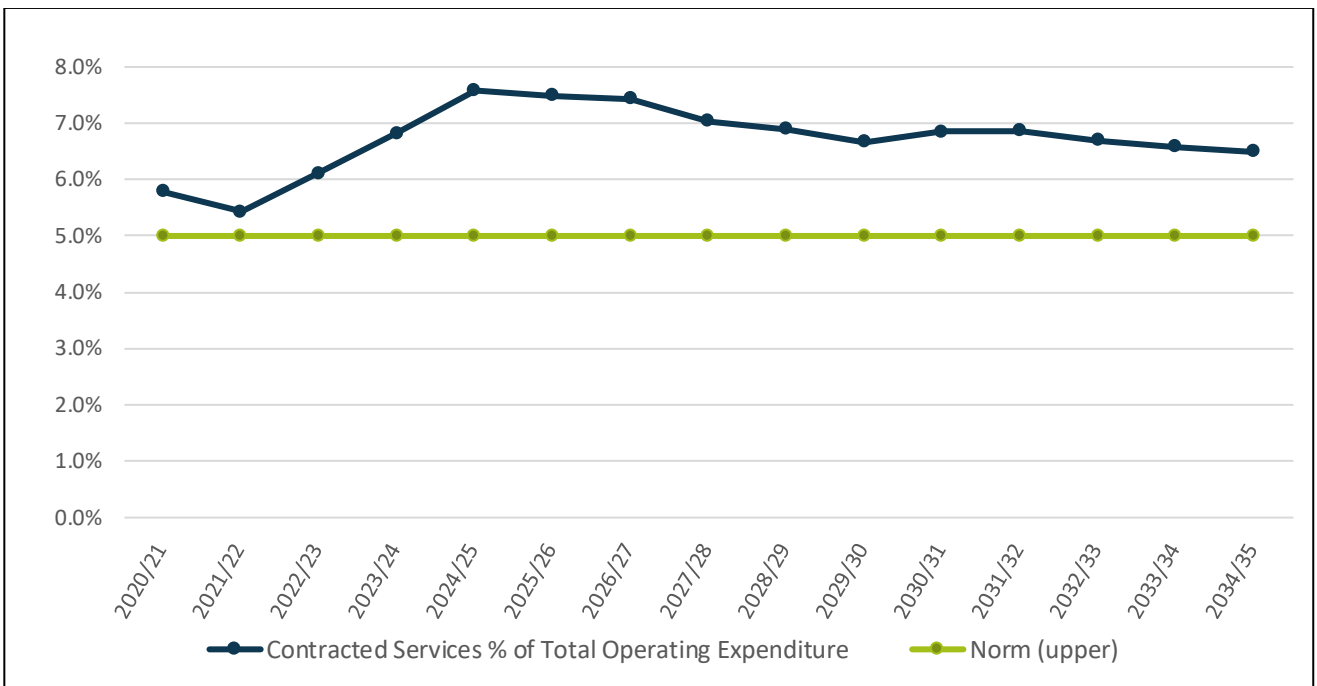
**Graph 10: Contribution per Expenditure Item: Employee cost and Council remuneration**



Depreciation on capital assets is the third highest operating expenditure category with an amount R283.5 million that represents 7.7% of total operating expenditure. This expenditure category increase to R358.9 million by year five and R421.1 million by year ten.

Contracted services are the fourth highest operating expenditure category with an amount of R275.3 million that represents 7.5% of total operating expenditure. This expenditure category increase to R299.3 million by year five and R386.0 million by year ten. Over the LTREF it fluctuates above the norm of 5% of total operating expenditure.

**Graph 11: Contribution per expenditure item: Contracted Services**



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**Table 98: Operating Expenditure by Category**

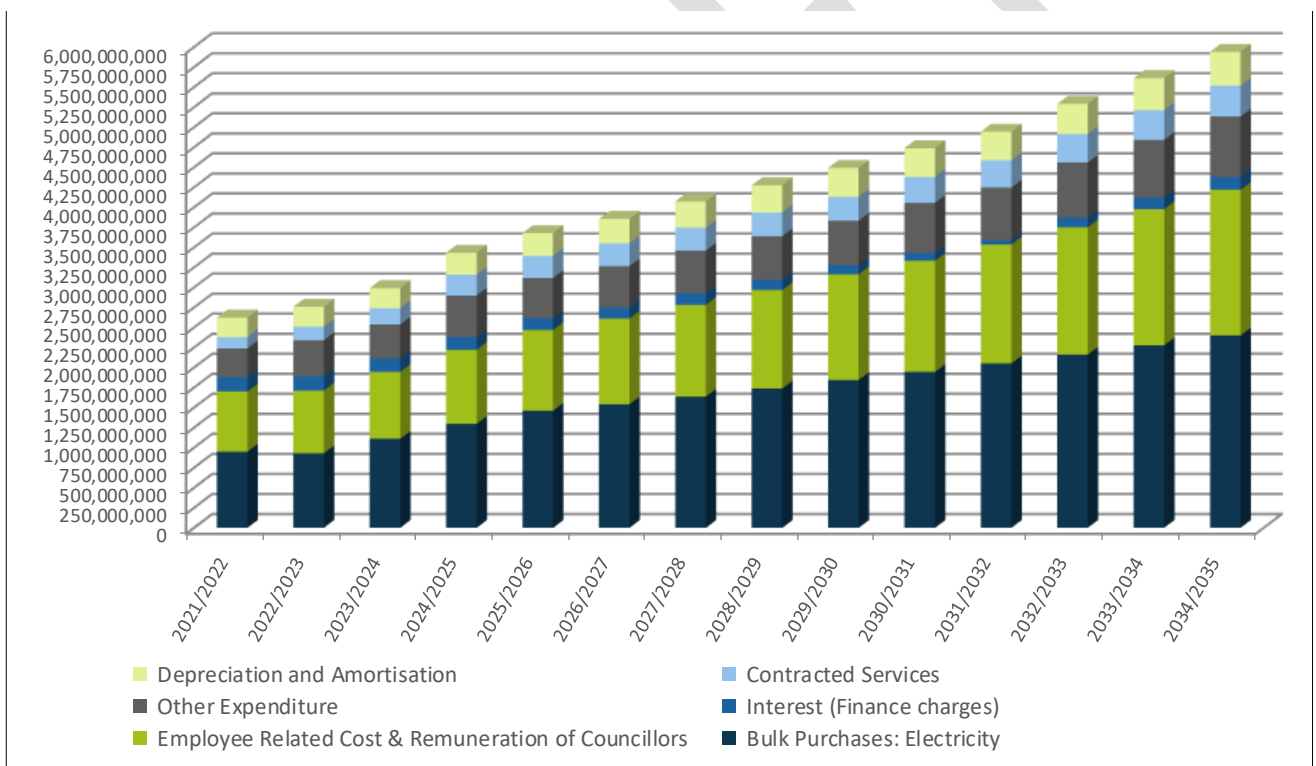
| <b>2025/2035 LONG TERM OPERATING EXPENDITURE FRAMEWORK PER CATEGORY (LTREF)</b> |                                 |                               |                                 |                                 |                                   |   |   |   |   |   |   |   |   |   |   |
|---|---------------------------------|-------------------------------|---------------------------------|---------------------------------|-----------------------------------|---|---|---|---|---|---|---|---|---|---|
| Serial Number   | Description                     | 2021/22 Audited Outcome R'000 | 2022/2023 Audited Outcome R'000 | 2023/2024 Audited Outcome R'000 | 2024/2025 Adjustment Budget R'000 | 2025/2026 Approved Operating Budget R'000 | 2026/2027 Indicative Operating Budget R'000 | 2027/2028 Indicative Operating Budget R'000 | 2028/2029 Indicative Operating Budget R'000 | 2029/2030 Indicative Operating Budget R'000 | 2030/2031 Indicative Operating Budget R'000 | 2031/2032 Indicative Operating Budget R'000 | 2032/2033 Indicative Operating Budget R'000 | 2033/2034 Indicative Operating Budget R'000 | 2034/2035 Indicative Operating Budget R'000 |
| Column Reference  | A                               | B                             | C                               | D                               | E                                 | F   | G   | H   | I   | J   | K   | L   | M   | N   | O   |
| 1   | <b>Expenditure By Type</b>      |                               |                                 |                                 |                                   |   |   |   |   |   |   |   |   |   |   |
| 2   | Employee related costs          | 720,232                       | 749,944                         | 801,749                         | 885,046                           | 963,942                                   | 1,025,292                                   | 1,101,291                                   | 1,182,858                                   | 1,270,566                                   | 1,336,852                                   | 1,431,333                                   | 1,532,497                                   | 1,640,817                                   | 1,756,799                                   |
| 3   | Remuneration of councillors     | 31,654                        | 33,213                          | 34,340                          | 39,277                            | 41,280                                    | 43,447                                      | 45,185                                      | 46,993                                      | 48,872                                      | 51,416                                      | 53,678                                      | 56,040                                      | 58,506                                      | 61,080                                      |
| 4   | Bulk purchases - electricity    | 949,724                       | 929,947                         | 1,111,430                       | 1,298,444                         | 1,463,347                                 | 1,541,782                                   | 1,637,218                                   | 1,738,562                                   | 1,844,982                                   | 1,945,873                                   | 2,050,950                                   | 2,161,701                                   | 2,278,433                                   | 2,401,468                                   |
| 5   | Inventory consumed              | 88,188                        | 103,452                         | 116,551                         | 125,988                           | 131,411                                   | 136,929                                     | 143,303                                     | 144,301                                     | 150,569                                     | 182,061                                     | 190,071                                     | 198,435                                     | 207,166                                     | 216,281                                     |
| 6   | Debt impairment                 | 117,215                       | 169,281                         | 29,903                          | 76,151                            | 78,676                                    | 79,566                                      | 83,662                                      | 84,751                                      | 84,929                                      | 106,353                                     | 111,934                                     | 117,810                                     | 123,997                                     | 130,510                                     |
| 7   | Depreciation and amortisation   | 243,355                       | 246,679                         | 249,616                         | 273,690                           | 283,543                                   | 303,391                                     | 326,146                                     | 340,822                                     | 358,886                                     | 357,067                                     | 357,067                                     | 377,965                                     | 399,523                                     | 421,081                                     |
| 8   | Interest                        | 180,162                       | 176,391                         | 167,822                         | 158,648                           | 147,210                                   | 141,066                                     | 144,461                                     | 128,431                                     | 111,919                                     | 97,643                                      | 52,441                                      | 120,494                                     | 145,157                                     | 161,302                                     |
| 9   | Contracted services             | 142,623                       | 168,437                         | 204,169                         | 260,233                           | 275,369                                   | 286,611                                     | 286,423                                     | 295,014                                     | 299,331                                     | 324,954                                     | 339,252                                     | 354,179                                     | 369,763                                     | 386,033                                     |
| 10  | Transfers and subsidies         | 15,344                        | 24,907                          | 14,851                          | 38,863                            | 6,190                                     | 6,117                                       | 6,117                                       | 6,117                                       | 6,117                                       | 6,960                                       | 7,267                                       | 7,586                                       | 7,920                                       | 8,269                                       |
| 11  | Irrecoverable debts written off | -                             | -                               | 98,253                          | 108,466                           | 108,466                                   | 108,466                                     | 108,466                                     | 108,466                                     | 108,466                                     | 124,933                                     | 130,430                                     | 136,169                                     | 142,160                                     | 148,416                                     |
| 12  | Operational costs               | 121,773                       | 131,146                         | 138,757                         | 160,357                           | 170,481                                   | 175,307                                     | 184,351                                     | 191,985                                     | 199,829                                     | 203,826                                     | 219,001                                     | 228,637                                     | 238,697                                     | 249,200                                     |
| 13  | Losses on disposal of Assets    | 6,590                         | 17,894                          | 9,749                           | -                                 | -   | -   | -   | -   | -   | -   | -   | -   | -   | -   |
| 14  | Other Losses                    | 7,342                         | 6,236                           | 14,665                          | 7,100                             | 7,100                                     | 7,100                                       | 7,000                                       | 7,000                                       | 7,000                                       | -   | -   | -   | -   | -   |
| 15  | <b>Total Expenditure</b>        | <b>2,624,201</b>              | <b>2,757,526</b>                | <b>2,991,855</b>                | <b>3,432,265</b>                  | <b>3,677,015</b>                          | <b>3,855,073</b>                            | <b>4,073,623</b>                            | <b>4,275,300</b>                            | <b>4,491,465</b>                            | <b>4,737,938</b>                            | <b>4,943,424</b>                            | <b>5,291,514</b>                            | <b>5,612,140</b>                            | <b>5,940,439</b>                            |

Operating expenditure trends over the years shown in the table above and are depicted in the graph hereafter.

The operating expenditure is clustered into six main expenditure types. Bulk purchases electricity (dark blue colour) is clearly the main expenditure type; employee related costs (green colour) are the second highest cluster of expenditure type, followed by depreciation and amortisation (light green colour), contracted services (light blue colour), finance charges (blue colour) and other expenditure (inventory and other (grey colour)).

It is clear from the table above that bulk purchases and employee related costs are significantly higher than the other expenditure categories and it is also clear that the significant gap between bulk purchases and employee related costs over the nine years under review are closing. The high increases well above the inflation rate over these years with regard to bulk electricity purchases from Eskom and the salary bill is skewing the picture and is certainly hurting our economy and that of the region, province and country.

**Graph 12: Operating Expenditure per Category**



Included in other expenditure is grant expenditure (transfers and subsidies) which fluctuates from year to year and is dependent on the grant allocations made, Drakenstein has endeavoured to reduce the provision of grants in cash and focus on the provision of grants in kind over the MTREF – in line with the Council’s Cost Containment Policy.

#### 4.9 OPERATING BUDGET RESULTS

In the table below, the operating budget forecasted for the 2025/26 financial year reflects an operating of R600.3 million (Inclusive of the R600 million BFI grant). This position should change into a more balanced budget and an operating surplus in 2029/30 to the amount of R163.7 million, by year ten (2034/35) to a surplus of R84.6 million.

The long-term aim is to generate operating surpluses and even higher cash surpluses through economic growth and development. These cash surpluses will be used to build the Capital Replacement Reserve (CRR) for the funding of future capital expenditure. The more Drakenstein fund from own funds the less Drakenstein has to borrow from the open market to finance capital expenditure.

**Table 99: Operating Surplus**

| 2025/2035 LONG TERM OPERATING REVENUE AND EXPENDITURE FRAMEWORK PER CATEGORY (LTREF) |   |  |  |  |   |  |  |  |  |  |  |  |  |  |  |
|--|---|--|--|--|---|--|--|--|--|--|--|--|--|--|--|
| Serial Number  | Description   | 2021/22<br>Audited<br>Outcome<br>R'000 | 2022/2023<br>Audited<br>Outcome<br>R'000 | 2023/2024<br>Audited<br>Outcome<br>R'000 | 2024/2025<br>Adjustment<br>Budget R'000 | 2025/2026<br>Approved<br>Operating<br>Budget R'000 | 2026/2027<br>Indicative<br>Operating<br>Budget R'000 | 2027/2028<br>Indicative<br>Operating<br>Budget R'000 | 2028/2029<br>Indicative<br>Operating<br>Budget R'000 | 2029/2030<br>Indicative<br>Operating<br>Budget R'000 | 2030/2031<br>Indicative<br>Operating<br>Budget R'000 | 2031/2032<br>Indicative<br>Operating<br>Budget R'000 | 2032/2033<br>Indicative<br>Operating<br>Budget R'000 | 2033/2034<br>Indicative<br>Operating<br>Budget R'000 | 2034/2035<br>Indicative<br>Operating<br>Budget R'000 |
| Column<br>Reference  | A   | B                                      | C  | D  | E                                       | F  | G  | H  | I  | J  | K  | L  | M  | N  | O  |
| 1  | Total Revenue (including capital transfers and contributions) | 2,767,680                              | 2,900,278                                | 3,575,235                                | 3,916,627                               | 4,277,337  | 4,199,743  | 4,247,527  | 4,403,984  | 4,655,120  | 4,951,258  | 5,181,718  | 5,447,853  | 5,730,206  | 6,025,015  |
| 2  | Total Expenditure   | 2,624,201                              | 2,757,526                                | 2,991,855                                | 3,432,265                               | 3,677,015  | 3,855,073  | 4,073,623  | 4,275,300  | 4,491,465  | 4,737,938  | 4,943,424  | 5,291,514  | 5,612,140  | 5,940,439  |
| 3  | Surplus/ (Deficit) for the year                               | 143,478                                | 142,751                                  | 583,380                                  | 484,362                                 | 600,322  | 344,670  | 173,905  | 128,684  | 163,655  | 213,321  | 238,293  | 156,339  | 118,066  | 84,575   |

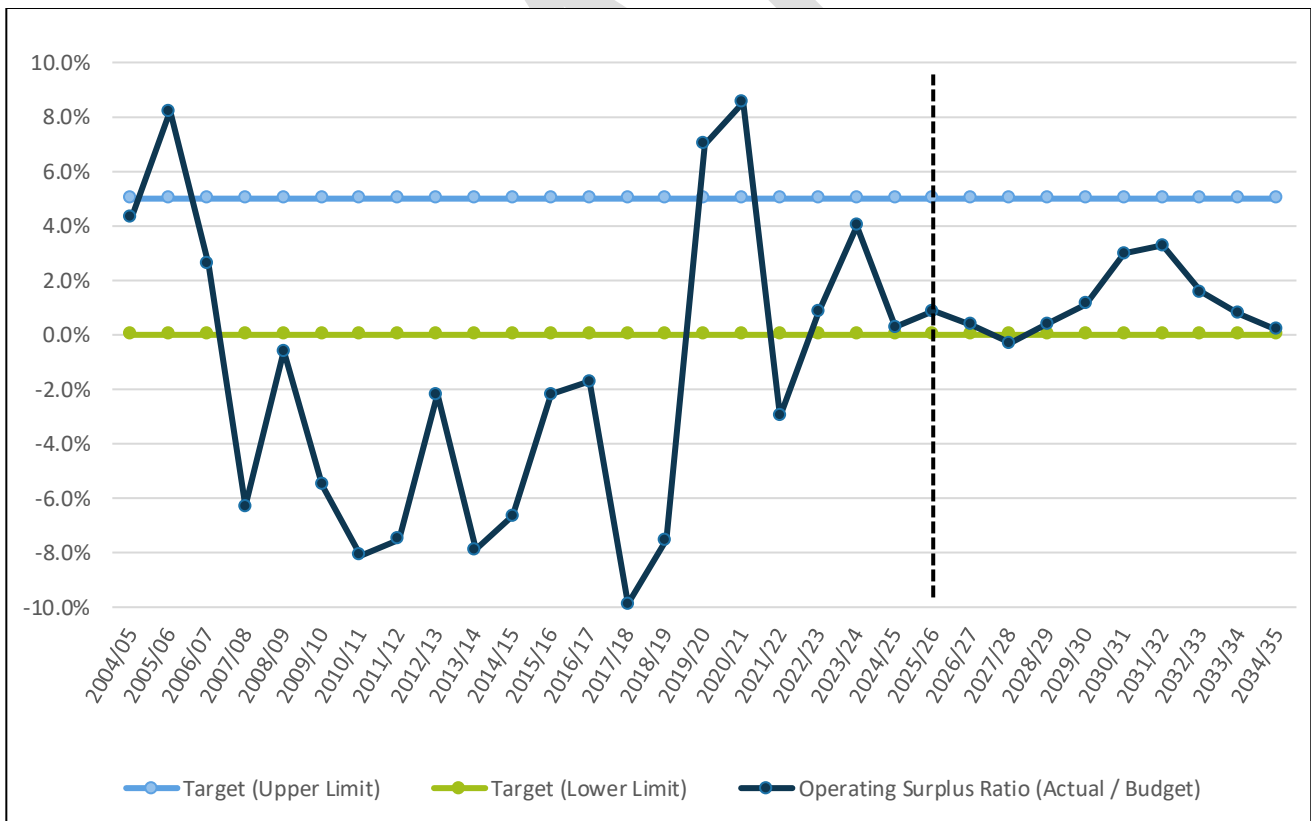
The information below has been populated in the graph below to present a picture of Drakenstein’s **Operating Surplus Ratio** developed in terms of the **Long-Term Financial Sustainability Policy**. It is clear from the dark blue line that Drakenstein Municipality’s operating results until the 2010/11 financial year was moving downwards towards a financial unsustainable position. The dark blue line represents the current expected trend.

The actual audited results of 2012/13 produced an operating surplus ratio moving upwards towards a more financial sustainable position. The 2013/14 audited results then suddenly moved downwards mainly due to a non-cash transactions (provision for the rehabilitation of landfill sites) due to environmental legislation municipalities operating budgets had to accommodate. The same environmental legislation affected Drakenstein Municipality in 2017/2018 due to a recalculation of the landfill sites rehabilitation costs.

The 2025/35 LTREF clearly shows that Drakenstein has absorbed these temporary setbacks of the past few years and the operating surplus ratio projects further positive movements towards long-term financial sustainability. The below graph shows an improvement in the operating surplus ratio for the 2025/26 financial year compared with the 2024/25 operating surplus ratio.

This position can significantly also change if Drakenstein’s tax base increases with new middle and high-income housing developments, business and industrial developments. In the long-term planning, the timing of the implementation of the developments have been pushed out to the LTREF. A conservative provision for the increase of operating revenue through additional developments has been made in the LTREF budget, as to ensure that budgeted anticipated revenue is realistic and secure.

**Graph 13: Operating Surplus Ratio**



The focus will now shift to the discussion of capital expenditure trends.

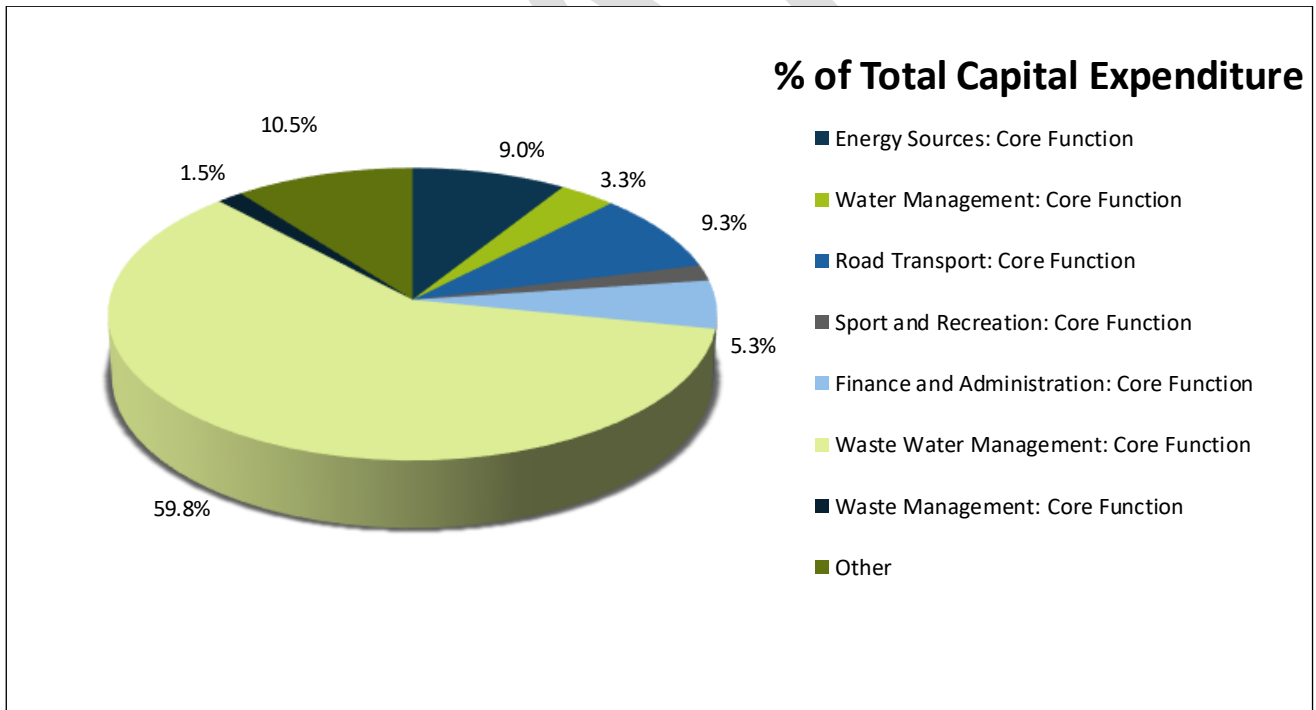
**4.10 CAPITAL EXPENDITURE**

**4.10.1 Capital expenditure by standard classification**

The table below (**Capital Expenditure Distribution per Standard Classification for the 2025/26 Financial Year**) depicts the main types of capital expenditure as per the Government Financial Statistics (GFS) standard classification. The four standard classifications are:

- Governance and administration comprising of the sub-categories of executive and council; budget and treasury office; and, corporate services (including vehicles, equipment and IT related products);
- Community and Safety and Community Services comprising of the sub-categories of community and social services; sport and recreation; Safety and Community Services; housing; and, health;
- Economic and environmental services comprising of the sub-categories of planning and development; road transport; and, environmental protection; and
- Trading services comprising of the sub-categories of electricity; water; wastewater management; and, waste management.

**Graph 14: Capital Expenditure Distribution per Standard Classification for the 2025/26 Financial Year**



**4.10.2 Analysis of the MTREF Capital Expenditure**

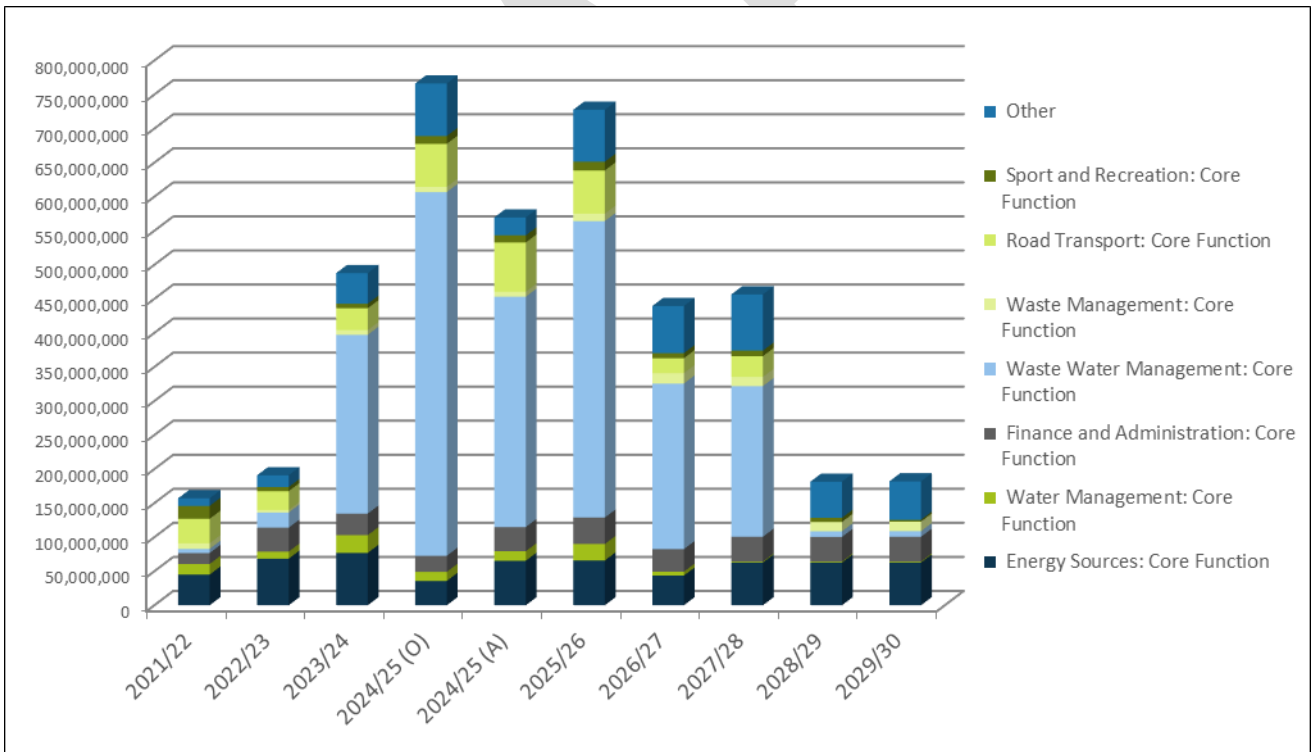
Total capital expenditure forecasted for the 2025/26 financial year amounts to R727.6 million compared with the projected capital expenditure of R569.5 million for the 2024/25 financial year (revised budget). Capital expenditure forecasts for the outer financial years amounts to

R439.4 million (2026/27), R456.5 million (2027/28), R181.5 million (2028/29) and R182.0 million in year five (2029/30).

For the 2025/26 financial year the split between the main standard classifications (GFS) as set out in the table below (**Capital Expenditure per Standard Classification**) and the graph above (**Capital Expenditure Distribution per Standard Classification for the 2025/26 Financial Year**), are as follows: Electricity receives 9.0% of the capital budget, roads receives 9.3%, water receives 3.3% and wastewater 59.8%, sport and recreation receives 1.8%, finance and administration receives 5.3%, waste receives 1.5% and other receives 10.5% (housing, community and social services, Safety and Community Services and etcetera),

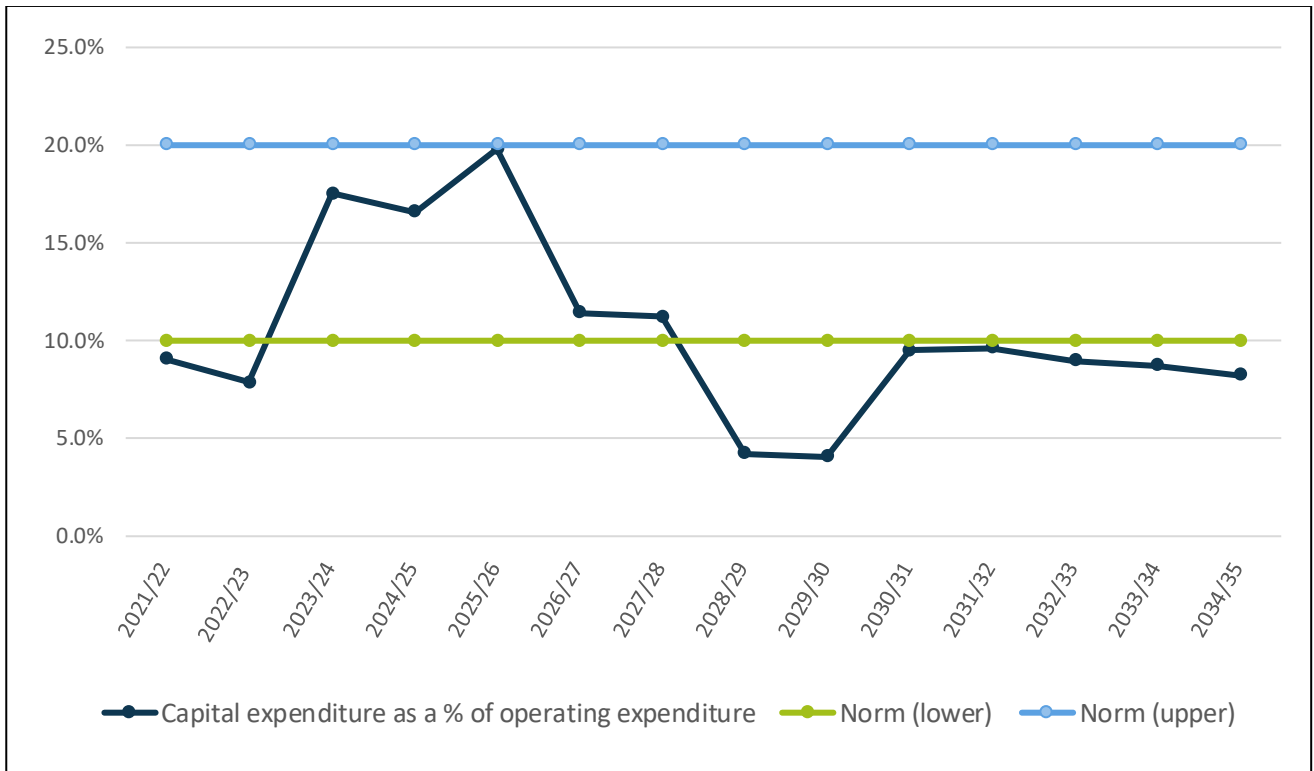
Capital expenditure trends over the years shown in the table below (**MTREF Capital Expenditure by Standard Classification (GFS)**) are depicted in the graph (**Capital Expenditure per Standard Classification**) below. It is clear from this graph that the majority of capital expenditure is invested in those categories previously known as trading services (water, electricity, wastewater and refuse removal infrastructure) and roads infrastructure. The investment in these infrastructure services stimulates economic growth and especially the trading services generate revenue that increases our tax base.

**Graph 15: Capital Expenditure per Standard Classification**



The graph below indicates the ratio for capital expenditure to operating expenditure. The National Treasury has a norm of between 10%-20%. Even in years six (2030/31) to ten (2034/35) of the LTREF, when external loans can once again be regularly taken up, the bottom norm of 10% will barely be reached.

**Graph 16: Capital Expenditure/Total Expenditure**



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**DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2026/2027 REVIEW**

**Table 100: MTREF Capital Expenditure by Standard Classification (GFS)**

| 2025/2030 MTREF HIGH LEVEL CAPITAL BUDGET EXPENDITURE PER GOVERNMENT FINANCIAL STATISTICS |  |                             |                             |                             |                           |                                  |                                   |                                     |                                     |                                     |                                     |
|---|--|-----------------------------|-----------------------------|-----------------------------|---------------------------|----------------------------------|-----------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Serial Number   | Description  | Audited Expenditure 2021/22 | Audited Expenditure 2022/23 | Audited Expenditure 2023/24 | 2024/2025 Original Budget | 2024/2025 Revised Capital Budget | 2025/2026 Approved Capital Budget | 2026/2027 Indicative Capital Budget | 2027/2028 Indicative Capital Budget | 2028/2029 Indicative Capital Budget | 2029/2030 Indicative Capital Budget |
| Column  | A  | B                           | C                           | D                           | E                         | F                                | G                                 | H                                   | I                                   | J                                   | K                                   |
| 1   | Community and Social Services: Core Function - Cemeteries, Funeral Parlours and              | 1,046,463                   | 390,934                     | 758,789                     | 3,300,000                 | 2,798,018                        | 3,900,000                         | 1,880,000                           | 3,950,000                           | 4,200,000                           | 6,700,000                           |
| 2   | Community and Social Services: Core Function - Community Halls and Facilities                | 1,737                       | 618,000                     | 114,624                     | -                         | 250,000                          | -                                 | -                                   | -                                   | -                                   | -                                   |
| 3   | Community and Social Services: Non-core Function - Agricultural                              | -                           | -                           | 2,890                       | -                         | -                                | -                                 | -                                   | -                                   | -                                   | -                                   |
| 4   | Community and Social Services: Non-core Function - Cultural Matters                          | 330,807                     | 701,670                     | 1,808,894                   | 1,000,000                 | 1,291,659                        | 1,025,000                         | 281,000                             | 612,500                             | 425,000                             | 300,000                             |
| 5   | Community and Social Services: Non-core Function - Libraries and Archives                    | -                           | -                           | -                           | -                         | -                                | -                                 | -                                   | -                                   | -                                   | -                                   |
| 6   | Energy Sources: Core Function - Electricity  | 45,041,508                  | 68,427,977                  | 76,886,555                  | 35,761,884                | 64,824,596                       | 65,781,760                        | 43,627,537                          | 62,670,724                          | 62,670,724                          | 62,670,724                          |
| 7   | Executive and Council: Core Function - Mayor and Council                                     | 55,050                      | 15,649                      | 31,625                      | -                         | 5,000                            | -                                 | -                                   | -                                   | -                                   | -                                   |
| 8   | Executive and Council: Core Function - Municipal Manager, Town Secretary and Chief Executive | -                           | 293,369                     | 23,490                      | 11,500                    | 9,752                            | -                                 | -                                   | -                                   | -                                   | -                                   |
| 9   | Finance and Administration: Core Function - Administrative and Corporate Support             | 672,273                     | 1,376,730                   | 1,146,120                   | 570,000                   | 448,218                          | 1,946,000                         | 398,500                             | 1,945,550                           | 1,940,105                           | 50,000                              |
| 10  | Finance and Administration: Core Function - Finance  | 664,531                     | 279,165                     | 493,190                     | 275,000                   | 127,894                          | 500,000                           | 100,000                             | 100,000                             | 100,000                             | 100,000                             |
| 11  | Finance and Administration: Core Function - Fleet Management                                 | 2,592,135                   | 15,771,171                  | 16,930,447                  | 16,867,464                | 29,256,610                       | 31,385,000                        | 28,185,000                          | 29,935,000                          | 29,685,000                          | 29,385,000                          |
| 12  | Finance and Administration: Core Function - Human Resources                                  | 25,160                      | -                           | 1,453,112                   | 1,045,000                 | 1,056,394                        | 1,114,000                         | 49,500                              | 54,450                              | 59,895                              | 65,885                              |
| 13  | Finance and Administration: Core Function - Information Technology                           | 2,444,034                   | 10,122,590                  | 4,497,419                   | 2,559,000                 | 4,031,473                        | 4,000,000                         | 4,000,000                           | 4,000,000                           | 4,000,000                           | 6,500,000                           |
| 14  | Finance and Administration: Core Function - Legal Services                                   | 8,500,000                   | -                           | -                           | 1,700,000                 | 1,760,220                        | -                                 | -                                   | -                                   | -                                   | -                                   |
| 15  | Finance and Administration: Core Function - Marketing, Customer Relations, Publicity and     | 131,397                     | 24,659                      | 56,196                      | 302,380                   | 333,700                          | 715,658                           | 254,849                             | 300,000                             | 280,000                             | 172,000                             |
| 16  | Finance and Administration: Core Function - Property Services                                | 702,457                     | 7,595,335                   | 6,558,699                   | 120,000                   | 227,580                          | 115,000                           | 115,000                             | 115,000                             | 115,000                             | 115,000                             |
| 17  | Finance and Administration: Core Function - Supply Chain Management                          | 367,607                     | -                           | 509,754                     | 125,000                   | 125,000                          | -                                 | -                                   | -                                   | -                                   | -                                   |
| 18  | Finance and Administration: Non-core Function - Risk Management                              | -                           | 42,097                      | 34,880                      | -                         | 30,000                           | 28,000                            | -                                   | -                                   | -                                   | -                                   |
| 19  | Housing: Non-core Function - Housing   | 6,515,291                   | 12,678,579                  | 34,788,085                  | 64,000,000                | 13,891,374                       | 54,470,000                        | 58,417,000                          | 71,000,000                          | 41,500,000                          | 42,500,000                          |
| 20  | Internal Audit: Core Function - Governance Function  | 5,550                       | -                           | 29,534                      | -                         | 15,000                           | -                                 | -                                   | -                                   | -                                   | -                                   |
| 21  | Other: Core Function - Tourism   | -                           | -                           | -                           | -                         | -                                | 1,225,000                         | 1,630,000                           | -                                   | -                                   | -                                   |
| 22  | Planning and Development: Core Function - Corporate Wide Strategic Planning (IDPs, LEDs)     | 9,321                       | 11,046                      | 8,980                       | -                         | -                                | -                                 | -                                   | -                                   | -                                   | -                                   |
| 23  | Planning and Development: Core Function - Economic Development/Planning                      | 4,960                       | 5,330                       | -                           | 28,000                    | 28,000                           | 155,000                           | -                                   | -                                   | -                                   | -                                   |
| 24  | Planning and Development: Core Function - Project Management Unit                            | -                           | -                           | -                           | -                         | 67,789                           | -                                 | -                                   | -                                   | -                                   | -                                   |
| 25  | Planning and Development: Core Function - Town Planning, Building Regulations and            | -                           | 59,980                      | -                           | 273,000                   | 273,000                          | 160,000                           | -                                   | -                                   | -                                   | -                                   |
| 26  | Public Safety: Core Function - Fire Fighting and Protection                                  | 1,290,974                   | 125,657                     | 1,698,487                   | 3,730,000                 | 9,646,113                        | 3,085,000                         | 2,541,000                           | 4,224,000                           | 3,439,000                           | 3,174,000                           |
| 27  | Public Safety: Core Function - Police Forces, Traffic and Street Parking Control             | 1,863,108                   | 2,337,783                   | 5,738,771                   | 4,770,000                 | 4,843,822                        | 4,640,000                         | 4,459,000                           | 2,776,000                           | 3,561,000                           | 3,826,000                           |
| 28  | Road Transport: Core Function - Roads  | 35,888,081                  | 27,610,484                  | 32,099,190                  | 63,165,580                | 78,361,794                       | 51,674,782                        | 21,841,450                          | 30,480,870                          | -                                   | -                                   |
| 29  | Sport and Recreation: Core Function - Community Parks (including Nurseries)                  | 3,435,805                   | 1,724,141                   | 2,029,621                   | 1,200,000                 | 1,000,000                        | 3,300,000                         | 1,594,000                           | 3,600,000                           | 2,750,000                           | -                                   |
| 30  | Sport and Recreation: Core Function - Recreational Facilities                                | 3,269,946                   | 807,433                     | 1,276,223                   | 2,500,000                 | 980,700                          | 4,475,000                         | 2,350,000                           | 2,187,500                           | 792,500                             | 500,000                             |
| 31  | Sport and Recreation: Core Function - Sports Grounds and Stadiums                            | 12,244,943                  | 3,535,043                   | 3,221,580                   | 7,800,000                 | 8,301,927                        | 5,072,131                         | 3,500,000                           | 2,250,000                           | 2,432,500                           | 2,100,000                           |
| 32  | Waste Management: Core Function - Solid Waste Disposal (Landfill Sites)                      | 388,945                     | 818,135                     | 2,999,000                   | 5,600,000                 | 5,320,339                        | -                                 | 5,000,000                           | 3,000,000                           | 3,000,000                           | 3,000,000                           |
| 33  | Waste Management: Core Function - Solid Waste Removal  | 7,681,233                   | 2,797,311                   | 3,931,826                   | 2,130,000                 | 2,008,164                        | 10,000,000                        | 10,300,000                          | 10,550,000                          | 10,800,000                          | 11,100,000                          |
| 34  | Waste Management: Core Function - Street Cleaning  | 154,058                     | 166,439                     | -                           | -                         | -                                | -                                 | -                                   | -                                   | -                                   | -                                   |
| 35  | Waste Water Management: Core Function - Public Toilets                                       | -                           | -                           | -                           | -                         | -                                | -                                 | -                                   | -                                   | -                                   | -                                   |
| 36  | Waste Water Management: Core Function - Sewerage   | -                           | -                           | 723,786                     | 105,000                   | 136,621                          | 95,000                            | -                                   | -                                   | -                                   | -                                   |
| 37  | Waste Water Management: Core Function - Waste Water Treatment                                | 6,153,445                   | 22,205,581                  | 261,824,373                 | 533,998,730               | 338,152,015                      | 438,246,957                       | 357,211,015                         | 121,224,928                         | 8,224,928                           | 8,224,928                           |
| 38  | Water Management: Core Function - Water Distribution   | 15,570,633                  | 10,362,198                  | 26,039,715                  | 13,287,936                | 13,983,243                       | 26,911,660                        | 5,700,000                           | 1,500,000                           | 1,500,000                           | 1,500,000                           |
| 39  | Water Management: Core Function - Water Treatment  | -                           | -                           | -                           | -                         | -                                | 145,000                           | -                                   | -                                   | -                                   | -                                   |
| 40  | <b>Grand Total</b>   | <b>157,051,452</b>          | <b>190,904,487</b>          | <b>487,715,852</b>          | <b>766,225,474</b>        | <b>583,586,015</b>               | <b>714,165,948</b>                | <b>553,434,851</b>                  | <b>356,476,522</b>                  | <b>181,475,652</b>                  | <b>181,983,537</b>                  |

#### 4.11 LONG TERM CAPITAL EXPENDITURE FUNDING

Capital expenditure is funded through own revenue, grants and donations from outside stakeholders and external borrowings. Own revenue can only be generated through operating budget surpluses, but, this means that Drakenstein's customer base must pay for it through property rates and service charges levied.

Grants and donations through government programmes and private investors are another important funding source. Government programmes will usually give grants for bulk infrastructure services and internal infrastructure services where the investment in infrastructure is needed to provide basic services to the poor. Private investors will contribute levies to improve bulk services provision and to invest in basic infrastructure services for township development.

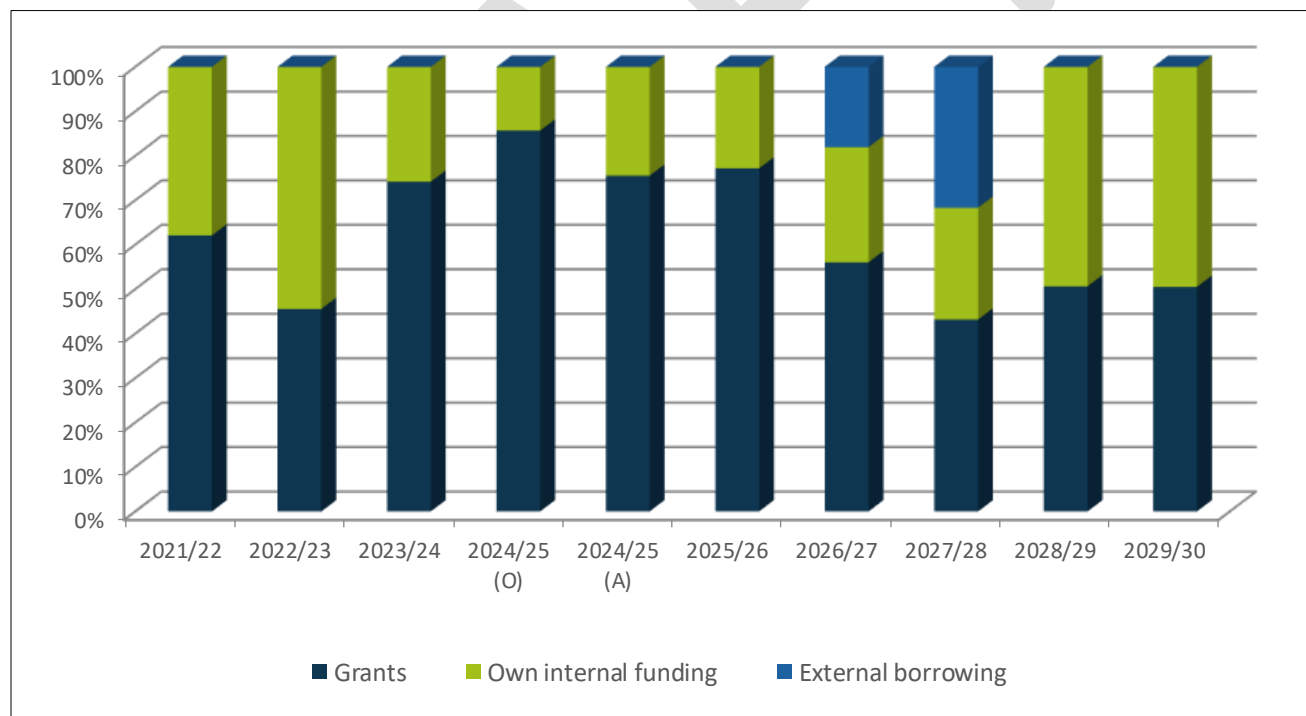
The capital expenditure funding trends over the past four years and forecasted five years (MTREF) under review are set out in the table hereafter (Capital Expenditure per Funding Source (MTREF Affordability Envelope) and the graphs below (Capital Expenditure per Funding Source (MTREF Affordability Envelope)). The available funding from all sources over the MTREF is referred to as the affordability envelope. In the graph below it is clear that external borrowings (blue colour) was the main source of funding of capital expenditure for the period 2016/17 till 2018/19. Loans are planned to be taken up in 2026/27 and 2027/28 as co-funding to the BFI project and then more regularly again from 2030/31 to 2034/35. It also clearly shows that own funding (green colour) is becoming the only other funding source for the MTREF. Grant funding (dark blue colour) fluctuates depending on the success of business plan applications for grant funding from government and funding agency programmes.

Drakenstein Municipality's capital grants allocation (IUDG, INEP, WC Transport and etcetera), due to the formulae applied, are substantially lower when compared to secondary cities of the same size. As this formula is not within the control of the Municipality, it has resolved to source vigorously for government grant funding through government grant and foreign grant programmes. The Municipality has thus set up a Grant Task Team (GTT), a sub-committee of the Revenue Management, Expenditure Management and Cost Containment Committee that is under the leadership of the Accounting Officer, to ensure the sourcing of additional grant funding is dealt with in a much more focused and strategic manner. The role of the GTT is to unlock any possible grant funding, in addition to the current conventional government grant funding streams available via the Division of Revenue Act (DoRA).

**Table 101: Capital Expenditure per Funding Source (MTREF Affordability Envelope)**

| HIGH LEVEL CAPITAL BUDGET EXPENDITURE PER FUNDING SOURCE |                                       |                          |                          |                          |                           |                                  |                                   |                                     |                                     |                                     |                                     |
|--|---------------------------------------|--------------------------|--------------------------|--------------------------|---------------------------|----------------------------------|-----------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Serial Number  | Description                           | 2021/2022 Audited Actual | 2022/2022 Audited Actual | 2023/2024 Audited Actual | 2024/2025 Original Budget | 2024/2025 Revised Capital Budget | 2025/2026 Approved Capital Budget | 2026/2027 Indicative Capital Budget | 2027/2028 Indicative Capital Budget | 2028/2029 Indicative Capital Budget | 2029/2030 Indicative Capital Budget |
| Column Reference   | A                                     | B                        | C                        | D                        | E                         | F                                | G                                 | H                                   | I                                   | J                                   | K                                   |
| 1  | CRR                                   | 44,278,112               | 75,206,208               | 86,436,928               | 101,786,344               | 110,356,385                      | 143,012,904                       | 123,354,849                         | 69,600,000                          | 69,580,000                          | 70,087,885                          |
| 2  | External Loan                         | -                        | -                        | -                        | -                         | -                                | -                                 | 100,000,000                         | 113,000,000                         | -                                   | -                                   |
| 3  | Grant                                 | 97,480,816               | 86,930,491               | 361,849,753              | 656,439,130               | 440,829,630                      | 551,153,044                       | 310,080,002                         | 153,876,522                         | 91,895,652                          | 91,895,652                          |
| 4  | Bulk Infrastructure Contribution Levy | 15,292,524               | 28,767,788               | 39,429,172               | 8,000,000                 | 32,400,000                       | 20,000,000                        | 20,000,000                          | 20,000,000                          | 20,000,000                          | 20,000,000                          |
| 5  | <b>Grand Total</b>                    | <b>157,051,452</b>       | <b>190,904,487</b>       | <b>487,715,852</b>       | <b>766,225,474</b>        | <b>583,586,015</b>               | <b>714,165,948</b>                | <b>553,434,851</b>                  | <b>356,476,522</b>                  | <b>181,475,652</b>                  | <b>181,983,537</b>                  |

**Graph 17: Capital Expenditure per Funding Source (MTREF Affordability Envelope)**



**4.11.1 The Ten (10) year Capital Expenditure Framework and addressing the funding GAP**

The municipality as part of the intermediate city programme receives the Integrated Urban Development Grant (IUDG). As part of having access to the grant, the Department of Cooperative Governance (DCOG) requires of intermediate city municipalities to compile an annual CEFs according to the legislative requirement stated in the Spatial Planning and

Land Use Management Act (Act No 16 of 2013) and aligned to the requirements stated in the Integrated Urban Development Framework (IUDF).

The benefit of such a Capital Expenditure Framework (CEF), is that it allows municipalities the ability to plan in an integrated manner and prioritise infrastructure investment in such a way that it will improve the distribution of investment and result in improved spatial development.

A capital expenditure framework (CEF) is a comprehensive, high-level, long-term infrastructure plan that flows from a spatial development framework. Accordingly, it estimates the level of affordable capital investment by the municipality over the long term by comparing an estimate of capital investment needs to an estimate of available capital finance sources.

The table (***Available Funding Sources (LTREF Affordability Envelope)***) below sets out the available funding sources (also referred to as the affordability envelope). The difference between the affordability envelope and the total capital need per the CEF is referred to as the funding gap.

In the table below, it is clear that operating surpluses to the amount of R575.6 million will contribute 29.0% of the total capital budget of R1.987 billion over the 2025/30 MTREF. Grants will contribute R1.198 billion or 60.3% of the total capital budget.

During 2026/27 and 2027/28 a planned loan of R213 million will be taken up (a draw-down in 2026/27 of R100 million and in 2027/28 the rest), which will serve as co-funding for the BFI grant. Thereafter loans will be entered into after 2030/31. Over the LTREF (years one to ten), grants will contribute 35.6% of the total capital budget, Capital Replacement Reserve 26.5% and External loans (to be taken up from years six to ten), 37.9% of the capital budget.

**Table 102: Available Funding Sources (LTREF Affordability Envelope)**

| AVAILABLE FUNDING SOURCES TO BE USED FOR THE PRIORITISATION MODEL FOR CAPITAL ASSET INVESTMENT |                    |                                   |                  |                      |                  |                         |                  |                         |                  |                  |                  |                             |                  |
|--|--------------------|-----------------------------------|------------------|----------------------|------------------|-------------------------|------------------|-------------------------|------------------|------------------|------------------|-----------------------------|------------------|
| Serial Number  | Financial Year     | Capital Replacement reserve R'000 | % of Total Capex | External Loans R'000 | % of Total Capex | Prioritised Capex R'000 | % of Total Capex | Total Own Funding R'000 | % of Total Capex | Grants R'000     | % of Total Capex | Capital Budget Totals R'000 | % of Total Capex |
| Column   | A                  | B                                 | C                | D                    | E                | F                       | G                | H                       | I                | J                | K                | L                           | M                |
| 1  | 2025/2026          | 163,013                           | 22.8%            | –                    | 0.0%             | 163,013                 | 22.8%            | 163,013                 | 44.2%            | 551,153          | 77.2%            | 714,166                     | 100.0%           |
| 2  | 2026/2027          | 143,355                           | 25.9%            | 100,000              | 18.1%            | 243,355                 | 44.0%            | 243,355                 | 48.3%            | 310,080          | 56.0%            | 553,435                     | 100.0%           |
| 3  | 2027/2028          | 89,600                            | 25.1%            | 113,000              | 31.7%            | 202,600                 | 56.8%            | 202,600                 | 47.8%            | 153,877          | 43.2%            | 356,477                     | 100.0%           |
| 4  | 2028/2029          | 89,580                            | 49.4%            | –                    | 0.0%             | 89,580                  | 49.4%            | 89,580                  | 46.6%            | 91,896           | 50.6%            | 181,476                     | 100.0%           |
| 5  | 2029/2030          | 90,088                            | 49.5%            | –                    | 0.0%             | 90,088                  | 49.5%            | 90,088                  | 45.9%            | 91,896           | 50.5%            | 181,984                     | 100.0%           |
| 6  | <b>MTREF</b>       | <b>575,636</b>                    | <b>29.0%</b>     | <b>213,000</b>       | <b>10.7%</b>     | <b>788,636</b>          | <b>39.7%</b>     | <b>788,636</b>          | <b>39.7%</b>     | <b>1,198,901</b> | <b>60.3%</b>     | <b>1,987,537</b>            | <b>100.0%</b>    |
| 7  | 2030/2031          | 97,500                            | 21.7%            | 285,000              | 63.3%            | 382,500                 | 85.0%            | 382,500                 | 85.0%            | 67,500           | 15.0%            | 450,000                     | 100.0%           |
| 8  | 2031/2032          | 118,750                           | 25.0%            | 285,000              | 60.0%            | 403,750                 | 85.0%            | 403,750                 | 85.0%            | 71,250           | 15.0%            | 475,000                     | 100.0%           |
| 9  | 2032/2033          | 118,750                           | 25.0%            | 285,000              | 60.0%            | 403,750                 | 85.0%            | 403,750                 | 85.0%            | 71,250           | 15.0%            | 475,000                     | 100.0%           |
| 10   | 2033/2034          | 122,500                           | 25.0%            | 294,000              | 60.0%            | 416,500                 | 85.0%            | 416,500                 | 85.0%            | 73,500           | 15.0%            | 490,000                     | 100.0%           |
| 11   | 2034/2035          | 122,500                           | 25.0%            | 294,000              | 60.0%            | 416,500                 | 85.0%            | 416,500                 | 85.0%            | 73,500           | 15.0%            | 490,000                     | 100.0%           |
| 12   | <b>LTREF Grand</b> | <b>1,155,636</b>                  | <b>26.5%</b>     | <b>1,656,000</b>     | <b>37.9%</b>     | <b>2,811,636</b>        | <b>64.4%</b>     | <b>2,811,636</b>        | <b>64.4%</b>     | <b>1,555,901</b> | <b>35.6%</b>     | <b>4,367,537</b>            | <b>100.0%</b>    |
| 13   |                    |                                   |                  |                      |                  |                         |                  |                         |                  |                  |                  |                             |                  |
| 14   |                    |                                   |                  |                      |                  |                         |                  |                         |                  |                  |                  |                             |                  |
| 15   |                    |                                   |                  |                      |                  |                         |                  |                         |                  |                  |                  |                             |                  |
| 16   |                    |                                   |                  |                      |                  |                         |                  |                         |                  |                  |                  |                             |                  |
| 17   |                    |                                   |                  |                      |                  |                         |                  |                         |                  |                  |                  |                             |                  |

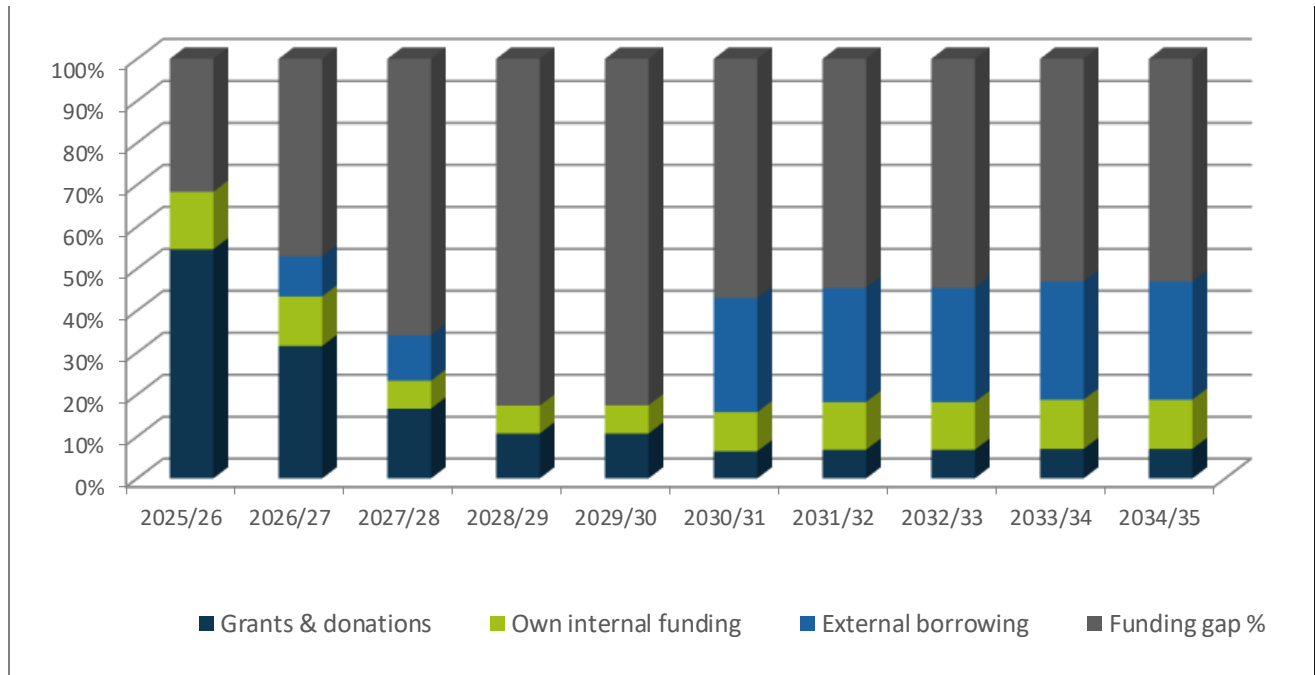
|  |            |        |
|--|------------|--------|
| Capital budget (LTFP affordability envelope) for the next five (2024/2025 - 2028/2029) years to address IDP needs (R'000)= | 1,987,537  | 19.0%  |
| LTFP affordability envelope for years six (2029/2030) to ten (2033/2034) to address IDP needs (R'000)=                     | 2,380,000  | 22.8%  |
| IDP needs in capital programme that could not be addressed in years one (2024/2025) to ten (2033/2034) (R'000)=            | 6,088,046  | 58.2%  |
| Total capital programme based on IDP needs (R'000)=  | 10,455,582 | 100.0% |

The five-year MTREF indicates that the capital programme of R1.987 billion in terms of the affordability envelope will only address 19.0% of Drakenstein’s total capital programme needs of R10.456 billion over the MTREF and only 41.8% over the LTREF.

It is imperative to solve the unfunded and underfunded mandate issues to allow the operating budget to generate more operating surpluses to boost the funding of capital projects through own revenue. The funding gap will further accumulate over time, if it is not addressed, which could result in the collapse of municipality’s infrastructure in the long-term.

The constraints placed on the available funding available for capital project implementation, the moratorium on the taking up of external loans during the loan restructuring period as well as the limited grants received by the Municipality, has necessitated a significant decrease in the capital expenditure over the next 5 years, as can be seen in the next graph. Although recovering in 2029/30, it is barely over the minimum spend required to remain sustainable and has left a major funding gap. From year one (2025/26) to five (2029/30), between 17% to 68% of the required capital needs can be addressed, while from year six (2030/31) to ten (2034/35) between 43% to 47% of the average yearly capital needs can be addressed. The average yearly capital needs being the total capital needs as per the CEF of R10.456 billion divided by 10 years, equalling an average of R1.046 billion per year. The picture has improved significantly since the 2024/25 year after the allocation of R1.4 billion through the Budget Facility for Infrastructure over the 2023/24 – 2027/28 period.

**Graph 18: Capital Expenditure per Funding Source and Capital Needs (CEF) (LTREF Affordability Envelope)**



#### 4.12 PRIORITISATION MODEL FOR CAPITAL ASSETS INVESTMENT

Drakenstein developed a Prioritisation Model for Capital Assets Investment that was implemented from the start of the 2013/14 financial year. The purpose of the policy is to allocate available revenue for capital investment through a points system based on thirteen principles. These principles are statutory requirement; service delivery; essential service; economic stimulation; community benefit; permanent job creation; labour intensive construction; revenue generating; aesthetical improvement; social upliftment; spatial development framework compliance; risk factor and time factor.

Three main categories were defined i.e. basic services infrastructure and roads, social and economic infrastructure and operational infrastructure. It needs to be noted that these categories do not concur with the GFS standard classifications. Each of these infrastructure categories will receive a percentage allocation of prioritised funds. Prioritised funds mean conditional grants, own revenue and external borrowings to be distributed amongst the prioritised capital projects on the capital programme.

Basic services and roads infrastructure comprising of electricity main supply and networks; water main supply and networks; sewer main supply and networks; solid waste infrastructure; and, roads and stormwater will receive approximately 70% of prioritised funds.

Social and economic infrastructure comprising of Safety and Community Services; parks and recreation; environmental; libraries; sport and recreation facilities; arts and culture; new urban development; business development; industrial development; any development that will help grow the local economy and that will create jobs; labour intensive capital projects; and etcetera will receive approximately 20% of prioritised funds.

Operational infrastructure comprising of vehicles, plant and equipment; computer hardware and software; communication networks; office furniture and equipment; machinery, tools and equipment; municipal office buildings; and etcetera will receive approximately 10% of prioritised funds.

Albeit the constriction of the funding available for capital expenditure, the guidelines as indicated in the policy cannot be achieved in the next three financial years, as most funding is from conditional grants. As such, the table below depicts the ***allocations per infrastructure type***.

Basic services infrastructure in 2025/26 will receive 87.8% of the total capital budget. Over the MTREF basic services infrastructure will receive 88.8% (2026/27), 81.3% (2027/28), 64.4% (2028/29) and 64.8% (2029/30) of the total capital budget. The allocation towards Basic service infrastructure is skewed, due to the special R1.4 billion allocated over the MTREF through the Budget Facility for Infrastructure

Operational infrastructure will receive 8.6% of the total capital budget. Over the MTREF operational infrastructure will receive 8.8% (2026/27), 14.3% (2027/28), 28.4% (2028/29) and 29.5% (2029/30) of the total capital budget.

Social and economic infrastructure will receive 3.6% of the total capital budget. Over the MTREF social and economic infrastructure will receive 2.4% (2026/27), 4.4% (2027/28), 7.2% (2028/29) and 5.7% (2029/30) of the total capital budget.

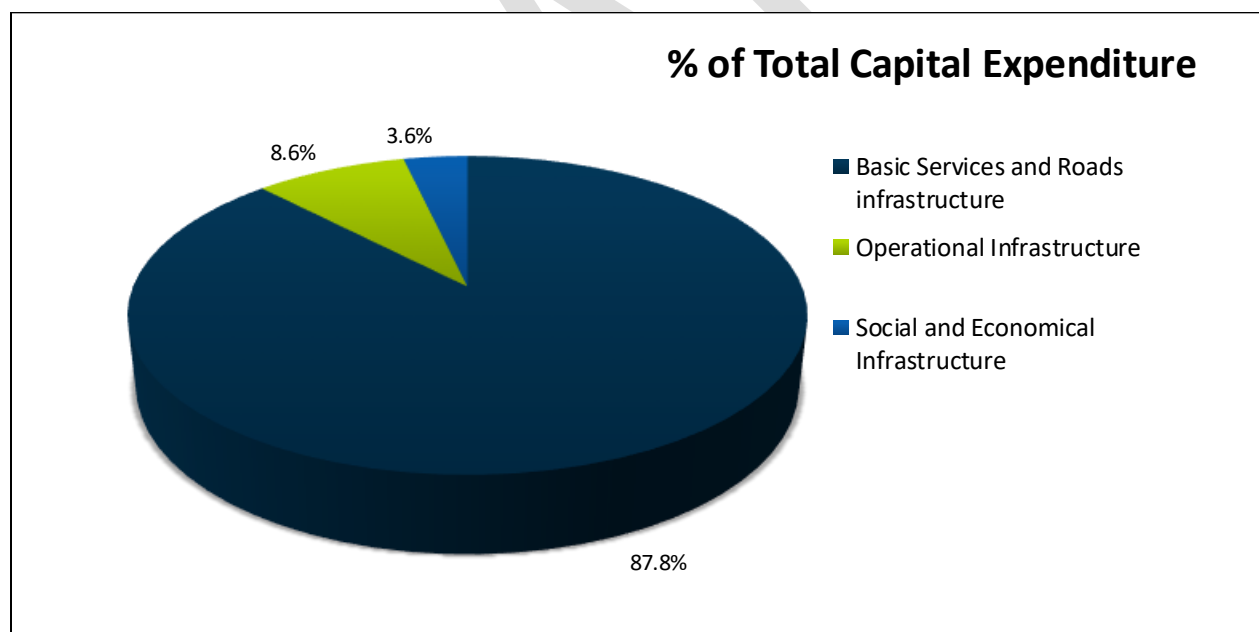
For the 2025/26 financial year, the distribution is as depicted in the following graph.

The prioritised funds used for the allocations to the above infrastructure categories reflected in Drakenstein's capital budget come from the Municipality's operating revenue surpluses (CRR), grants and external borrowings.

**Table 103: Allocations per Infrastructure Type**

| 2024/2029 MTREF HIGH LEVEL CAPITAL BUDGET EXPENDITURE PER INFRASTRUCTURE TYPE AND FUNDING |  |                    |                |                      |                |                      |                |                      |                |                      |                |
|---|--|--------------------|----------------|----------------------|----------------|----------------------|----------------|----------------------|----------------|----------------------|----------------|
| Serial Number   | Infrastructure Type / Funding Source   | 2025/2026 Approved | Distribution % | 2026/2027 Indicative | Distribution % | 2027/2028 Indicative | Distribution % | 2028/2029 Indicative | Distribution % | 2029/2030 Indicative | Distribution % |
| Column Reference  | A                                      | B                  | C              | D                    | E              | F                    | G              | H                    | I              | J                    | K              |
| 1   | Basic Services and Road Infrastructure | 626,950,159        | 87.8%          | 491,485,002          | 88.8%          | 289,876,522          | 81.3%          | 116,895,652          | 64.4%          | 117,895,652          | 64.8%          |
| 2   | Grants                                 | 536,503,044        | 75.1%          | 310,080,002          | 56.0%          | 153,876,522          | 43.2%          | 91,895,652           | 50.6%          | 91,895,652           | 50.5%          |
| 3   | Prioritised Funds                      | 90,447,115         | 12.7%          | 181,405,000          | 32.8%          | 136,000,000          | 38.2%          | 25,000,000           | 13.8%          | 26,000,000           | 14.3%          |
| 4   | Operational Infrastructure             | 61,383,658         | 8.6%           | 48,583,349           | 8.8%           | 50,881,450           | 14.3%          | 51,562,895           | 28.4%          | 53,663,885           | 29.5%          |
| 5   | Grants                                 | 14,650,000         | 2.1%           | -                    | 0.0%           | -                    | 0.0%           | -                    | 0.0%           | -                    | 0.0%           |
| 6   | Prioritised Funds                      | 46,733,658         | 6.5%           | 48,583,349           | 8.8%           | 50,881,450           | 14.3%          | 51,562,895           | 28.4%          | 53,663,885           | 29.5%          |
| 7   | Social & Economical Infrastructure     | 25,832,131         | 3.6%           | 13,366,500           | 2.4%           | 15,718,550           | 4.4%           | 13,017,105           | 7.2%           | 10,424,000           | 5.7%           |
| 8   | Grants                                 | -                  | 0.0%           | -                    | 0.0%           | -                    | 0.0%           | -                    | 0.0%           | -                    | 0.0%           |
| 9   | Prioritised Funds                      | 25,832,131         | 3.6%           | 13,366,500           | 2.4%           | 15,718,550           | 4.4%           | 13,017,105           | 7.2%           | 10,424,000           | 5.7%           |
| 10  | Grand Total                            | 714,165,948        | 100.0%         | 553,434,851          | 100.0%         | 356,476,522          | 100.0%         | 181,475,652          | 100.0%         | 181,983,537          | 100.0%         |

**Graph 19: Capital Expenditure Distribution for the 2025/26 Financial Year**



4.13 LINKING OF THE CAPITAL BUDGET TO THE IDP

The table below (*Capital Expenditure per Pre-Determined Objectives*) depicts the main types of capital expenditure projects linked to the Pre-Determined Objectives, as set out in Chapter 3 of the IDP.

As can be seen from the table below, the majority of capital expenditure for the MTREF relates to PDO 24: Water and sanitation services and infrastructure (61.8%); PDO 22: Energy supply and infrastructure (15.0%); PDO 21: Fleet and Mechanical Workshop (7.0%), and PDO 23: Transport, roads and storm water infrastructure (5.2%).

The table below that relates to *Capital Expenditure per Pre-Determined Objectives and source of funding* depicts the main types of capital expenditure projects linked to the Key Focus Areas, as set out in Chapter 3 of the IDP.

Table 104: Capital Expenditure per Pre-Determined Objectives

| 2025/2030 MTREF HIGH LEVEL CAPITAL BUDGET EXPENDITURE PER PDO |                    |  |                           |                             |                             |                             |                             |
|---|--------------------|--|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Serial Number   | PDO                | PDO Description                          | Approved Budget 2025/2026 | Indicative Budget 2026/2027 | Indicative Budget 2027/2028 | Indicative Budget 2028/2029 | Indicative Budget 2029/2030 |
| Column Reference  | A                  | B  | C                         | D                           | E                           | F                           | G                           |
| 1   | PDO 1              | Governance Structures                    | 108,000                   | 50,000                      | 50,000                      | 50,000                      | 50,000                      |
| 2   | PDO 5              | Communication                            | 715,658                   | 254,849                     | 300,000                     | 280,000                     | 172,000                     |
| 3   | PDO 8              | Revenue                                  | 500,000                   | 100,000                     | 100,000                     | 100,000                     | 100,000                     |
| 4   | PDO 17             | Human Capital                            | 1,114,000                 | 49,500                      | 54,450                      | 59,895                      | 65,885                      |
| 5   | PDO 19             | Systems and Technology                   | 4,000,000                 | 4,000,000                   | 4,000,000                   | 4,000,000                   | 6,500,000                   |
| 6   | PDO 21             | Fleet and Mechanical Workshop            | 21,500,000                | 28,185,000                  | 29,935,000                  | 29,685,000                  | 29,385,000                  |
| 7   | PDO 22             | Electricity and Energy                   | 67,011,760                | 43,627,537                  | 62,670,724                  | 62,670,724                  | 62,670,724                  |
| 8   | PDO 23             | Transport, Roads and Stormwater          | 51,674,782                | 21,841,450                  | 30,480,870                  | -                           | -                           |
| 9   | PDO 24             | Water and Wastewater                     | 517,438,617               | 418,724,015                 | 193,724,928                 | 49,224,928                  | 49,224,928                  |
| 10  | PDO 25             | Solid Waste                              | 10,000,000                | 15,300,000                  | 13,550,000                  | 13,800,000                  | 14,100,000                  |
| 11  | PDO 26             | Municipal and Public Facilities          | 10,000,000                | 115,000                     | 115,000                     | 115,000                     | 115,000                     |
| 12  | PDO 27             | Economic Development and Tourism         | 2,086,000                 | 1,858,500                   | 1,895,550                   | 1,890,105                   | -                           |
| 13  | PDO 28             | Land use and Properties                  | 400,000                   | -                           | -                           | -                           | -                           |
| 14  | PDO 29             | Spatial Planning                         | 270,000                   | 30,000                      | -                           | -                           | -                           |
| 15  | PDO 31             | Urbanisation and Human Settlements       | 1,200,000                 | 2,604,000                   | -                           | 2,000,000                   | 3,000,000                   |
| 16  | PDO 32             | Social Development                       | 1,025,000                 | 281,000                     | 612,500                     | 425,000                     | 300,000                     |
| 17  | PDO 33             | Sport and Recreation                     | 8,972,131                 | 5,500,000                   | 3,650,000                   | 2,757,500                   | 2,600,000                   |
| 18  | PDO 34             | Parks and Open Spaces                    | 3,875,000                 | 1,944,000                   | 4,387,500                   | 3,217,500                   | -                           |
| 19  | PDO 35             | Cemeteries and Crematorium               | 3,900,000                 | 1,880,000                   | 3,950,000                   | 4,200,000                   | 6,700,000                   |
| 20  | PDO 36             | Disaster and Emergencies                 | 3,085,000                 | 2,541,000                   | 4,224,000                   | 3,439,000                   | 3,174,000                   |
| 21  | PDO 37             | By-law enforcement and security services | 3,780,000                 | 3,759,000                   | 2,356,000                   | 3,051,000                   | 2,796,000                   |
| 22  | PDO 38             | Traffic Control and Licensing Services   | 860,000                   | 700,000                     | 420,000                     | 510,000                     | 1,030,000                   |
| 23  | PDO 39             | Libraries                                | 650,000                   | 90,000                      | -                           | -                           | -                           |
| 24  | <b>Grand Total</b> |  | <b>714,165,948</b>        | <b>553,434,851</b>          | <b>356,476,522</b>          | <b>181,475,652</b>          | <b>181,983,537</b>          |

#### **4.14 LIQUIDITY MANAGEMENT**

It must be noted that not all municipalities are the same and this should be kept in mind when assessing the financial health and financial sustainability benchmarks for a municipality. A municipality can be categorised into a developed or a developing municipality. Drakenstein can be categorised as a developing or growing municipality simply because Drakenstein is the economic hub of the Cape Winelands District.

Developing municipalities will require significant additional resources and funding to conduct the growth that is expected of them. With the demands for growth come risks that need to be managed. The priority from a financial risk perspective is the viability and sustainability of the Municipality. This financial plan and related strategies will need to address a number of Pre-Determined Objectives in order to achieve this goal. The areas which have been identified are discussed below.

##### **Cash/liquidity position**

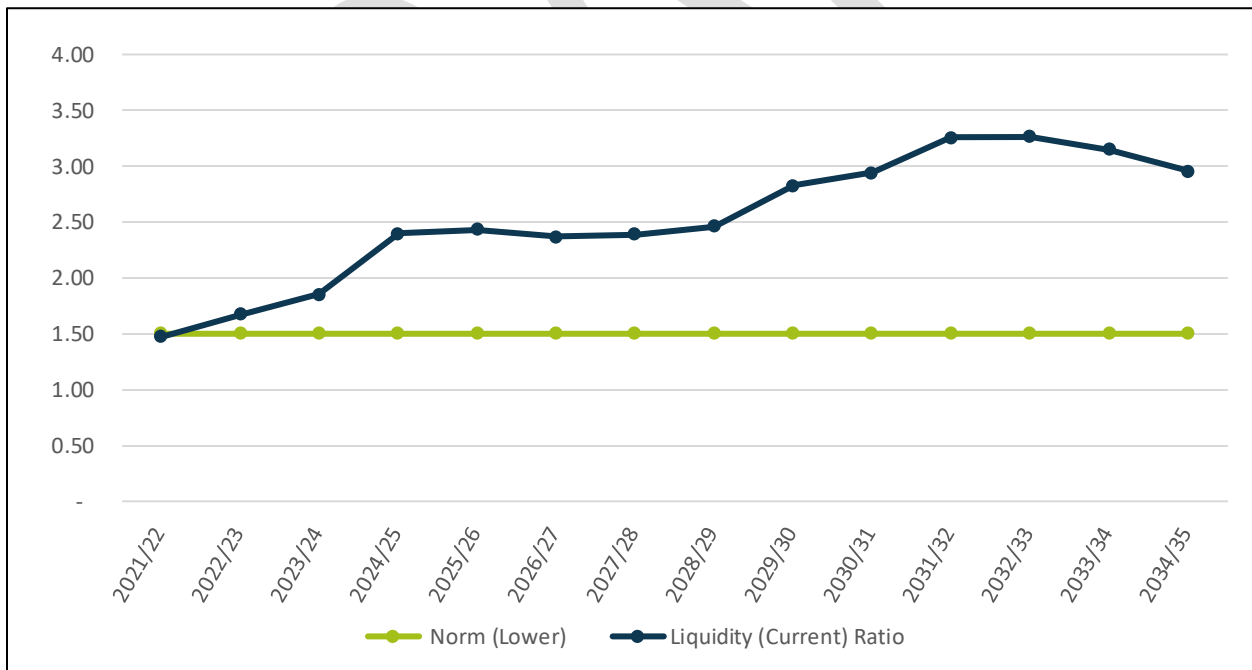
Cash and cash management is vital for the short-, medium- and long-term survival and good management of an organisation. This is also the case with Drakenstein Municipality. The appropriate benchmarks which can assist in assessing the financial health of the Municipality are:

- The current ratio (Liquidity Ratio), which expresses the current assets as a proportion to current liabilities. A current ratio between one point five and two to one (1.5-2:1) is acceptable and considered to be very healthy in terms of the National Treasury Guidelines. Drakenstein's current ratio was 1.47 at 30 June 2022, it increased to 1.68 at 30 June 2023 and finally increased to 1.85 at 30 June 2024. It is envisaged that it will be 2.43 at 30 June 2026, 2.83 by 2029/30 and lastly 2.96 by 2034/35.
- The debtor's turnover ratio (after provisions for bad debt impairment) was at to 42.1 days as at 30 June 2024, 37.6 days as at 30 June 2023 and 41.3 days as at 30 June 2022. At 30 April 2025 this ratio stood at 39.0 days. Over the medium- and long-term the Municipality will attempt to decrease the debtors' turnover ratio (after provisions for bad debt impairment).
- The "acceptable" norm is 30 days as per MFMA Circular 71. This norm cannot be met and should be at least 45 days due to current credit control legislation requiring certain notification actions from a municipality before the electricity supply to a consumer may be disconnected to enforce reaction from a consumer in arrears. Going the legal route to recover outstanding arrears cannot be done within 30 days. It is an unreasonable norm.
- The revenue collection rate which largely determines if the Municipality remains a going concern. Drakenstein will endeavour over the short-, medium- and long-term to collect at least 95% of its billed revenue. The provision for doubtful debt has been reviewed and a

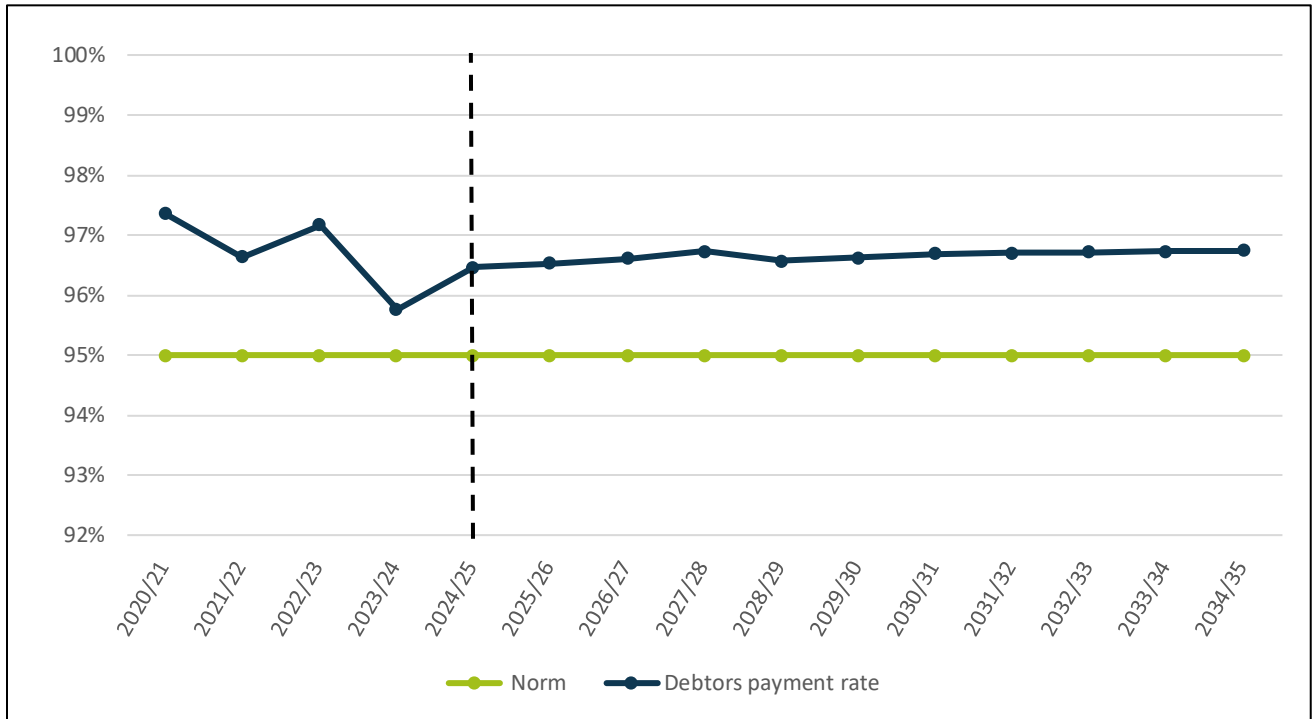
provision for doubtful debt impairment of 2-3 % of expected billed revenue (services and property rates) had been made. By 2034/35 it is envisaged to be at 2-3%. The majority of debt older than 90 days has been provided for and the writing-off of irrecoverable debt of all indigent households and the incentives in the Writing-Off of Irrecoverable Debt Policy will reduce the debtor’s turnover ratio over the short- and medium-term.

- The Creditors Payment Period expresses the normal period it takes for the Municipality to pay its creditors/ accounts payable. The norm is 30 days as per the MFMA and the Municipality achieves this throughout the year. Unfortunately as to how the ratio is calculated at year-end with accruals after year it seems that the ratio is above the norm although it is not.
- The Cash Coverage Ratio indicates the Municipality's ability to meet at least its monthly fixed operating commitments from cash and cash equivalents without collecting any additional revenue, during that month. At 30 April 2025 this ratio stood at 4.7. For the MTREF it is estimated at of 3.0 (2025/26), 3.1 (2026/27), 3.2 (2027/28), 3.3 (2028/29) and 4.0 (2029/30). By 2034/35 it is envisaged to be at 4.0.

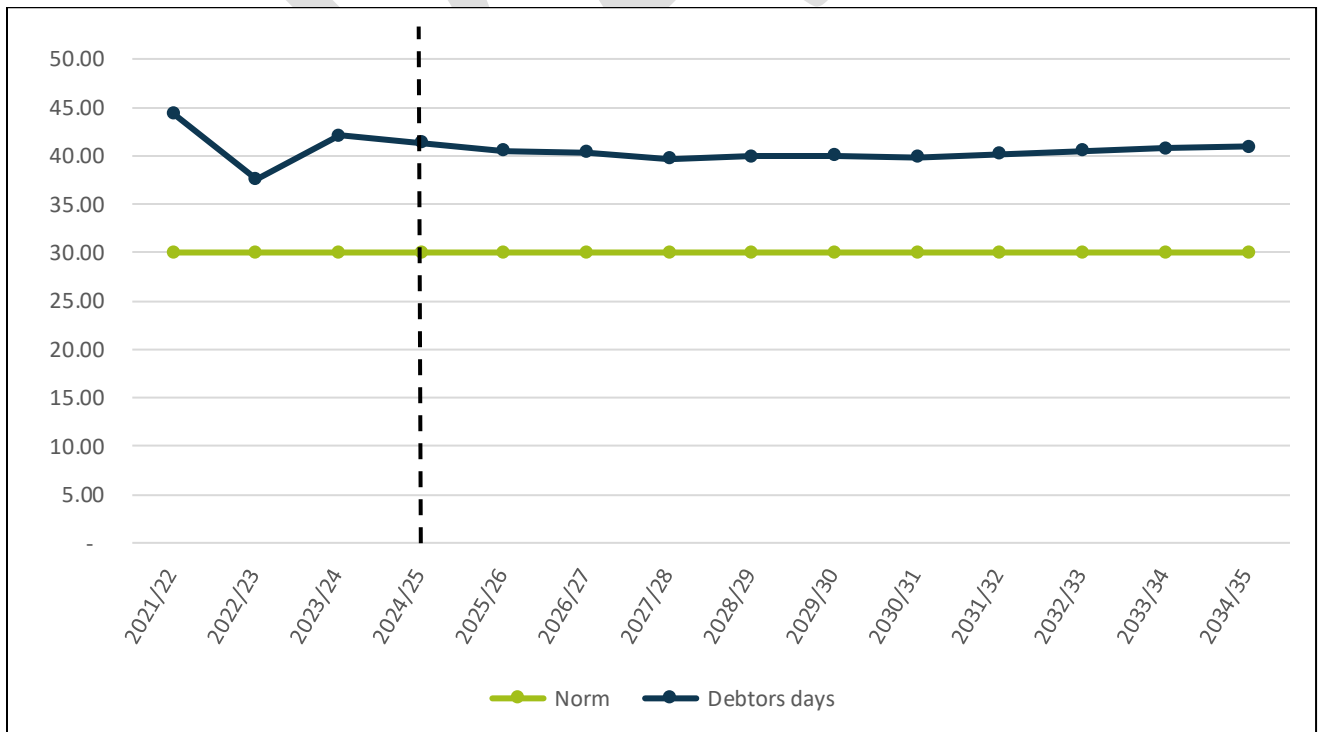
**Graph 20: Liquidity (Current) ratio over the LTREF**



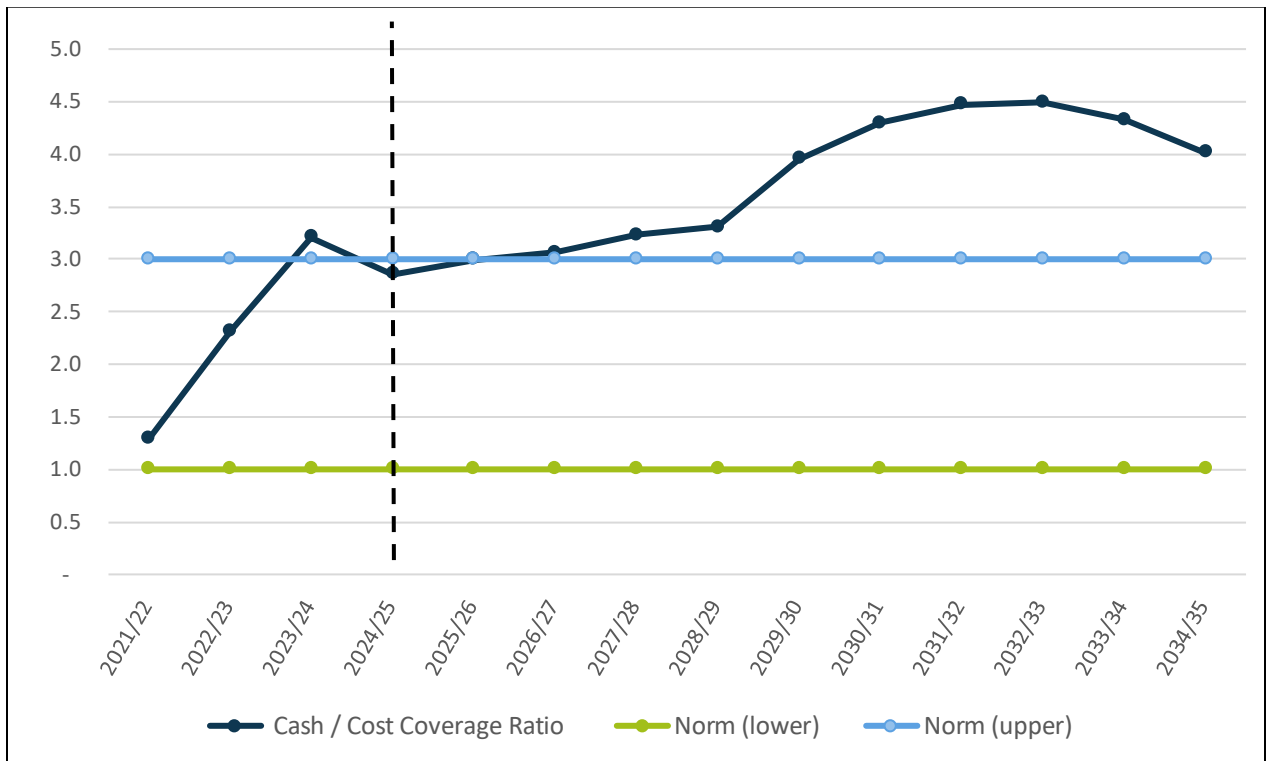
**Graph 21: Debtors payment ratio over the LTREF**



**Graph 22: Debtors turnover ratio (debtors days) over the LTREF**



**Graph 23: Cash Coverage ratio over the LTREF**



#### 4.15 SOLVENCY MANAGEMENT

##### External Borrowing

The strong capital market in South Africa (commercial banks and other borrowing institutions like the DBSA, etcetera) provides an additional instrument to access financial resources. However, the Municipality may not borrow to balance its operating budget and to finance any operating expenditure.

The Municipality has, due to residential and business growth pressures, invested significantly in bulk and other infrastructure over the last decade, mainly funding these investments from external loans. This was done based on residential and business growth expectations and the envisaged growth in the tax base to assist with the repayment of these external loans.

Safeguards needs to be put in place to ensure that the Municipality borrows in a responsible way going forward. In order to have access to this market, the Municipality will need to have more accurate and appropriate financial accounting and reporting systems. We will have to ensure that we generate enough cash reserves to honour repayment commitments.

The manner in which the Municipality manages debt or takes on new debt to finance investment activities will significantly impact its solvency and long-term viability. Drakenstein aims for a maximum borrowing level of external loans that will not exceed 45% of the total operating revenue (capital grants excluded) over the medium term. The Municipality is thus cautious about overborrowing in the medium to long term.

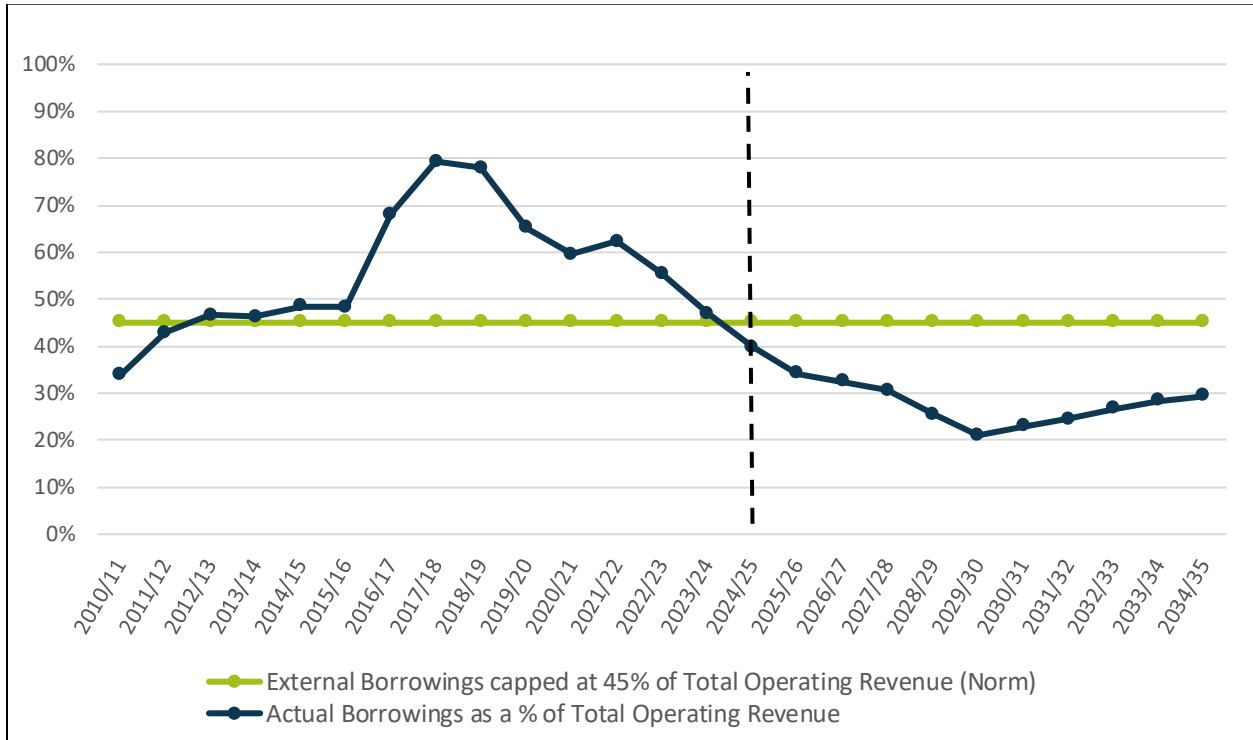
External borrowing as a funding source is capped at 45% of total operating revenue (excluding conditional grants) as per Council's External Borrowing Policy. Due to development opportunities and pressures, Council allowed investment in infrastructure through external borrowings that has led the capped percentage to be exceeded.

Due to the slowdown of the South African economy and in Drakenstein Municipality as well, residential developments are taking place at a slower rate than assumed five years ago. During the 2020/21 year the majority of long-term loans were restructured.

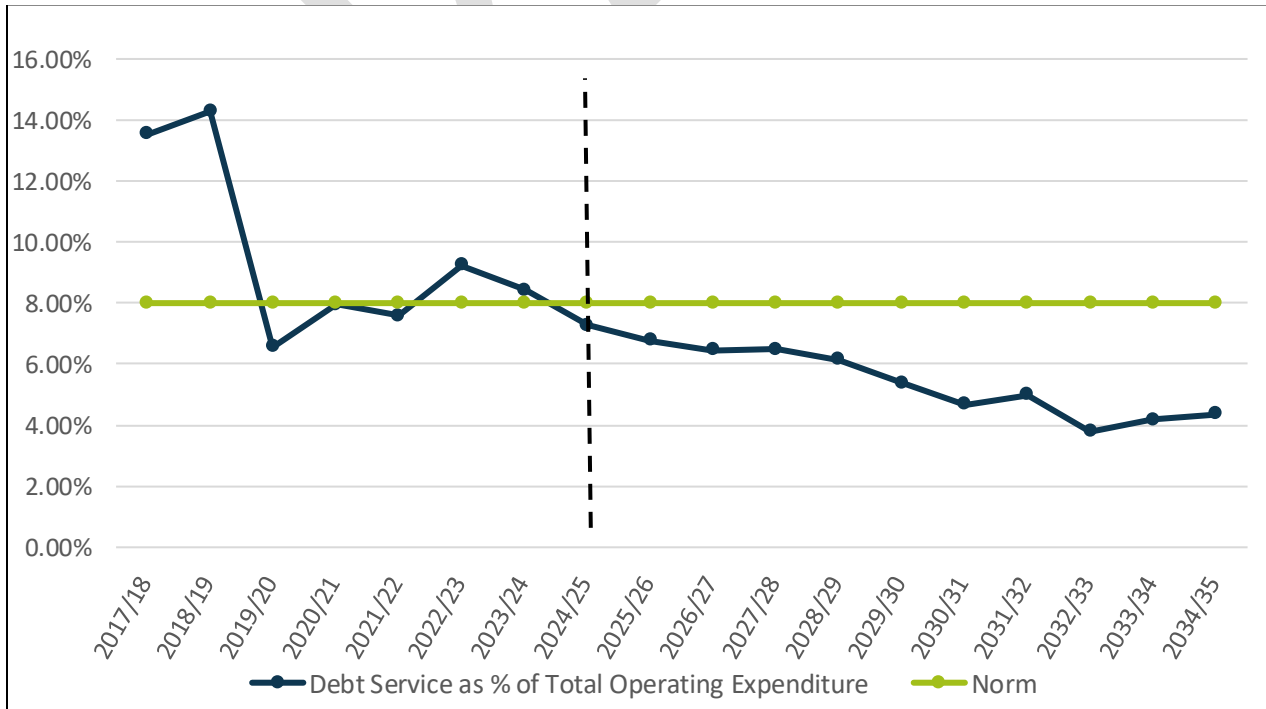
The gearing ratio has steadily declined in recent years and is projected to reach 39.8% by the end of the 2024/25 financial year. It is expected to decrease further to 34.1% in 2025/26 and 29.9% in 2026/27. A slight increase to 30.5% is anticipated in 2027/28 due to a planned loan of R213 million, which will serve as co-funding for the BFI grant. Thereafter, the gearing ratio is projected to decline again—to 25.5% in 2028/29 and 21.0% in 2029/30—as shown in the accompanying graph on External Borrowings as a Percentage of Total Operating Revenue.

These projections indicate that the gearing ratio will fall well below the National Treasury norm of 45% and remain within the 45% limit set by the Council's External Borrowing Policy. From 2024/25 onward, both the debt service and gearing ratios are expected to remain below the National Treasury norms. However, starting in 2030/31, the municipality will need to resume regular borrowing, as capital investment demands are projected to exceed affordable investment levels. This highlights the necessity for a financially sustainable strategy to support accelerated capital investment. Future borrowings will be managed to ensure compliance with National Treasury norms for gearing and debt servicing ratios.

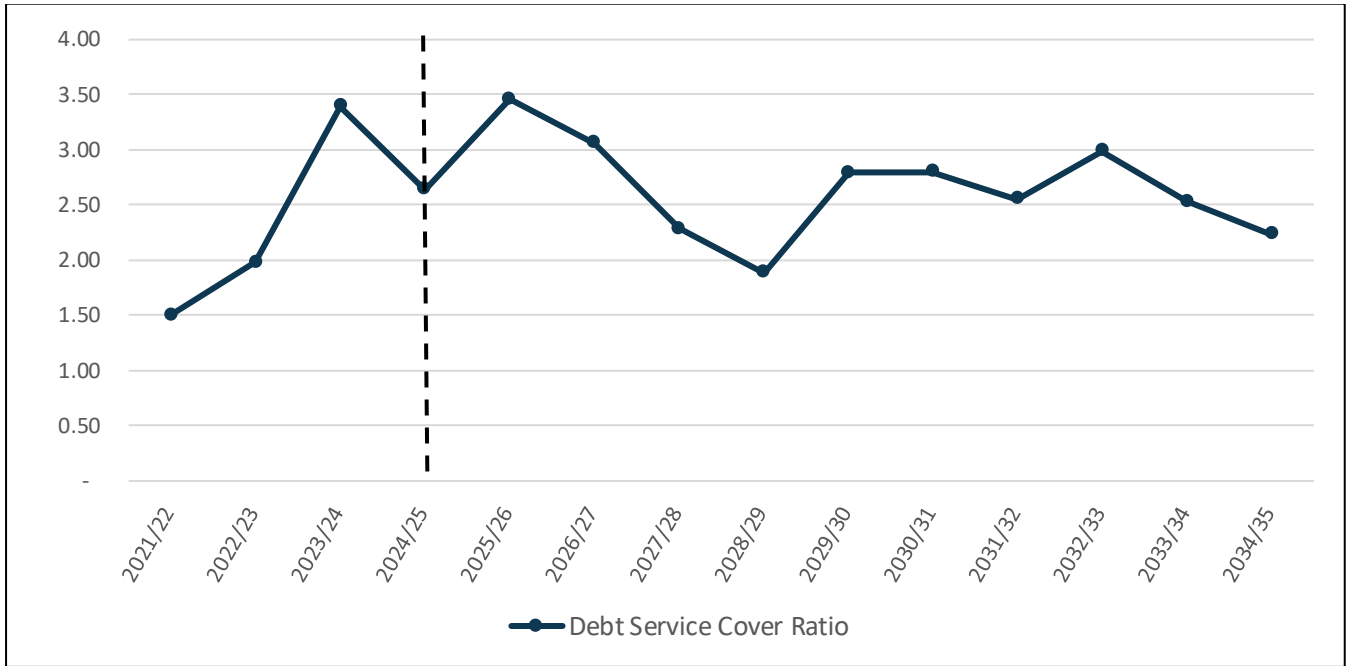
**Graph 24: External Borrowings as a Percentage of Total Operating Revenue (Gearing Ratio)**



**Graph 25: Debt service (Interest and Redemption) as a percentage of Operating expenditure**



Graph 26: Debt Service Cover Ratio (Cash Generated by Operations/Debt Service)



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4.16 FINANCIAL RATIOS OVER THE LONG TERM

Table 105: Long-Term Financial Ratios Summary

| LONG-TERM FINANCIAL RATIOS SUMMARY |  |           |                             |                             |                             |                             |                             |   |
|------------------------------------|--|-----------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|---|
| SERIAL NUMBER                      | DESCRIPTION  | Norm      | 2025/2026 Indicative Budget | 2027/2028 Indicative Budget | 2029/2030 Indicative Budget | 2031/2032 Indicative Budget | 2033/2034 Indicative Budget | COMMENTS  |
| COLUMN REFERENCE                   | A  | B         | C                           | D                           | E                           | F                           | G                           | H   |
| 1                                  | <b>FINANCIAL PERFORMANCE</b>   |           |                             |                             |                             |                             |                             |   |
| 2                                  | <b>ASSET MANAGEMENT</b>  |           |                             |                             |                             |                             |                             |   |
| 3                                  | Capital Expenditure / Total Expenditure                                | 10% - 20% | 19.4%                       | 8.8%                        | 4.1%                        | 9.6%                        | 8.7%                        | CAPEX as a % of Total Expenditure remains below the lower limit of the recommended expenditure.   |
| 4                                  | <b>DEBTORS MANAGEMENT</b>  |           |                             |                             |                             |                             |                             |   |
| 5                                  | Gross Consumer Debtors Growth  |           | 3.7%                        | 3.1%                        | 4.5%                        | 4.5%                        | 4.5%                        |   |
| 6                                  | Payment Ratio / Collection Rate  | 95%       | 96.5%                       | 96.7%                       | 96.6%                       | 96.7%                       | 96.7%                       |   |
| 7                                  | <b>LIQUIDITY MANAGEMENT</b>  |           |                             |                             |                             |                             |                             |   |
| 8                                  | Cash Coverage Ratio (excl Working Capital)                             | 1 - 3     | 3                           | 3.23                        | 3.95                        | 4.47                        | 4.33                        | The cash surplus is forecast to improve over the planning period due to the optimised funding mix that reduces cash utilisation to fund capital expenditure.. |
| 9                                  | Liquidity Ratio (Current Assets: Current Liabilities)                  | 1.5 – 2   | 2.43                        | 2.39                        | 2.83                        | 3.26                        | 3.15                        |   |
| 10                                 | <b>LIABILITY MANAGEMENT</b>  |           |                             |                             |                             |                             |                             |   |
| 11                                 | Debt Service as % of Total Operating expenditure                       | 6% - 8%   | 7.3%                        | 6.5%                        | 6.1%                        | 4.7%                        | 3.8%                        | The external financing is well within the recommended limits over the LTREF   |
| 12                                 | Total Debt (Borrowings) / Operating Revenue (Gearing Ratio)            | 45%       | 34.1%                       | 30.5%                       | 21.0%                       | 24.5%                       | 28.4%                       |   |
| 13                                 | Debt Service Cover Ratio (Cash Generated by Operations / Debt Service) |           | 3.46                        | 2.28                        | 2.79                        | 2.55                        | 2.53                        |   |

| <b>LONG-TERM FINANCIAL RATIOS SUMMARY</b> |  |             |                                    |                                    |                                    |                                    |                                    |   |
|---|--|-------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|---|
| <b>SERIAL NUMBER</b>                      | <b>DESCRIPTION</b>                                     | <b>Norm</b> | <b>2025/2026 Indicative Budget</b> | <b>2027/2028 Indicative Budget</b> | <b>2029/2030 Indicative Budget</b> | <b>2031/2032 Indicative Budget</b> | <b>2033/2034 Indicative Budget</b> | <b>COMMENTS</b>   |
| <b>COLUMN REFERENCE</b>                   | <b>A</b>   | <b>B</b>    | <b>C</b>                           | <b>D</b>                           | <b>E</b>                           | <b>F</b>                           | <b>G</b>                           | <b>H</b>  |
| 14  | <b>SUSTAINABILITY</b>                                  |             |                                    |                                    |                                    |                                    |                                    |   |
| 15  | Net Financial Liabilities Ratio                        | < 60%       | 29.0%                              | 22.3%                              | 6.7%                               | 6.0%                               | 9.7%                               | Net Financial Liabilities are within the benchmark over the LTREF.  |
| 16  | Operating Surplus Ratio                                | 0% - 10%    | 0.9%                               | -0.3%                              | 1.1%                               | 3.3%                               | 0.8%                               | Operating Surplus Ratio remains at the lower end of the recommended lower benchmark throughout the 10- year period.   |
| 17  | Asset Sustainability Ratio                             | > 90%       | 222.9%                             | 27.3%                              | 110.9%                             | 115.2%                             | 115.5%                             | The Asses Sustaibility ratio remains below the lower ratio over the MTREF, mainly due to the moratorium on the taking up of long term borrowings, but improves over years six to ten. |
| 18  | <b>FINANCIAL PERFORMANCE</b>                           |             |                                    |                                    |                                    |                                    |                                    |   |
| 19  | <b>REVENUE MANAGEMENT</b>                              |             |                                    |                                    |                                    |                                    |                                    |   |
| 20  | Operating Revenue Growth %                             | CPI         | 8.1%                               | 7.9%                               | 8.0%                               | 7.9%                               | 7.9%                               | Operating Revenue Growth is above CPI throughout the planning period. Cash generation from operations projected to improve steadily over the planning period.                         |
| 21  | Cash Generated by Operations / Own Revenue             |             | 25.1%                              | 12.4%                              | 13.8%                              | 11.9%                              | 10.4%                              |   |
| 22  | Cash Generated by Operations / Total Operating Revenue |             | 20.2%                              | 11.1%                              | 12.6%                              | 10.9%                              | 9.6%                               |   |

| <b>LONG-TERM FINANCIAL RATIOS SUMMARY</b> |  |             |                                    |                                    |                                    |                                    |                                    |   |
|---|--|-------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|---|
| <b>SERIAL NUMBER</b>                      | <b>DESCRIPTION</b>   | <b>Norm</b> | <b>2025/2026 Indicative Budget</b> | <b>2027/2028 Indicative Budget</b> | <b>2029/2030 Indicative Budget</b> | <b>2031/2032 Indicative Budget</b> | <b>2033/2034 Indicative Budget</b> | <b>COMMENTS</b>   |
| <b>COLUMN REFERENCE</b>                   | <b>A</b>   | <b>B</b>    | <b>C</b>                           | <b>D</b>                           | <b>E</b>                           | <b>F</b>                           | <b>G</b>                           | <b>H</b>  |
| 23  | <b>EXPENDITURE MANAGEMENT</b>  |             |                                    |                                    |                                    |                                    |                                    |   |
| 24  | Creditors Payment Period   | 30          | 30                                 | 30                                 | 30                                 | 30                                 | 30                                 | The Municipality has an average Creditors payment period of less than 30 days   |
| 25  | Contribution per Expenditure Item: Staff Cost (Salaries, Wages and Allowances) | 25% - 40%   | 4.7%                               | 3.5%                               | 6.8%                               | 7.2%                               | 6.9%                               | Employee costs as a percentage of OPEX remains below the NT maximum benchmark of 40%.   |
| 26  | Contribution per expenditure item: Contracted Services                         | 2% - 5%     | 7.5%                               | 7.0%                               | 6.7%                               | 6.9%                               | 6.6%                               | Contracted Services as a percentage of total expenditure are forecasted to decrease but remain above the NT benchmark of 5%, due to the inclusion of housing expenditure included in contracted services  |
| 27  | <b>GRANT DEPENDENCY</b>  |             |                                    |                                    |                                    |                                    |                                    |   |
| 28  | Total Grants / Total Revenue   |             | 19.6%                              | 10.7%                              | 8.4%                               | 7.8%                               | 7.6%                               | The municipality generates funds from its own sources and is not overly reliant on grants. This is positive but also negative. Positive as the tightening of the national fiscus will result in a declining reliance on transfers from other spheres of government. It is also negative as it shows that Drakenstein is not receiving its fair share of allocated grants. |

#### **4.17 LONG-TERM FINANCIAL SUSTAINABILITY RATIOS**

The Long-Term Financial Sustainability Policy of Council refers to three key financial indicators or ratios that influence long-term financial sustainability planning and budgeting. They are:

- An operating surplus ratio to influence financial performance planning and budgeting;
- A net financial liabilities ratio to influence financial position planning and budgeting; and
- An asset sustainability ratio to influence asset management performance planning and budgeting.

##### **4.17.1 Operating surplus ratio**

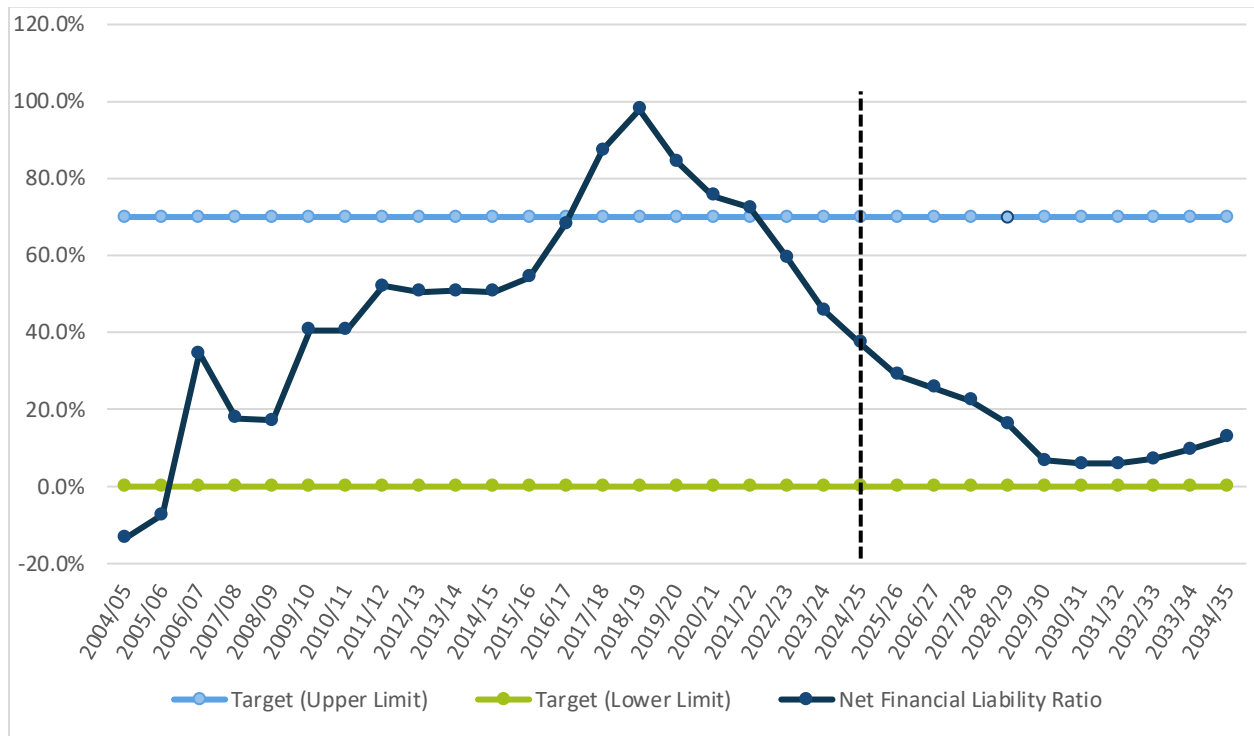
In the above the operating surplus ratio was discussed in detail. The discussions included envisaged actions to get closer to a balanced budgeted and an operating surplus above 0% by 2025/26. The operating surplus decreases to about 0.2% in 2034/35.

##### **4.17.2 Net financial liability ratio**

The net financial liability ratio is calculated by dividing total liabilities fewer current assets by the total operating revenue (excluding capital grants). This would be an indicator to ensure that net financial liabilities exceed current assets and must be served using available operating revenues to ensure that Drakenstein remains within recommended levels for sustainability. Drakenstein's Policy refers to an upper limit target of 70% and a lower limit target of 0% to ensure a reasonable financial sustainability range to operate within.

The graph below sketches the net financial liability ratio picture. The depletion of reserves and the taking up of external loans is the main reasons why the ratio drastically increased from 2004/2005 to 2011/12. Drakenstein went over the sustainability limit of 70% in 2017/2018 and this will continue until 2024/25 due to the extensive investment in revenue generating infrastructure (electricity, water and wastewater) as discussed in detail in the paragraph above. During 2025/26 till 2029/30 it will decrease significantly due to only R100 million and R113 million of loans planned to be taken up during 2026/27 and 2027/28 respectively.

Graph 27: Net Financial Liability Ratio



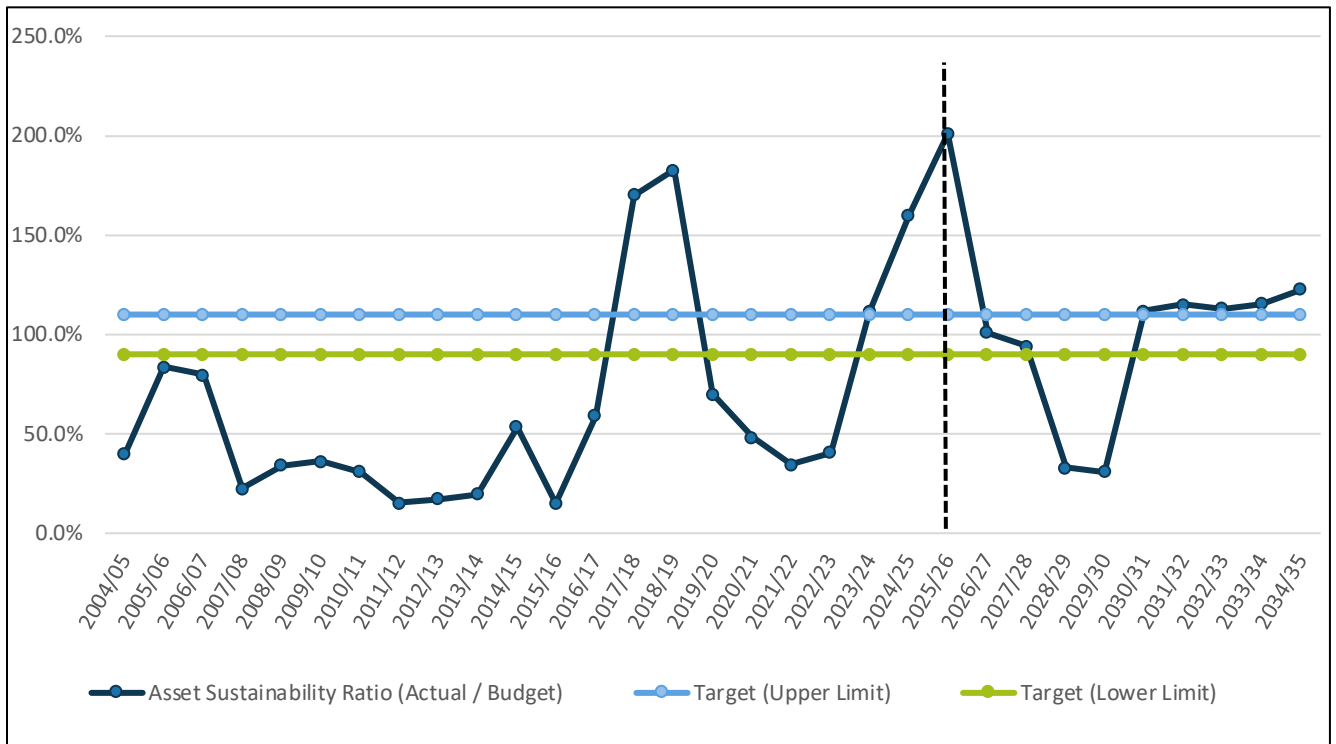
The only way to reduce the net financial liability ratio is to reduce the gearing ratio to below 45% over the long-term as depicted in the Graph (**External borrowings as a percentage of total operating revenue**) above. This however goes together with the assumption that the operating budget must yield higher operating surpluses as depicted in the Graph (**Operating surplus ratio**) above.

**4.17.3 Asset sustainability ratio**

The asset sustainability ratio is calculated by dividing the capital expenditure amount spent on the renewal/replacement of asset infrastructure by the depreciation expenditure. This would be an indicator to ensure that existing infrastructure is sufficiently replaced or renewed when they reach their useful life.

Based on the 2025/2030 MTREF capital budget 200.9% (2025/26), 100.8% (2026/27), 93.9% (2027/28), 33.1% (2028/29) and 31.1% (2029/30) of the capital budget expenditure are related to the renewal, replacement and upgrading of existing infrastructure. National Treasury’s norm is 40%, thus the current spending models for the outer years (2028/29 & 2029/30) should be closely monitored, as the ratios are lower than the norm.

Graph 28: Asset Sustainability Ratio



The graph above, illustrates the effect of the reduction of the capital budget over the MTREF. Current capital expenditure spending trends project that existing infrastructure are not being renewed/replaced sufficiently or maintained efficiently to prevent future renewal “backlogs”. If future renewal “backlogs” are not addressed, it will result in a reduction of service levels and will likely create a burden on future ratepayers; who will either have to incur substantial financial costs to restore the assets or it will result in a convenience cost from not being able to utilise the assets. Examples are the closure of roads due to excessive pot holes, unacceptable blue drop and green drop statuses due to quality standards not maintained and etcetera. The decrease in the capital budget is an attempt by Drakenstein to decrease its gearing ratio over the MTREF. The increase in the ratio during the MTREF is because of the amount allocated to upgrade sanitation infrastructure, through the Budget Facility for Infrastructure.

**Table 106: Ten (10) Year Forecasted Financial Information**

| <b>2025/2035 LONG TERM OPERATING REVENUE AND EXPENDITURE FRAMEWORK PER CATEGORY (LTREF)</b> |  |  |  |  |  |  |  |  |  |  |  |
|---|--|--|--|--|--|--|--|--|--|--|--|
| Serial Number   | Description  | 2025/2026<br>Approved<br>Operating<br>Budget R'000 | 2026/2027<br>Indicative<br>Operating<br>Budget R'000 | 2027/2028<br>Indicative<br>Operating<br>Budget R'000 | 2028/2029<br>Indicative<br>Operating<br>Budget R'000 | 2029/2030<br>Indicative<br>Operating<br>Budget R'000 | 2030/2031<br>Indicative<br>Operating<br>Budget R'000 | 2031/2032<br>Indicative<br>Operating<br>Budget R'000 | 2032/2033<br>Indicative<br>Operating<br>Budget R'000 | 2033/2034<br>Indicative<br>Operating<br>Budget R'000 | 2034/2035<br>Indicative<br>Operating<br>Budget R'000 |
| Column Reference  | A  | B  | C  | D  | E  | F  | G  | H  | I  | J  | K  |
| <b>1</b>  | <b>Revenue By Source</b>   |  |  |  |  |  |  |  |  |  |  |
| <b>2</b>  | <b>Exchange Revenue</b>  |  |  |  |  |  |  |  |  |  |  |
| <b>3</b>  | Service charges - Electricity  | 1,823,805  | 1,961,678  | 2,122,380  | 2,276,112  | 2,451,891  | 2,601,233  | 2,741,700  | 2,889,752  | 3,045,798  | 3,210,272  |
| <b>4</b>  | Service charges - Water  | 295,928  | 309,245  | 324,634  | 339,637  | 354,921  | 396,554  | 417,968  | 440,538  | 464,327  | 489,401  |
| <b>5</b>  | Service charges - Waste Water Management                             | 185,368  | 193,710  | 203,349  | 212,036  | 221,578  | 230,340  | 240,475  | 251,056  | 262,102  | 273,635  |
| <b>6</b>  | Service charges - Waste Management                                   | 195,619  | 204,422  | 214,595  | 224,234  | 236,325  | 243,078  | 253,774  | 264,940  | 276,597  | 288,767  |
| <b>7</b>  | Sale of Goods and Rendering of Services                              | 37,416   | 38,133   | 38,897   | 40,648   | 42,477   | 44,261   | 46,209   | 48,242   | 50,364   | 52,580   |
| <b>8</b>  | Agency services  | 19,551   | 20,430   | 21,350   | 22,310   | 23,314   | 24,294   | 25,363   | 26,479   | 27,644   | 28,860   |
| <b>9</b>  | Interest   | -  | -  | -  | -  | -  | -  | -  | -  | -  | -  |
| <b>10</b>   | Interest earned from Receivables                                     | 18,841   | 19,670   | 20,555   | 21,484   | 22,285   | 23,390   | 24,419   | 25,493   | 26,615   | 27,786   |
| <b>11</b>   | Interest earned from Current and Non Current Assets                  | 75,000   | 75,000   | 75,000   | 75,000   | 75,000   | 108,501  | 89,097   | 93,017   | 97,110   | 101,383  |
| <b>12</b>   | Rent on Land   |  |  |  | 11   | 11   | 12   | 12   | 13   | 13   | 14   |
| <b>13</b>   | Rental from Fixed Assets   | 6,577  | 6,873  | 7,725  | 8,061  | 8,424  | 8,790  | 9,176  | 9,580  | 10,002   | 10,442   |
| <b>14</b>   | Licence and permits  | 4,169  | 4,356  | 4,552  | 4,757  | 4,971  | 5,180  | 5,408  | 5,646  | 5,894  | 6,154  |
| <b>15</b>   | Special rating levies  | -  | -  | -  | -  | -  | -  | -  | -  | -  | -  |
| <b>16</b>   | Operational Revenue  | 86,711   | 47,340   | 22,027   | 17,887   | 18,338   | 25,053   | 26,155   | 27,306   | 28,508   | 29,762   |
| <b>17</b>   | <b>Non-Exchange Revenue</b>  |  |  |  |  |  |  |  |  |  |  |
| <b>18</b>   | Property rates   | 538,383  | 562,176  | 587,474  | 613,911  | 641,537  | 704,309  | 744,455  | 786,888  | 831,741  | 879,150  |
| <b>19</b>   | Surcharges and Taxes   | -  | -  | -  | -  | -  | -  | -  | -  | -  | -  |
| <b>20</b>   | Fines, penalties and forfeits  | 124,676  | 124,943  | 125,221  | 130,856  | 136,745  | 142,488  | 148,758  | 155,303  | 162,136  | 169,270  |
| <b>21</b>   | Licences or permits  | 12   | 12   | 13   | 13   | 14   | 15   | 15   | 16   | 17   | 17   |
| <b>22</b>   | Transfer and subsidies - Operational                                 | 269,125  | 276,523  | 280,480  | 279,480  | 279,480  | 319,156  | 333,199  | 347,860  | 363,166  | 379,145  |
| <b>23</b>   | Interest   | 3,303  | 3,452  | 3,607  | 3,766  | 3,932  | 4,105  | 4,285  | 4,474  | 4,671  | 4,876  |
| <b>24</b>   | Operational Revenue  | -  | -  | -  | -  | -  | -  | -  | -  | -  | -  |
| <b>25</b>   | Gains on disposal of Assets  | 3,000  | 3,000  | 3,000  | 3,000  | 3,000  | 3,000  | -  | -  | -  | -  |
| <b>26</b>   | Other Gains  | 18,700   | 18,700   | 18,790   | 18,884   | 18,982   | -  | -  | -  | -  | -  |
| <b>27</b>   | <b>Total Revenue (excluding capital transfers and contributions)</b> | <b>3,706,184</b>                                   | <b>3,869,663</b>                                     | <b>4,073,651</b>                                     | <b>4,292,088</b>                                     | <b>4,543,224</b>                                     | <b>4,883,758</b>                                     | <b>5,110,468</b>                                     | <b>5,376,603</b>                                     | <b>5,656,706</b>                                     | <b>5,951,515</b>                                     |
| <b>28</b>   | <b>Expenditure By Type</b>   |  |  |  |  |  |  |  |  |  |  |
| <b>29</b>   | Employee related costs   | 963,942  | 1,025,292  | 1,101,291  | 1,182,858  | 1,270,566  | 1,336,852  | 1,431,333  | 1,532,497  | 1,640,817  | 1,756,799  |
| <b>30</b>   | Remuneration of councillors  | 41,280   | 43,447   | 45,185   | 46,993   | 48,872   | 51,416   | 53,678   | 56,040   | 58,506   | 61,080   |
| <b>31</b>   | Bulk purchases - electricity   | 1,463,347  | 1,541,782  | 1,637,218  | 1,738,562  | 1,844,982  | 1,945,873  | 2,050,950  | 2,161,701  | 2,278,433  | 2,401,468  |
| <b>32</b>   | Inventory consumed   | 131,411  | 136,929  | 143,303  | 144,301  | 150,569  | 182,061  | 190,071  | 198,435  | 207,166  | 216,281  |
| <b>33</b>   | Debt impairment  | 78,676   | 79,566   | 83,662   | 84,751   | 84,929   | 106,353  | 111,934  | 117,810  | 123,997  | 130,510  |
| <b>34</b>   | Depreciation and amortisation  | 283,543  | 303,391  | 326,146  | 340,822  | 358,886  | 357,067  | 357,067  | 377,965  | 399,523  | 421,081  |
| <b>35</b>   | Interest   | 147,210  | 141,066  | 144,461  | 128,431  | 111,919  | 97,643   | 52,441   | 120,494  | 145,157  | 161,302  |
| <b>36</b>   | Contracted services  | 275,369  | 286,611  | 286,423  | 295,014  | 299,331  | 324,954  | 339,252  | 354,179  | 369,763  | 386,033  |
| <b>37</b>   | Transfers and subsidies  | 6,190  | 6,117  | 6,117  | 6,117  | 6,117  | 6,960  | 7,267  | 7,586  | 7,920  | 8,269  |
| <b>38</b>   | Irrecoverable debts written off                                      | 108,466  | 108,466  | 108,466  | 108,466  | 108,466  | 124,933  | 130,430  | 136,169  | 142,160  | 148,416  |
| <b>39</b>   | Operational costs  | 170,481  | 175,307  | 184,351  | 191,985  | 199,829  | 203,826  | 219,001  | 228,637  | 238,697  | 249,200  |
| <b>40</b>   | Losses on disposal of Assets   | -  | -  | -  | -  | -  | -  | -  | -  | -  | -  |
| <b>41</b>   | Other Losses   | 7,100  | 7,100  | 7,000  | 7,000  | 7,000  | -  | -  | -  | -  | -  |
| <b>42</b>   | <b>Total Expenditure</b>   | <b>3,677,015</b>                                   | <b>3,855,073</b>                                     | <b>4,073,623</b>                                     | <b>4,275,300</b>                                     | <b>4,491,465</b>                                     | <b>4,737,938</b>                                     | <b>4,943,424</b>                                     | <b>5,291,514</b>                                     | <b>5,612,140</b>                                     | <b>5,940,439</b>                                     |
| <b>43</b>   | <b>Surplus/(Deficit)</b>   | <b>29,169</b>                                      | <b>14,590</b>  | <b>28</b>  | <b>16,788</b>  | <b>51,759</b>  | <b>145,821</b>                                       | <b>167,043</b>                                       | <b>85,089</b>  | <b>44,566</b>  | <b>11,075</b>  |
| <b>44</b>   | Transfers and subsidies - capital (monetary allocations)             | 571,153  | 330,080  | 173,877  | 111,896  | 111,896  | 67,500   | 71,250   | 71,250   | 73,500   | 73,500   |
| <b>45</b>   | Transfers and subsidies - capital (in-kind - all)                    | -  | -  | -  | -  | -  | -  | -  | -  | -  | -  |
| <b>46</b>   | <b>Surplus/ (Deficit) for the year</b>                               | <b>600,322</b>                                     | <b>344,670</b>                                       | <b>173,905</b>                                       | <b>128,684</b>                                       | <b>163,655</b>                                       | <b>213,321</b>                                       | <b>238,293</b>                                       | <b>156,339</b>                                       | <b>118,066</b>                                       | <b>84,575</b>  |

**DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2026/2027 REVIEW**

| 2025/2035 BUDGETED LONG TERM STATEMENT OF FINANCIAL POSITION |   |                                       |   |   |   |   |   |   |   |   |   |
|--|---|---------------------------------------|---|---|---|---|---|---|---|---|---|
| Serial Number  | Description   | 2025/2026<br>Approved<br>Budget R'000 | 2026/2027<br>Indicative<br>Budget R'000 | 2027/2028<br>Indicative<br>Budget R'000 | 2028/2029<br>Indicative<br>Budget R'000 | 2029/2030<br>Indicative<br>Budget R'000 | 2030/2031<br>Indicative<br>Budget R'000 | 2031/2032<br>Indicative<br>Budget R'000 | 2032/2033<br>Indicative<br>Budget R'000 | 2033/2034<br>Indicative<br>Budget R'000 | 2034/2035<br>Indicative<br>Budget R'000 |
| Column Reference   | A   | B                                     | C                                       | D                                       | E                                       | F                                       | G                                       | H                                       | I                                       | J                                       | K                                       |
| 1  | <b>ASSETS</b>   |                                       |   |   |   |   |   |   |   |   |   |
| 2  | <b>Current assets</b>                                   |                                       |   |   |   |   |   |   |   |   |   |
| 3  | Cash and cash equivalents                               | 799,662                               | 857,434                                 | 958,301                                 | 1,030,879                               | 1,302,137                               | 1,497,886                               | 1,634,439                               | 1,761,159                               | 1,798,818                               | 1,766,798                               |
| 4  | Trade and other receivables from exchange transactions  | 392,851                               | 406,526                                 | 418,722                                 | 440,181                                 | 462,585                                 | 485,975                                 | 510,393                                 | 535,886                                 | 562,501                                 | 590,287                                 |
| 5  | Receivables from non-exchange transactions              | 124,740                               | 128,824                                 | 133,000                                 | 136,766                                 | 140,698                                 | 144,803                                 | 149,088                                 | 153,562                                 | 158,233                                 | 163,109                                 |
| 6  | Current portion of non-current receivables              | -                                     | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       |
| 7  | Inventory   | 66,113                                | 67,104                                  | 68,559                                  | 68,261                                  | 71,265                                  | 74,400                                  | 77,674                                  | 81,092                                  | 84,660                                  | 88,385                                  |
| 8  | Other current assets                                    | -                                     | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       |
| 9  | <b>Total current assets</b>                             | <b>1,411,366</b>                      | <b>1,487,888</b>                        | <b>1,606,582</b>                        | <b>1,705,319</b>                        | <b>2,007,203</b>                        | <b>2,234,925</b>                        | <b>2,404,857</b>                        | <b>2,566,425</b>                        | <b>2,640,467</b>                        | <b>2,646,429</b>                        |
| 10   | <b>Non current assets</b>                               |                                       |   |   |   |   |   |   |   |   |   |
| 11   | Investments   | -                                     | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       |
| 12   | Investment property                                     | 88,655                                | 88,655                                  | 88,655                                  | 88,655                                  | 88,655                                  | 88,655                                  | 88,655                                  | 88,655                                  | 88,655                                  | 88,655                                  |
| 13   | Property, plant and equipment                           | 7,234,401                             | 7,501,762                               | 7,418,883                               | 7,359,537                               | 6,691,938                               | 6,999,937                               | 7,322,117                               | 7,419,115                               | 7,509,552                               | 7,578,430                               |
| 14   | Heritage assets   | 47,634                                | 47,634                                  | 47,634                                  | 47,634                                  | 47,634                                  | 47,634                                  | 47,634                                  | 47,634                                  | 47,634                                  | 47,634                                  |
| 15   | Intangible assets                                       | 2,277                                 | 1,542                                   | 751                                     | 706                                     | 661                                     | 616                                     | 571                                     | 526                                     | 481                                     | 435                                     |
| 16   | Non-current receivables from non-exchange transactions  | -                                     | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       |
| 17   | <b>Total non current assets</b>                         | <b>7,372,967</b>                      | <b>7,639,592</b>                        | <b>7,555,923</b>                        | <b>7,496,531</b>                        | <b>6,828,888</b>                        | <b>7,136,842</b>                        | <b>7,458,977</b>                        | <b>7,555,929</b>                        | <b>7,646,321</b>                        | <b>7,715,154</b>                        |
| 18   | <b>TOTAL ASSETS</b>                                     | <b>8,784,332</b>                      | <b>9,127,480</b>                        | <b>9,162,505</b>                        | <b>9,201,851</b>                        | <b>8,836,090</b>                        | <b>9,371,767</b>                        | <b>9,863,834</b>                        | <b>10,122,354</b>                       | <b>10,286,788</b>                       | <b>10,361,583</b>                       |
| 19   | <b>LIABILITIES</b>                                      |                                       |   |   |   |   |   |   |   |   |   |
| 20   | <b>Current liabilities</b>                              |                                       |   |   |   |   |   |   |   |   |   |
| 21   | Financial liabilities                                   | (113,895)                             | (131,528)                               | (142,272)                               | (138,436)                               | (132,210)                               | (155,943)                               | (108,646)                               | (129,318)                               | (152,511)                               | (177,777)                               |
| 22   | Consumer deposits                                       | (89,373)                              | (94,735)                                | (100,419)                               | (104,837)                               | (109,450)                               | (114,266)                               | (119,294)                               | (124,543)                               | (130,023)                               | (135,744)                               |
| 23   | Trade and other payables from exchange transactions     | (331,943)                             | (357,860)                               | (385,331)                               | (402,286)                               | (419,987)                               | (438,466)                               | (457,759)                               | (477,900)                               | (498,927)                               | (520,880)                               |
| 24   | Trade and other payables from non-exchange transactions | -                                     | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       |
| 25   | Provision   | (20,090)                              | (20,090)                                | (20,090)                                | (20,974)                                | (21,897)                                | (22,860)                                | (23,866)                                | (24,916)                                | (26,013)                                | (27,157)                                |
| 26   | VAT   | (24,433)                              | (24,433)                                | (24,433)                                | (25,509)                                | (26,631)                                | (27,803)                                | (29,026)                                | (30,303)                                | (31,637)                                | (33,029)                                |
| 27   | Other current liabilities                               | -                                     | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       |
| 28   | <b>Total current liabilities</b>                        | <b>(579,735)</b>                      | <b>(628,646)</b>                        | <b>(672,546)</b>                        | <b>(692,042)</b>                        | <b>(710,175)</b>                        | <b>(759,339)</b>                        | <b>(738,591)</b>                        | <b>(786,980)</b>                        | <b>(839,110)</b>                        | <b>(894,586)</b>                        |
| 29   | <b>Non current liabilities</b>                          |                                       |   |   |   |   |   |   |   |   |   |
| 30   | Financial liabilities                                   | (1,148,361)                           | (1,116,833)                             | (1,087,560)                             | (947,120)                               | (814,910)                               | (943,967)                               | (1,120,320)                             | (1,276,002)                             | (1,417,491)                             | (1,533,715)                             |
| 31   | Provision   | (592,120)                             | (648,297)                               | (714,303)                               | (745,732)                               | (778,544)                               | (812,800)                               | (848,564)                               | (885,900)                               | (924,880)                               | (965,575)                               |
| 32   | Other non-current liabilities                           | -                                     | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       |
| 33   | <b>Total non current liabilities</b>                    | <b>(1,740,480)</b>                    | <b>(1,765,130)</b>                      | <b>(1,801,863)</b>                      | <b>(1,692,853)</b>                      | <b>(1,593,455)</b>                      | <b>(1,756,767)</b>                      | <b>(1,968,884)</b>                      | <b>(2,161,903)</b>                      | <b>(2,342,372)</b>                      | <b>(2,499,289)</b>                      |
| 34   | <b>TOTAL LIABILITIES</b>                                | <b>(2,320,215)</b>                    | <b>(2,393,776)</b>                      | <b>(2,474,410)</b>                      | <b>(2,384,894)</b>                      | <b>(2,303,629)</b>                      | <b>(2,516,106)</b>                      | <b>(2,707,475)</b>                      | <b>(2,948,883)</b>                      | <b>(3,181,482)</b>                      | <b>(3,393,876)</b>                      |
| 35   | <b>NET ASSETS</b>                                       | <b>6,464,117</b>                      | <b>6,733,704</b>                        | <b>6,688,095</b>                        | <b>6,816,956</b>                        | <b>6,532,461</b>                        | <b>6,855,661</b>                        | <b>7,156,359</b>                        | <b>7,173,471</b>                        | <b>7,105,306</b>                        | <b>6,967,707</b>                        |
| 36   | <b>COMMUNITY WEALTH/EQUITY</b>                          |                                       |   |   |   |   |   |   |   |   |   |
| 37   | Accumulated surplus/(deficit)                           | (4,721,032)                           | (5,038,710)                             | (5,033,607)                             | (5,202,975)                             | (4,958,985)                             | (5,322,691)                             | (5,663,895)                             | (5,721,514)                             | (5,693,855)                             | (5,596,761)                             |
| 38   | Reserves and funds                                      | (1,743,085)                           | (1,694,994)                             | (1,654,488)                             | (1,613,982)                             | (1,573,476)                             | (1,532,970)                             | (1,492,464)                             | (1,451,958)                             | (1,411,452)                             | (1,370,946)                             |
| 39   | <b>TOTAL COMMUNITY WEALTH/EQUITY</b>                    | <b>(6,464,117)</b>                    | <b>(6,733,704)</b>                      | <b>(6,688,095)</b>                      | <b>(6,816,956)</b>                      | <b>(6,532,461)</b>                      | <b>(6,855,661)</b>                      | <b>(7,156,359)</b>                      | <b>(7,173,471)</b>                      | <b>(7,105,306)</b>                      | <b>(6,967,707)</b>                      |

**DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2026/2027 REVIEW**

| 2025/2035 LONG TERM BUDGETED CASH FLOW STATEMENT |  |                                       |   |   |   |   |   |   |   |   |   |
|--|--|---------------------------------------|---|---|---|---|---|---|---|---|---|
| Serial Number                                    | Description                                      | 2025/2026<br>Approved Budget<br>R'000 | 2026/2027<br>Indicative Budget<br>R'000 | 2027/2028<br>Indicative Budget<br>R'000 | 2028/2029<br>Indicative Budget<br>R'000 | 2029/2030<br>Indicative Budget<br>R'000 | 2030/2031<br>Indicative Budget<br>R'000 | 2031/2032<br>Indicative Budget<br>R'000 | 2032/2033<br>Indicative Budget<br>R'000 | 2033/2034<br>Indicative Budget<br>R'000 | 2034/2035<br>Indicative Budget<br>R'000 |
| Column Reference                                 | A  | B                                     | C                                       | D                                       | E                                       | F                                       | G                                       | H                                       | I                                       | J                                       | K                                       |
| 1  | <b>CASH FLOW FROM OPERATING ACTIVITIES</b>       |                                       |   |   |   |   |   |   |   |   |   |
| 2  | <b>Receipts</b>                                  |                                       |   |   |   |   |   |   |   |   |   |
| 3  | Property rates                                   | 522,231                               | 545,311                                 | 569,850                                 | 613,147                                 | 653,002                                 | 690,223                                 | 729,565                                 | 771,151                                 | 815,106                                 | 861,567                                 |
| 4  | Service charges                                  | 2,425,699                             | 2,588,984                               | 2,779,010                               | 2,981,683                               | 3,206,822                               | 3,375,682                               | 3,553,472                               | 3,740,664                               | 3,937,758                               | 4,145,279                               |
| 5  | Other revenue                                    | 176,874                               | 139,631                                 | 117,101                                 | 109,476                                 | 114,293                                 | 119,322                                 | 124,572                                 | 130,054                                 | 135,776                                 | 141,750                                 |
| 6  | Transfers and Subsidies - Operational            | 269,125                               | 276,523                                 | 280,480                                 | 278,180                                 | 290,420                                 | 303,198                                 | 316,539                                 | 330,467                                 | 345,007                                 | 360,188                                 |
| 7  | Transfers and Subsidies - Capital                | 571,153                               | 330,080                                 | 173,877                                 | 91,827                                  | 91,902                                  | 67,500                                  | 71,250                                  | 71,250                                  | 73,500                                  | 73,500                                  |
| 8  | Interest   | 97,144                                | 98,122                                  | 99,162                                  | 74,385                                  | 77,658                                  | 81,075                                  | 84,642                                  | 88,366                                  | 92,255                                  | 96,314                                  |
| 9  | Dividends  | -                                     | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       |
| 10   | <b>Payments</b>                                  |                                       |   |   |   |   |   |   |   |   |   |
| 11   | Suppliers and employees                          | (3,045,830)                           | (3,209,368)                             | (3,397,772)                             | (3,632,131)                             | (3,728,828)                             | (3,985,782)                             | (4,197,411)                             | (4,439,730)                             | (4,696,418)                             | (4,968,347)                             |
| 12   | Finance charges                                  | (147,210)                             | (141,066)                               | (144,461)                               | (127,638)                               | (111,537)                               | (97,643)                                | (108,539)                               | (120,494)                               | (145,157)                               | (161,302)                               |
| 13   | Transfers and Grants                             | (6,190)                               | (6,117)                                 | (6,117)                                 | (6,386)                                 | (6,667)                                 | (6,960)                                 | (7,267)                                 | (7,586)                                 | (7,920)                                 | (8,269)                                 |
| 14   | <b>NET CASH FROM/(USED) OPERATING ACTIVITIES</b> | <b>862,997</b>                        | <b>622,100</b>                          | <b>471,131</b>                          | <b>382,543</b>                          | <b>587,064</b>                          | <b>546,614</b>                          | <b>566,824</b>                          | <b>564,141</b>                          | <b>549,907</b>                          | <b>540,680</b>                          |
| 14   | <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>      |                                       |   |   |   |   |   |   |   |   |   |
| 16   | <b>Receipts</b>                                  |                                       |   |   |   |   |   |   |   |   |   |
| 17   | Proceeds on disposal of PPE                      | 3,003                                 | 3,003                                   | 3,003                                   | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       |
| 18   | Decrease (increase) in non-current receivables   | -                                     | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       |
| 19   | Decrease (increase) in non-current investments   | -                                     | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       |
| 20   | <b>Payments</b>                                  |                                       |   |   |   |   |   |   |   |   |   |
| 21   | Capital assets                                   | (714,166)                             | (553,435)                               | (356,477)                               | (181,476)                               | (181,984)                               | (450,000)                               | (475,000)                               | (475,000)                               | (490,000)                               | (490,000)                               |
| 22   | <b>NET CASH FROM/(USED) INVESTING ACTIVITIES</b> | <b>(711,163)</b>                      | <b>(550,432)</b>                        | <b>(353,474)</b>                        | <b>(181,476)</b>                        | <b>(181,984)</b>                        | <b>(450,000)</b>                        | <b>(475,000)</b>                        | <b>(475,000)</b>                        | <b>(490,000)</b>                        | <b>(490,000)</b>                        |
| 24   | <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>      |                                       |   |   |   |   |   |   |   |   |   |
| 25   | <b>Receipts</b>                                  |                                       |   |   |   |   |   |   |   |   |   |
| 23   | Short term loans                                 | -                                     | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       | -                                       |
| 26   | Borrowing long term/refinancing                  | -                                     | 100,000                                 | 113,000                                 | -                                       | -                                       | 270,000                                 | 285,000                                 | 285,000                                 | 294,000                                 | 294,000                                 |
| 27   | Increase (decrease) in consumer deposits         | -                                     | -                                       | -                                       | 4,418                                   | 4,613                                   | 4,816                                   | 5,028                                   | 5,249                                   | 5,480                                   | 5,721                                   |
| 28   | <b>Payments</b>                                  |                                       |   |   |   |   |   |   |   |   |   |
| 29   | Repayment of borrowing                           | (102,172)                             | (113,895)                               | (129,790)                               | (142,454)                               | (138,436)                               | (132,210)                               | (155,943)                               | (108,646)                               | (129,318)                               | (152,511)                               |
| 30   | <b>NET CASH FROM/(USED) FINANCING ACTIVITIES</b> | <b>(102,172)</b>                      | <b>(13,895)</b>                         | <b>(16,790)</b>                         | <b>(138,036)</b>                        | <b>(133,823)</b>                        | <b>142,606</b>                          | <b>134,084</b>                          | <b>181,603</b>                          | <b>170,162</b>                          | <b>147,210</b>                          |
| 31   |  |                                       |   |   |   |   |   |   |   |   |   |
| 32   | <b>NET INCREASE/ (DECREASE) IN CASH HELD</b>     | <b>49,662</b>                         | <b>57,772</b>                           | <b>100,867</b>                          | <b>63,031</b>                           | <b>271,258</b>                          | <b>239,220</b>                          | <b>225,909</b>                          | <b>270,744</b>                          | <b>230,069</b>                          | <b>197,890</b>                          |
| 33   | Cash/cash equivalents at the year begin:         | 750,000                               | 799,662                                 | 857,434                                 | 967,848                                 | 1,030,879                               | 1,258,666                               | 1,408,530                               | 1,490,415                               | 1,568,750                               | 1,568,908                               |
| 34   | Cash/cash equivalents at the year end:           | 799,662                               | 857,434                                 | 958,301                                 | 1,030,879                               | 1,302,137                               | 1,497,886                               | 1,634,439                               | 1,761,159                               | 1,798,818                               | 1,766,798                               |

## 4.18 CONCLUSION

The current global uncertainty and financial risk, makes it critical for the municipality to manage its finances with the utmost prudence and care.

The most recent Medium-Term Revenue and Expenditure Framework (MTREF) budget underscores the municipality's commitment to addressing its financial challenges. It outlines significant reductions in both operational expenditure and capital investment over the next few financial years. Furthermore, the municipality plans to limit external borrowing to R213 million during the MTREF period, reinforcing efforts to improve its highly leveraged financial position and reduce debt service obligations. These strategic measures have already led to notable improvements in operational surpluses and liquidity levels.

To support long-term financial sustainability, a number of strategic considerations are outlined below:

### 4.18.1 Managing the Long-Term Debt Service Burden

While recent efforts have successfully reduced the municipality's gearing levels, annual debt service obligations remain relatively high. Extending the average loan tenor—ideally to beyond 13 years—could help ease this burden. In line with the municipality's financial capacity and scale, it would be prudent to maintain a maximum gearing ratio of 40%, and to limit debt service costs to no more than 8% of total expenditure.

### 4.18.2 Enhancing Short-Term Liquidity

A strong liquidity position is fundamental to withstanding financial shocks and sustaining long-term financial health. Achieving this depends largely on maintaining a collection rate of at least 95%. In the near term, liquidity can be further improved by carefully managing capital spending—particularly cash-funded investments—and by boosting operational profitability, whether through responsible revenue growth or prudent cost containment.

### 4.18.3 Supporting Short-Term Profitability to Enable Long-Term Gains

Although the broader environment of low economic growth and declining GVA per capita poses challenges to expanding revenue through economic activity or tariff increases, recent growth in housing estate developments does offer some opportunity. These developments may lead to moderate gains in property rates and service-related income. However, with significant reductions in operational expenditure already implemented, the scope for further cost savings is limited. At the same time, the municipality currently extends a high level of benefits to indigent households—well above national guidelines and peer benchmarks. Adjusting these benefits, even modestly, could have a positive impact on the municipality's overall financial health.






#### 4.18.4 Additional Strategic Focus Areas

To further support financial resilience, the municipality should aim to:

- Sustain low technical losses in both water and electricity services;
- Maintain positive surplus margins across its primary service offerings; and
- Continue to uphold robust financial governance and disciplined fiscal management.

#### 4.18.5 Strengthening Long-Term Financial Planning

- Regularly updating the long-term financial plan is essential to ensuring its continued relevance and effectiveness as a strategic decision-making tool. Particular attention should be given to:
- Reassessing the MTREF capital expenditure allocations, which may currently be too low to support essential investment. As conditions allow, increasing funds for productive capital projects should be prioritised;
- Elevating liquidity levels to consistently maintain a ratio above 1.5:1; and
- Carefully modelling and evaluating the financial impact of any new policy decisions before implementation.

-  **CHAPTER 1: Introduction and Background** (pages 13 - 40)
-  **CHAPTER 2: Situational Analysis** (pages 41 - 112)
-  **CHAPTER 3: Development Plan** (pages 113 - 173)
-  **CHAPTER 4: Long-term Financial Plan** (pages 174 - 226)
-  **CHAPTER 5: Implementation Plan** (pages 227 - 266)

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## **5. CHAPTER 5: IMPLEMENTATION PLAN**

### **5.1 INTRODUCTION**

The Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA) mandates South African municipalities to formulate a five-year Integrated Development Plan (IDP) to inform the municipal budget and guide all development within the municipal area. The IDP is considered the Municipality's principal strategic plan and addresses the most critical development needs within the municipal area as well as the most critical governance needs of the organisation.

As the principal planning instrument that guides and informs the municipal budget, the planning process has to offer a medium for identifying, unpacking and resolving the real issues regarding service delivery to the Drakenstein ratepayers. Clearly identifying these issues in consultation with communities, makes it possible for the Municipality to propose realistic and workable solutions that can be budgeted for, implemented and monitored in a controlled environment. These issues may be over-arching issues that affect the whole municipality or may only specific wards within the municipal area. Thus, it is of outmost importance that the IDP be developed after the completion of a public participation process in which all community stakeholders were thoroughly consulted. This plan is also developed in partnership with the provincial and national government.

Core to the IDP is the improvement in the provision of basic municipal services and expanding livelihood and economic growth of the people of within Municipality.

The municipality's Performance Management System (PMS) aims to monitor, review and improve the implementation of its Integrated Development Plan (IDP) and to measure the progress made in achieving the objectives as set out in the IDP. Performance Management (PM) is complemented by the Performance Management Development Framework (PMDS), as outlined in the amended Municipal Systems Act, 32 of 2000, in terms of Human Resources (HR) Employees Regulations, which comes into effect on 01 July 2022. Furthermore, the municipality also has a Monitoring and Evaluation Function (M&E), which focuses on the implementation of day-to-day service delivery issues.

Implementation of the Service Delivery and Budget Implementation Plan (SDBIP) in the IDP ensures that the municipality implements programmes and projects based on the IDP targets and the approved budget. The performance of the municipality is reported on in the Quarterly and Mid-yearly Performance Assessment Reports as well as in the Annual Performance Report.

Two key internal combined assurance tools are internal performance audit and risk management. This ensure that all activities undertaken adequately address significant risks and put in place control mechanisms to mitigate said risks in order to attain set performance targets.

In addition to performance management legislation and regulations, the Performance Management Policy seeks to promote a culture of performance management within Drakenstein Municipality. A conducive performance management culture will ensure that the developmental objectives as construed in the IDP gets relevance in the performance agreements of senior managers as well as the consequence implementation thereof. The purpose of the Performance Management Policy is to streamline performance management processes and to ensure that the five-year IDP (2022-2027) is implemented.

### **5.1.1 Service Delivery Budget Implementations Plan (SDBIP)**

Parallel with the completion IDP revision, work has commenced to prepare the SDBIPs for the 2025/2026 financial year for the various functional areas and directorates of the Municipality. The SDBIP will unpack the IDP strategic focus areas and predetermined objectives into more detailed programmes, projects, budgets, and performance targets and measurement criteria. Section 1 of the Municipal Finance Management Act 2003 (Act 56 of 2003) (MFMA) defines the SDBIP as:

*“a detailed plan approved by the mayor of a municipality in terms of section 53(1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:*

- (a) projections for each month of-*
  - (i) revenue to be collected, by source; and*
  - (ii) operational and capital expenditure, by vote;*
- (b) service delivery targets and performance indicators for each quarter”.*

The Service Delivery and Budget Implementation Plan (SDBIP) is an implementation plan of the approved Integrated Development Plan (IDP) and Medium-Term Revenue and Expenditure Framework. Therefore, only projects that are budgeted for are implemented. The SDBIP serves to address the development objectives as derived from the approved IDP.

The format of the SDBIP is prescribed by MFMA Circular Number 13 issued by National Treasury. In terms of the said Circular Number 13 the SDBIP must provide a picture of service delivery areas, budget allocations and enable monitoring and evaluation. It specifically requires the SDBIP to include, inter alia, the following:

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

### **5.1.2 MFMA Circular No. 13**

The Circular stipulates that the SDBIP serves as 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. The SDBIP provides the vital link between the mayor, council (executive) and the administration and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers and community.

In accordance with Section 53 of the MFMA, 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. It also indicates that the annual performance agreements as required in terms of Section 57(1)(b) of the MSA for the municipal manager and all senior managers are linked to the measurable performance objectives approved with the budget and to the service delivery and budget implementation plan.

## **5.2 HIGH LEVEL SDBIP TARGETS AND INDICATORS**

Quarterly projections of service delivery targets and performance indicators for each vote, is one of the five components of the Top Layer (TL) SDBIP that must be made public as detailed in MFMA Circular 13. The TL SDBIP includes measurable performance objectives in the form of service delivery targets and performance indicators that are provided to the community, that is, what impacts it seeks to achieve. These are drawn from the IDP programmes, services and activities that are relevant to each specific directorate as well as the statutory plans that the department is responsible for. The SDBIPs therefore are the key mechanisms for monitoring the different responsibilities and targets that each Directorate must fulfil in meeting service delivery needs provided to the community.

### **5.3 REPORTING ON THE SDBIP**

Various reporting requirements are outlined in the MFMA, both the mayor and the accounting officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports required by the MFMA. The report then allows the Council to monitor the implementation of service delivery programmes and initiatives across the municipality's boundaries.

#### **5.3.1 Monthly Reporting**

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 working days, after the end of each month.

This report includes:

- Actual revenue per source;
- Actual borrowing;
- Actual expenditure per votes;
- Actual capital expenditure per vote; and
- Any allocations received

#### **5.3.2 Quarterly Reporting**

Performance monitoring is an ongoing process by which a manager accountable for a specific indicator and target as set out in the SDBIP continuously monitors current performance against pre-determined objectives (PDOs). The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due. Section 52(d) of the MFMA compels the mayor to submit a report to the council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the mayor's quarterly report.

#### **Schedule for Performance Reviews**

The performance of the employee in relation to his/her performance agreement is reviewed in accordance with the following schedule. Quarterly performance evaluations

are conducted for all contracted employees no later than one month following the quarter for which the evaluation is being done.

**Table 107: Departmental Quarterly Evaluation**

| No. | Quarters       | Time Frames         | Departmental Quarterly Evaluation |
|-----|----------------|---------------------|-----------------------------------|
| 1.  | First Quarter  | July to September   | Before or on 10 - 21 October      |
| 2.  | Second Quarter | October to December | Before or on 10 - 25 January      |
| 3.  | Third Quarter  | January to March    | Before or on 10 - 21 April        |
| 4.  | Fourth Quarter | April to June       | Before or on 10 - 21 July         |

**5.3.3 Mid-Year Reporting**

Section 72 of the Local Government: Municipal Finance Management Act, Act No. 5 of 2003, determines that by 25 January of each year the accounting officer must assess the performance of the municipality and report to the Council on inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators set in the service delivery and budget implementation plan.

**The section 72 report must include the following:**

- The monthly statements submitted in terms of section 71 for the first half of the financial year;
- The municipality’s service delivery performance, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan; and
- The past year’s annual report, and progress on resolving problems identified in the annual report (s72);
- Performance of service providers;
- Make recommendations as to whether an adjustments budget is necessary (s72); and
- Recommend revised projections for revenue and expenditure to the extent that this may be necessary (s72).

**(a) Monitoring and Adjustments Budget Process**

The section 71 and 72 budget monitoring reports are required under the MFMA and should provide a consolidated analysis of the Municipality’s financial position including year-end projections. The Executive Mayor must consider these reports under s54 of the MFMA and then decide as to whether the SDBIP should be amended. The Adjustments Budget concept is governed by various provisions in the MFMA and is

aimed at instilling and establishing an increased level of discipline, responsibility, and accountability in the municipality's finances. Meaning, funds can be transferred within a vote but any movements between votes can only be agreed by an adjustments budget.

In accordance with the Municipality's approved Performance Management Policy, key performance indicators (KPIs) can only be adjusted after the mid-year assessment and/or after the adjustments budget has been approved. KPIs should be adjusted to be aligned with the adjustment estimate and the reason for the change in KPIs should be documented in a report to the Executive Mayor for approval.

Additional KPIs can be added during the year with the approval of the municipal manager. The approval documents should be safeguarded for audit purposes. This policy is supported by MFMA Circular No. 13: Service Delivery and Budget Implementation Plan which stipulates that being a management and implementation plan (and not a policy proposal), the SDBIP is not required to be approved by the council – it is however tabled before council and made public for information and for purposes of monitoring. The SDBIP should be seen as a dynamic document that may (at lower layers of the plan) be continually revised by the municipal manager and senior management as actual performance after each month or quarter is taken into account.

#### **(b) Internal Auditing of Performance Reports**

The MFMA requires that the Municipality must establish an Internal Audit section, which service could be outsourced, depending on its resources and specific requirements. Section 45 of the MSA stipulates that the results of the Municipality's performance measures/indicators must be audited by the said Internal Audit section as part of the Internal Auditing process and annually by the Auditor-General.

The Municipal Planning and Performance Management Regulations stipulate that the Internal Audit section must on a continuous basis audit all performance and the auditing must include an assessment of the following:

- The functionality of the municipality's PMS;
- Whether the municipality's PMS complies with the Act; and
- The extent to which the municipality's performance measurements are reliable in measuring the performance of municipalities by making use of indicators.

The Municipality's internal audit function will need to be continuously involved in auditing the performance reports based on the organisational and

directorate/departmental scorecards. As required by Regulation, they will be required to produce an audit report on a quarterly basis, to be submitted to the Municipal Manager and Performance Audit Committee. The MFMA and the Municipal Planning and Performance Management Regulations require that the municipal council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councillor may be a member of an audit committee. Council shall also appoint a chairperson who is not an employee.

#### **5.4 MFMA CIRCULAR NO. 88 OF 2017**

The MFMA Circular No. 88 of 2017, its accompanying annexures and subsequent addendums provides guidance to municipalities on the adoption and internalisation of a common set of performance indicators. The implementation of the original circular has shown that the on-going planning, budgeting and reporting reforms process is complex and requires sufficient time and change management for incremental roll-out, growth and institutionalisation.

For immediate implementation purposes, the municipality have identified the indicators in Appendix A to Addendum 2 that are listed as Tier 1 or Tier 2 for our category municipality and started establishing baselines for those measurements (if they are not already being tracked) along with getting to grips with understanding the standard definitions explained in the technical indicator descriptions (TID).

Importantly, please note that intermediate cities, districts and local municipalities are still not yet required for 2025/26 to incorporate these indicators in their IDPs and SDBIPs. Instead, the relevant indicators are included as an annexure to the IDP and SDBIP. Please do note that the roll-out process currently remains a pilot project. Reporting against these indicators will as such not be audited for 2024/25.

Due to the pilot process, intermediate cities, district and local municipalities will not be required to incorporate the indicators in their existing performance indicator tables in the IDP and SDBIP. Instead, these indicators will find expression in a dedicated Annexure to the IDP and SDBIP which clearly indicates the MFMA Circular No. 88 with indicators applicable to the municipality at Tier 1 and 2 levels of readiness.

Practically, piloting for all categories of municipalities (except metros) means the following as it relates to municipal planning:

- Tier 1 and Tier 2 outcome, output and compliance indicators applicable to the municipality to be included in a dedicated Annexure to the IDP and SDBIP which clearly indicates the indicator;

- Baselines should be established for Tier 1 and Tier 2 outcome, output and compliance indicators and reflected in the IDP;
- Targets for outcome indicators should be set with a five-year horizon for local government (2025/26);
- Targets for output indicators should be set on an annual basis; and
- NO targets should be set for compliance indicators as these are tracked for monitoring purposes only.

## **5.5 PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM**

The municipality will adopt a performance management and development system that complies with the provision of Chapter 4 of the Municipal Employees Regulations.

The performance management and development system applies to all employees members of a municipality excluding a employees member that, is appointed on a fixed-term contract with a duration of less than 12 months, service notice-of termination of his or her contract of employment, or in terms of retire on reaching the statutory retirement age, appointed on an internship programme or participating in the national public works programme or any similar scheme, and appointed in terms of sections 54A and 56 of the Municipal Systems Act.

The performance management and development system are collaborative, transparent, and fair. The municipality shall apply the performance management and development system in a consultative, supportive and non-discriminatory manner in order to enhance organizational efficiency, effectiveness, and accountability. The performance management and development system are underpinned by an open, constructive and ongoing communication between the supervisor and the employees member.

The performance management and development system are, where reasonably practicable, linked to- the municipality's strategic objectives, Integrated Development Plan, and the SDBIP of the relevant municipal department and the senior manager's performance plan and the performance plan of the employees members within that senior manager's division. The performance management and development system are developmental while allowing for an effective response and relevant measures to manage substandard performance, and recognition and reinforcement of fully effective performance significantly above expectations and outstanding performance.

The performance management and development system will be integrated with other human resource policies and practices contemplated in section 67 of the Municipal Systems Act as well as any other organizational development initiatives of the municipality.

**5.6 THE PERFORMANCE MANAGEMENT POLICY INCLUDES THE FOLLOWING OBJECTIVES THAT THE MUNICIPALITY'S PMS SHOULD FULFIL:**

- The PMS should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team;
- The PMS should facilitate learning in order to enable the municipality to improve service delivery;
- It is important that the PMS ensures decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, if necessary; and
- The PMS should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

The Performance Management Policy clarifies the roles and responsibilities of each of the stakeholders involved in the PMS of the municipality. This negates any confusion that might arise in the municipality's pursuit to speed up delivery and to enhance the quality of services to its local constituents.

The SDBIP is an implementation plan of the approved Integrated Development Plan (IDP) and Medium-Term Revenue and Expenditure Framework. Therefore, only projects that are budgeted for are implemented. The SDBIP serves to address the development objectives as derived from the approved IDP. The format of the SDBIP is prescribed by MFMA Circular Number 13 issued by National Treasury. In terms of Circular 13, the SDBIP provides a picture of service delivery priorities, budget provision and the monitoring of performance.

**5.7 MONITORING AND EVALUATION (M&E)**

Performance Management is the legislated and formal process to monitor and measure performance. Key performance indicators (KPIs) and targets are measured in terms of monthly, quarterly and annual targets and are captured in a performance contract and signed by the City Manager, Chief Financial Officer and Executive Directors before the start of each financial year (30 June). The performance contract cannot immediately be amended when new priorities and risks arise that requires urgent attention. This led to the development and implementation of the Monitoring and Evaluation (M&E) approach.

M&E focuses on the strategic, tactical and operational unforeseen challenges/risks that arise on a daily, weekly and monthly basis. These identified challenges/risks normally stem from service delivery and/or thematic meetings. The decisions of meetings are captured as action orientated outputs with clear indication of the due dates and responsible person (manager).

At strategic level, natural disasters like floods and storms/winds, or fires, the COVID-19 pandemic, electricity load shedding and the 2017 drought are examples of unforeseen challenges that required immediate action and could not be delayed. M&E proved to be the practical solution to immediately respond to the situation. This approach allows for flexibility and improved effectiveness of performance management in Drakenstein.

**M&E is further complemented by the following initiatives:**

- The “management by walking about” (MBWA) approach where senior management physically visit municipal facilities, service delivery hotspots, infrastructure, etc.;
- The utilisation of technology in the provision of portfolio of evidence when reporting back on items actioned. This includes the use of drone footage, photos, video clips in assessing different situations;
- The creation of action and accountability orientated minute keeping; and
- The establishment of practical working committees that focused on cost containment, service delivery enhancement and other to assist in the provision of localised services.

Compliance with M&E due dates are monitored on a weekly basis and feedback is provided to the Strategic Management Team (SMT) in the form of a dashboard. The dashboard reflects percentage adherence to due dates and the actual implementation of action items. The adherence and compliance with M&E is quantified and linked to the formal performance management process with quarterly targets.

**Table 108: The five-year performance scorecard of the municipality**

| <b>KEY PERFORMANCE AREA (KPA) 1: Governance and Compliance</b> |   |  |   |                                |   |                           |                |                |                |                |                |       |                     |              |             |          |           |                    |
|--|---|--|---|--------------------------------|---|---------------------------|----------------|----------------|----------------|----------------|----------------|-------|---------------------|--------------|-------------|----------|-----------|--------------------|
| <b>Strategic Objective:</b>                                    |   |  | <b>To ensure good governance and the active participation of all relevant stakeholders.</b> |                                |   |                           |                |                |                |                |                |       |                     |              |             |          |           |                    |
| IDP/ Ref No.   | Pre-determined Objective (PDO)          | Indicator  | Indicator type  | Department                     | Unit of Measurement   | IDP TARGETS 2022-2027     |                |                |                |                |                | Wards | Outer years 2027/28 | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery Indicator |
|  |   |  |   |                                |   | Baseline Actual 2020/2021 | Target 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 | Target 2026/27 |       |                     |              |             |          |           |                    |
| TBC  | PDO 1. Governance Structures            | Submission of Audit Committee reports to Council                         | Programme   | Internal Audit                 | Number of quarterly Audit Committee reports submitted to Council  | 4                         | 4              | 4              | 4              | 4              | 4              | All   | 4                   | NKPA 2       | NDP 11      | PSO 5    | CWDM 3    | Outcome            |
| TBC  | PDO 2. Risk and Assurance               | Investigation of all formally reported fraud, theft and corruption cases | Programme   | Risk Management                | Percentage of formally reported fraud, theft and corruption investigations initiated within 30 days after receipt | 100%                      | 100%           | 100%           | 100%           | 100%           | 100%           | All   | 100%                | NKPA 2       | NDP 12      | PSO 5    | CWDM 3    | Output             |
| TBC  | PDO 3. Stakeholder Participation        | IDP and Budget annual stakeholder consultation                           | Programme   | IDP and Performance Management | IDP / Budget / SDF time schedule (process plan) submitted to Council by 31 August                                 | 1                         | 1              | 1              | 1              | 1              | 1              | All   | 1                   | NKPA 2       | NDP 11      | PSO 5    | CWDM 3    | Output             |
| TBC  | PDO 7: Customer relations               | Implement Customer Service Charter                                       | Activity  | IDP and Performance Management | Number of Customer Service Charters implemented by 1 August   | New KPI                   | 1              | N/A            | N/A            | N/A            | N/A            | All   | N/A                 | NKPA 5       | NDP 11      | PSO 5    | CWDM 3    | Output             |
| TBC  | PDO 6. Marketing (Branding and Website) | Launch new intranet webpage  | Key Initiative  | Communication and Marketing    | Number of new intranet webpages launched by 31 July   | New KPI                   | 1              | N/A            | N/A            | N/A            | N/A            | N/A   | N/A                 | NKPA 4       | NDP 5       | PSO 5    | CWDM 2    | Output             |

| KEY PERFORMANCE AREA (KPA) 1: Governance and Compliance |                                      |   |  |                    |  |                                 |                   |                   |                   |                   |                   |       |                           |              |             |          |           |                       |
|---|--------------------------------------|---|--|--------------------|--|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------|---------------------------|--------------|-------------|----------|-----------|-----------------------|
| Strategic Objective:                                    |                                      |   | To ensure good governance and the active participation of all relevant stakeholders. |                    |  |                                 |                   |                   |                   |                   |                   |       |                           |              |             |          |           |                       |
| IDP/<br>Ref<br>No.                                      | Pre-determined<br>Objective<br>(PDO) | Indicator   | Indicator type   | Department         | Unit of Measurement  | IDP TARGETS 2022-2027           |                   |                   |                   |                   |                   | Wards | Outer<br>years<br>2027/28 | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery<br>Indicator |
|   |                                      |   |  |                    |  | Baseline<br>Actual<br>2020/2021 | Target<br>2022/23 | Target<br>2023/24 | Target<br>2024/25 | Target<br>2025/26 | Target<br>2026/27 |       |                           |              |             |          |           |                       |
| TBC   | PDO 1.<br>Governance<br>Structures   | Conclude<br>Memorandum of<br>Agreement with the<br>Department of Justice<br>for the Municipal Court | Key Initiative   | Corporate Services | Number of Memorandum of<br>Agreements concluded with the<br>Department of Justice by 31<br>April | New KPI                         | 1                 | N/A               | N/A               | N/A               | N/A               | All   | 1                         | NKPA 5       | NDP 11      | PSO5     | CWDM 1    | Output                |
| TBC   | PDO 1.<br>Governance<br>Structures   | Launch Municipal<br>Court   | Key Initiative   | Corporate Services | Number of Municipal Courts<br>launched by 31 August  | New KPI                         | 1                 | N/A               | N/A               | N/A               | N/A               | All   | N/A                       | NKPA 5       | NDP 11      | PSO5     | CWDM 1    | Outcome               |

| <b>KEY PERFORMANCE AREA (KPA) 2: Finance</b> |  |   |  |                    |  |                                 |                   |                   |                   |                   |                   |       |                           |              |             |          |           |                       |
|--|--|---|--|--------------------|--|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------|---------------------------|--------------|-------------|----------|-----------|-----------------------|
| <b>Strategic Objective:</b>                  |  |   | <b>To ensure financial sustainability in order to meet the statutory requirements.</b> |                    |  |                                 |                   |                   |                   |                   |                   |       |                           |              |             |          |           |                       |
| IDP/<br>Ref<br>No.                           | Pre-<br>determined<br>Objective<br>(PDO) | Indicator   | Indicator type   | Department         | Unit of Measurement  | IDP TARGETS 2022-2027           |                   |                   |                   |                   |                   | Wards | Outer<br>years<br>2027/28 | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery<br>Indicator |
|  |  |   |  |                    |  | Baseline<br>Actual<br>2020/2021 | Target<br>2022/23 | Target<br>2023/24 | Target<br>2024/25 | Target<br>2025/26 | Target<br>2026/27 |       |                           |              |             |          |           |                       |
| TBC  | PDO 8.<br>Revenue                        | Raise operating budget revenue as per approved budget   | Input  | Financial Services | Percentage of total Annual Operating Budget revenue raised by 30 June  | 98.87%                          | 95%               | 95%               | 95%               | 95%               | 95%               | All   | 98%                       | NKPA 4       | NDP 11      | PSO 5    | CWDM 3    | Input                 |
| TBC  | PDO 10.<br>Budgeting /<br>Funding        | Submission of the MTREF (aligned to the IDP) to Council for 31 May  | Input  | Financial Services | Number of MTREFs submitted for approval to Council by 31 May   | 1                               | 1                 | 1                 | 1                 | 1                 | 1                 | All   | 1                         | NKPA 4       | NDP 11      | PSO 5    | CWDM 3    | Input                 |
| TBC  | PDO 11. Capital<br>Expenditure           | Actual expenditure on the approved Capital Budget for the municipality by 30 June (MFMA, S10(c))  | Output   | Financial Services | Percentage of approved Capital Budget actually spent by 30 June  | 92.72%                          | 90%               | 90%               | 90%               | 90%               | 90%               | All   | 90%                       | NKPA 4       | NDP 11      | PSO 5    | CWDM 3    | Outcome               |
| TBC  | PDO 13.<br>Financial<br>Viability        | Ratio in respect of Debtor Payment Days (Collect all billed revenue to ensure that sufficient cash is generated to meet Drakenstein's debt and operating commitments) | Outcome  | Financial Services | Net Debtors Days Ratio ((Gross Debtors – Bad Debt Provision) / Billed Revenue) x 365 (Target Number of days), measured quarterly | 41.66                           | ≤45               | ≤45               | ≤45               | ≤45               | ≤45               | All   | ≤45                       | NKPA 4       | NDP 11      | PSO 5    | CWDM 3    | Outcome               |
| TBC  | PDO 15:<br>Financial<br>Reporting        | Submit the Annual Financial Statements by 31 August to the Office of the Auditor-General  | Output   | Financial Services | Number of Annual Financial Statements submitted to the Auditor General by 31 August  | 1                               | 1                 | 1                 | 1                 | 1                 | 1                 | All   | 1                         | NKPA 4       | NDP 11      | PSO 5    | CWDM 3    | Output                |

| <b>KEY PERFORMANCE AREA (KPA) 2: Finance</b> |  |  |  |                    |   |                                 |                   |                   |                   |                   |                   |       |                           |              |             |          |           |                       |
|--|--|--|--|--------------------|---|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------|---------------------------|--------------|-------------|----------|-----------|-----------------------|
| <b>Strategic Objective:</b>                  |  |  | <b>To ensure financial sustainability in order to meet the statutory requirements.</b> |                    |   |                                 |                   |                   |                   |                   |                   |       |                           |              |             |          |           |                       |
| IDP/<br>Ref<br>No.                           | Pre-<br>determined<br>Objective<br>(PDO) | Indicator  | Indicator type   | Department         | Unit of Measurement   | IDP TARGETS 2022-2027           |                   |                   |                   |                   |                   | Wards | Outer<br>years<br>2027/28 | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery<br>Indicator |
|  |  |  |  |                    |   | Baseline<br>Actual<br>2020/2021 | Target<br>2022/23 | Target<br>2023/24 | Target<br>2024/25 | Target<br>2025/26 | Target<br>2026/27 |       |                           |              |             |          |           |                       |
| TBC  | PDO 15:<br>Financial<br>Reporting        | Financial viability<br>measured in terms of the<br>available cash to cover<br>fixed operating<br>expenditure (NKPI Proxy -<br>MFMA, Reg. S10(g)(iii))        | Outcome  | Financial Services | Cost coverage ratio (Available<br>cash + investments) / Monthly<br>fixed operating expenditure,<br>measured annually                                    | 1.59                            | >1.0              | >1.0              | >1.0              | >1.0              | >1.0              | All   | >3.0                      | NKPA 4       | NDP 11      | PSO 5    | CWDM 3    | Output                |
| TBC  | PDO 15.<br>Financial<br>Reporting        | Financial viability<br>measured in terms of the<br>municipality's ability to<br>meet its service debt<br>obligations (NKPI Proxy -<br>MFMA, Reg. S10(g)(ii)) | Outcome  | Financial Services | Debt coverage ratio ((Total<br>operating revenue - operating<br>grants received) / (Debt service<br>payments due within the year))<br>measured annually | 11.62                           | >6.7              | >6.7              | >6.7              | >6.7              | >6.7              | All   | >6.7                      | NKPA 4       | NDP 11      | PSO 5    | CWDM 3    | Outcome               |
| TBC  | PDO 15.<br>Financial<br>Reporting        | Financial viability<br>measured in terms of the<br>outstanding service<br>debtors (NKPI Proxy -<br>MFMA, Reg. S10(g)(ii))                                    | Outcome  | Financial Services | Service debtors to revenue ratio<br>– (Total outstanding service<br>debtors / revenue received for<br>services) measured annually                       | 0.18                            | <0.25             | <0.25             | <0.25             | <0.25             | <0.25             | All   | <0.25                     | NKPA 4       | NDP 11      | PSO 5    | CWDM 3    | Outcome               |

| <b>KEY PERFORMANCE AREA (KPA) 2: Finance</b> |  |  |  |                    |  |                                 |                   |                   |                   |                   |                   |       |                           |              |             |          |           |                       |
|--|--|--|--|--------------------|--|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------|---------------------------|--------------|-------------|----------|-----------|-----------------------|
| <b>Strategic Objective:</b>                  |  |  | <b>To ensure financial sustainability in order to meet the statutory requirements.</b> |                    |  |                                 |                   |                   |                   |                   |                   |       |                           |              |             |          |           |                       |
| IDP/<br>Ref<br>No.                           | Pre-<br>determined<br>Objective<br>(PDO) | Indicator  | Indicator type   | Department         | Unit of Measurement  | IDP TARGETS 2022-2027           |                   |                   |                   |                   |                   | Wards | Outer<br>years<br>2027/28 | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery<br>Indicator |
|  |  |  |  |                    |  | Baseline<br>Actual<br>2020/2021 | Target<br>2022/23 | Target<br>2023/24 | Target<br>2024/25 | Target<br>2025/26 | Target<br>2026/27 |       |                           |              |             |          |           |                       |
| TBC  | PDO 13:<br>Financial<br>Viability        | Updated Indigent Register<br>(NKPI Proxy - MFMA, Reg.<br>S10(b a)) | Output   | Financial Services | Percentage of all qualifying<br>indigent applications processed<br>quarterly     | 100%                            | 100%              | 100%              | 100%              | 100%              | 100%              | All   | 100%                      | NKPA 3       | NDP 11      | PSO 5    | CWDM 1    | Output                |
| TBC  | PDO 14: Supply<br>Chain<br>Management    | Implement electronic<br>contract management<br>system              | Key Initiative   | Financial Services | Percentage of electronic contract<br>management system<br>implemented by 31 July | New KPI                         | 100%              | N/A               | N/A               | N/A               | N/A               | All   | 100%                      | NKPA 4       | NDP 2       | PSO 1    | CWDM 3    | Output                |
| TBC  | PDO 14: Supply<br>Chain<br>Management    | Implement the stores<br>security plan                              | Key Initiative   | Financial Services | Percentage of stores security<br>plan by 31 March                                | New KPI                         | 100%              | N/A               | N/A               | N/A               | N/A               | All   | N/A                       | NKPA 4       | NDP 2       | PSO 1    | CWDM 3    | Outcome               |

| <b>KEY PERFORMANCE AREA (KPA) 3: Organisation and Human Capital</b> |                                      |   |   |                    |   |                                 |                   |                   |                   |                   |                   |       |                           |              |             |          |           |                       |
|---|--------------------------------------|---|---|--------------------|---|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------|---------------------------|--------------|-------------|----------|-----------|-----------------------|
| <b>Strategic Objective:</b>   |                                      |   | <b>To ensure an efficient and effective organisation supported by a competent and skilled workforce</b> |                    |   |                                 |                   |                   |                   |                   |                   |       |                           |              |             |          |           |                       |
| IDP/<br>Ref No.   | Pre-determined<br>Objective<br>(PDO) | Indicator   | Indicator type  | Department         | Unit of Measurement   | IDP TARGETS 2022-2027           |                   |                   |                   |                   |                   | Wards | Outer<br>years<br>2027/28 | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery<br>Indicator |
|   |                                      |   |   |                    |   | Baseline<br>Actual<br>2020/2021 | Target<br>2022/23 | Target<br>2023/24 | Target<br>2024/25 | Target<br>2025/26 | Target<br>2026/27 |       |                           |              |             |          |           |                       |
| TBC   | PDO 17.<br>Human Capital             | The number of people from employment equity target groups employed in the three highest levels of management in compliance with a Municipality's approved employment equity plan (NKPI Proxy - MFMA, Reg. S10(e)) | Programme   | Corporate Services | Number of reports on the number of people from employment equity groups employed in the three highest levels of management submitted to the City Manager by 30 November and 30 June | 2                               | 2                 | 2                 | 2                 | 2                 | 2                 | N/A   | 2                         | NKPA 5       | NDP 1       | PSO 1    | CWDM 1    | Output                |
| TBC   | PDO 17.<br>Human Capital             | Submit to Council a Succession Planning Policy  | Key Initiative  | Corporate Services | Number of Succession Planning Policies submitted to Council by 31 July  | New KPI                         | N/A               | 1                 | N/A               | N/A               | N/A               | N/A   | N/A                       | NKPA         | NDP 7       | PSO 2    | CWDM 1    | Output                |
| TBC   | PDO 16.<br>Organisational Structure  | Implementation Performance Management Development System (PMDS Organisational Efficiency)   | Programme   | Corporate Services | Conduct information and Training sessions to user departments by 31 July  | New KPI                         | 100%              | N/A               | N/A               | N/A               | N/A               | N/A   | 100%                      | NKPA 5       | NDP 7       | PSO 2    | CWDM 1    | Output                |
| TBC   | PDO 16.<br>Organisational Structure  | Finalisation of the Municipal Organogram (funded positions)   | Key Initiative  | Corporate Services | Number of Finalised Municipal Organograms submitted to Council 31 July  | New KPI                         | 1                 | N/A               | N/A               | N/A               | N/A               | N/A   | 1                         | NKPA         | NDP 7       | PSO 2    | CWDM 1    | Outcome               |

| <b>KEY PERFORMANCE AREA (KPA) 3: Organisation and Human Capital</b> |                                  |   |   |                    |   |                           |                |                |                |                |                |       |                     |              |             |          |           |                    |
|---|----------------------------------|---|---|--------------------|---|---------------------------|----------------|----------------|----------------|----------------|----------------|-------|---------------------|--------------|-------------|----------|-----------|--------------------|
| <b>Strategic Objective:</b>   |                                  |   | <b>To ensure an efficient and effective organisation supported by a competent and skilled workforce</b> |                    |   |                           |                |                |                |                |                |       |                     |              |             |          |           |                    |
| IDP/ Ref No.  | Pre-determined Objective (PDO)   | Indicator   | Indicator type  | Department         | Unit of Measurement   | IDP TARGETS 2022-2027     |                |                |                |                |                | Wards | Outer years 2027/28 | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery Indicator |
|   |                                  |   |   |                    |   | Baseline Actual 2020/2021 | Target 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 | Target 2026/27 |       |                     |              |             |          |           |                    |
| TBC   | PDO 17: Human Capital            | Submission of Performance Management Development System (PMDS Organisational Efficiency)  | Programme   | Corporate Services | Number of PMDS regulations submitted to Council by 31 July  | New KPI                   | 1              | N/A            | N/A            | N/A            | N/A            | N/A   | 1                   | NKPA 5       | NDP 7       | PSO 2    | Output    |                    |
| TBC   | PDO 20: Processes and Procedures | Monitor and review implementation of new employeesing regulations in relation to skills development and recruitment                   | Programme   | Corporate Services | Number of Performance Management Development System (PMDS Organisational Efficiency) SOPs implemented by 31 July        | New KPI                   | 1              | N/A            | N/A            | N/A            | N/A            | 1     | NKPA 5              | NDP 7        | PSO 2       | Outcome  |           |                    |
| TBC   | PDO 20: Processes and Procedures | Implement Performance Management Development System (PMDS Organisational Efficiency) to all departments                               | Programme   | Corporate Services | Percentage of Performance Management Development System (PMDS Organisational Efficiency) to all departments implemented | New KPI                   | 100%           | 100%           | 100%           | 100%           | 100%           | N/A   | 100%                | NKPA 5       | NDP 7       | PSO 2    | Outcome   |                    |
| TBC   | PDO 20: Processes and Procedures | Develop Job Optimization SOP  | Key Initiative  | Corporate Services | Number Job Optimization SOP developed by 31 April   | New KPI                   | 1              | N/A            | N/A            | N/A            | N/A            | 1     | NKPA 5              | NDP 7        | PSO 2       | Outcome  |           |                    |
| TBC   | PDO 17. Human Capital            | The percentage of the municipality's budget actually spent on implementing its workplace skills plan (NKPI Proxy - MFMA, Reg. S10(f)) | Programme   | Corporate Services | Percentage of the municipality's approved budget actually spent on implementing its workplace skills plan by 30 June    | 98%                       | 98%            | 98%            | 98%            | 98%            | 98%            | N/A   | 98%                 | NKPA 5       | NDP 7       | PSO 5    | CWDM 3    | Output             |

| <b>KEY PERFORMANCE AREA (KPA) 3: Organisation and Human Capital</b> |  |  |   |                      |   |                           |                |                |                |                |                |       |                     |              |             |          |           |                    |
|---|--|--|---|----------------------|---|---------------------------|----------------|----------------|----------------|----------------|----------------|-------|---------------------|--------------|-------------|----------|-----------|--------------------|
| <b>Strategic Objective:</b>   |  |  | <b>To ensure an efficient and effective organisation supported by a competent and skilled workforce</b> |                      |   |                           |                |                |                |                |                |       |                     |              |             |          |           |                    |
| IDP/ Ref No.  | Pre-determined Objective (PDO)                   | Indicator  | Indicator type  | Department           | Unit of Measurement   | IDP TARGETS 2022-2027     |                |                |                |                |                | Wards | Outer years 2027/28 | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery Indicator |
|   |  |  |   |                      |   | Baseline Actual 2020/2021 | Target 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 | Target 2026/27 |       |                     |              |             |          |           |                    |
| TBC   | PDO 21. Fleet Management and Mechanical Workshop | Submit a Project Management Policy to MayCo for approval   | Key Initiative  | Engineering Services | Number of Project Management policies submitted to MayCo by 30 September              | New KPI                   | 1              | N/A            | N/A            | N/A            | N/A            | N/A   | N/A                 | NKPA 5       | NDP 11      | PSO 5    | CWDM 3    | Outcome            |
| TBC   | PDO 19. Systems and Technology                   | Upgrade Archive Management System                          | Capital Project   | Corporate Services   | Percentage of document storage areas upgraded (physical and electronic) by 31 March   | New KPI                   | 65%            | 70%            | 80%            | 90%            | 100%           | N/A   | 100%                | NKPA 5       | NDP 11      | PSO 4    | CWDM 3    | Outcome            |
| TBC   | PDO 19. Systems and Technology                   | Review Collaborator Processing (new and existing)          | Capital Project   | Corporate Services   | Percentage of reviewed collaborator processing submitted quarterly                    | New KPI                   | 100%           | 100%           | 100%           | 100%           | 100%           | N/A   | 100%                | NKPA 5       | NDP 2       | PSO 4    | CWDM 3    | Outcome            |
| TBC   | PDO 19. Systems and Technology                   | Upload (Vital Documents) to the Collaborator system        | Capital Project   | Corporate Services   | Percentage of Vital Document uploaded on Collaborator quarterly                       | New KPI                   | 100%           | 100%           | 100%           | 100%           | 100%           | N/A   | 100%                | NKPA 5       | NDP 11      | PSO 5    | CWDM 3    | Output             |
| TBC   | PDO 19. Systems and Technology                   | Replacement of Host Servers for Virtual Server Environment | Outcome   | Corporate Services   | Number of Host Replacement of Host Servers for Virtual Server Environment by 31 March | New KPI                   | 1              | 1              | 1              | 1              | 1              | N/A   | 1                   | NKPA 5       | NDP 11      | PSO 5    | CWDM 3    | Outcome            |

| <b>KEY PERFORMANCE AREA (KPA) 3: Organisation and Human Capital</b> |                                      |  |   |                    |   |                                 |                   |                   |                   |                   |                   |       |                           |              |             |          |           |                       |
|---|--------------------------------------|--|---|--------------------|---|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------|---------------------------|--------------|-------------|----------|-----------|-----------------------|
| <b>Strategic Objective:</b>   |                                      |  | <b>To ensure an efficient and effective organisation supported by a competent and skilled workforce</b> |                    |   |                                 |                   |                   |                   |                   |                   |       |                           |              |             |          |           |                       |
| IDP/<br>Ref No.   | Pre-determined<br>Objective<br>(PDO) | Indicator  | Indicator type  | Department         | Unit of Measurement   | IDP TARGETS 2022-2027           |                   |                   |                   |                   |                   | Wards | Outer<br>years<br>2027/28 | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery<br>Indicator |
|   |                                      |  |   |                    |   | Baseline<br>Actual<br>2020/2021 | Target<br>2022/23 | Target<br>2023/24 | Target<br>2024/25 | Target<br>2025/26 | Target<br>2026/27 |       |                           |              |             |          |           |                       |
| TBC   | PDO 19. Systems and Technology       | Automation of Human Resources Processes                      | Outcome   | Corporate Services | Percentage of automation of two (2) Human Resources Processes (Benefits and Gift Registry) by 30 June | New KPI                         | <u>1</u>          | <u>1</u>          | 1                 | 1                 | 1                 | N/A   | 1                         | NKPA 5       | NDP 2       | PSO 4    | CWDM 3    | Outcome               |
| TBC   | PDO 19. Systems and Technology       | Telephone headsets replaced and newly provided               | Activity  | Corporate Services | Percentage of telephone headsets replaced by 30 June  | New                             | 100%              | 100%              | 100%              | 100%              | 100%              | N/A   | 100%                      | NKPA 5       | NDP 11      | PSO 4    | CWDM 3    | Activity              |
| TBC   | PDO 19. Systems and Technology       | Replacement and additional software licenses for Microsoft   | Outcome   | Corporate Services | Percentage of Microsoft software licenses replaced or added by 30 April                               | New KPI                         | 100%              | 100%              | 100%              | 100%              | 100%              | N/A   | 100%                      | NKPA 5       | NDP 11      | PSO 4    | CWDM 3    | Outcome               |
| TBC   | PDO 19. Systems and Technology       | Implementation of ICT infrastructure plan                    | Outcome   | Corporate Services | Percentage of ICT Infrastructure plan implemented by 30 April   | New KPI                         | <u>65%</u>        | <u>70%</u>        | 80%               | 90%               | 100%              | N/A   | 100%                      | NKPA 5       | NDP 2       | PSO 5    | CWDM 3    | Outcome               |
| TBC   | PDO 19. Systems and Technology       | Migrate virtual environment from VMWare to Microsoft Hyper-V | Outcome   | Corporate Services | Percentage of virtual Environment migrated from VMWare to Microsoft Hyper-V by 30 April               | New KPI                         | <u>N/A</u>        | <u>100%</u>       | N/A               | N/A               | N/A               | N/A   | 100%                      | NKPA 5       | NDP 2       | PSO 5    | CWDM 3    | Outcome               |

| <b>KEY PERFORMANCE AREA (KPA) 3: Organisation and Human Capital</b> |                                |  |   |                                |   |                           |                |                |                |                |                |       |                     |              |             |          |           |                    |
|---|--------------------------------|--|---|--------------------------------|---|---------------------------|----------------|----------------|----------------|----------------|----------------|-------|---------------------|--------------|-------------|----------|-----------|--------------------|
| <b>Strategic Objective:</b>   |                                |  | <b>To ensure an efficient and effective organisation supported by a competent and skilled workforce</b> |                                |   |                           |                |                |                |                |                |       |                     |              |             |          |           |                    |
| IDP/ Ref No.  | Pre-determined Objective (PDO) | Indicator  | Indicator type  | Department                     | Unit of Measurement   | IDP TARGETS 2022-2027     |                |                |                |                |                | Wards | Outer years 2027/28 | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery Indicator |
|   |                                |  |   |                                |   | Baseline Actual 2020/2021 | Target 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 | Target 2026/27 |       |                     |              |             |          |           |                    |
| TBC   | PDO 19. Systems and Technology | Expand Fibre-Optic network                               | Output  | Corporate Services             | Percentage of Fibre-optic network expanded across Drakenstein Buildings by 31 March | New KPI                   | N/A            | N/A            | 100%           | N/A            | N/A            | N/A   | 100%                | NKPA 5       | NDP 2       | PSO 4    | CWDM 3    | Output             |
| TBC   | PDO 19. Systems and Technology | Implement Microsoft E365                                 | Outcome   | Corporate Services             | Percentage of Microsoft E365 implemented 30 September                               | New KPI                   | 100%           | N/A            | N/A            | N/A            | N/A            | N/A   | 100%                | NKPA 5       | NDP 2       | PSO 4    | CWDM 3    | Outcome            |
| TBC   | PDO 19. Systems and Technology | Move Wellington Disaster Recovery site to MS Azure Cloud | Output  | Corporate Services             | Percentage of Wellington Disaster Recovery site moved to MS Azure Cloud             | New KPI                   | N/A            | 100%           | N/A            | N/A            | N/A            | N/A   | 100%                | NKPA 5       | NDP 11      | PSO 4    | CWDM 3    | Output             |
| TBC   | PDO 18. Performance Management | Submit the Mid-year MFMA S72 report to the Mayor         | Output  | IDP and Performance Management | Number of Mid-Year MFMA S72 Reports submitted to the Mayor by 25 January            | 1                         | 1              | 1              | 1              | 1              | 1              | N/A   | 1                   | NKPA 2       | NDP 11      | PSO 5    | CWDM 3    | Output             |

| <b>KEY PERFORMANCE AREA (KPA) 4: Infrastructure and Services</b> |  |   |  |                      |   |                                 |                   |                   |                   |                   |       |                                      |              |             |          |           |                       |                   |
|--|--|---|--|----------------------|---|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------|--------------------------------------|--------------|-------------|----------|-----------|-----------------------|-------------------|
| <b>Strategic Objective:</b>                                      |  |   | <b>To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services.</b> |                      |   |                                 |                   |                   |                   |                   |       |                                      |              |             |          |           |                       |                   |
| IDP/<br>Ref<br>No.   | Pre-<br>determined<br>Objective<br>(PDO) | Indicator   | Indicator type   | Department           | Unit of Measurement   | IDP TARGETS 2022-2027           |                   |                   |                   |                   | Wards | Outer<br>years<br>2027/28            | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery<br>Indicator |                   |
|  |  |   |  |                      |   | Baseline<br>Actual<br>2020/2021 | Target<br>2022/23 | Target<br>2023/24 | Target<br>2024/25 | Target<br>2025/26 |       |                                      |              |             |          |           |                       | Target<br>2026/27 |
| TBC  | PDO 22. Electricity and Energy           | Limit the electricity losses to less than 10% annually (Average energy purchased to date - Average energy sold to date) / (Average energy purchased to date) X 100 = Average energy losses for reporting period | Outcome  | Engineering Services | Percentage average electricity losses by 30 June  | 7.53%                           | <10%              | <10%              | <10%              | <10%              | <10%  | All                                  | <10%         | NKPA 4      | NDP 2    | PSO 4     | CWDM 1                | Outcome           |
| TBC  | PDO 22. Electricity and Energy           | Provision of basic service delivery to Drakenstein Residents (NKPI Proxy - MFMA, Reg. S10(a))   | Outcome  | Engineering Services | Percentage of formal households with access to basic level of electricity by 30 June      | 100%                            | 100%              | 100%              | 100%              | 100%              | 100%  | All                                  | 100%         | NKPA4       | NDP5     | PSO4      | CWDM 3                | Outcome           |
| TBC  | PDO 24. Water and Wastewater             | Provision of basic service delivery to Drakenstein Residents (NKPI Proxy - MFMA, Reg. S10(a))   | Outcome  | Engineering Services | Percentage of formal households with access to basic level of sanitation by 30 June       | 100%                            | 100%              | 100%              | 100%              | 100%              | 100%  | All                                  | 100%         | NKPA4       | NDP5     | PSO4      | CWDM 3                | Outcome           |
| TBC  | PDO 24. Water and Wastewater             | Provision of basic service delivery to Drakenstein Residents (NKPI Proxy indicator - S10(a))  | Outcome  | Engineering Services | Percentage of formal households with access to basic level of water by 30 June            | 100%                            | 100%              | 100%              | 100%              | 100%              | 100%  | All                                  | 100%         | NKPA4       | NDP5     | PSO4      | CWDM 3                | Outcome           |
| TBC  | PDO 25. Solid Waste                      | Provision of basic service delivery to Drakenstein Residents (NKPI Proxy indicator - S10 (a))   | Outcome  | Engineering Services | Percentage of formal households with access to basic level solid waste removal by 30 June | 100%                            | 100%              | 100%              | 100%              | 100%              | 100%  | All                                  | 100%         | NKPA4       | NDP5     | PSO4      | CWDM 3                | Outcome           |
| TBC  | PDO 22. Electricity and Energy           | Provision of basic service delivery to Drakenstein Residents (NKPI Proxy - MFMA, Reg. S10(a))   | Key Initiative   | Engineering Services | Number of new electricity connections installed in the registered informal settlements    | 180                             | 10                | 12                | 14                | 16                | 18    | 1,5,6,8,9,12,14,16,21,24,25,27,31,32 | 20           | NKPA4       | NDP5     | PSO4      | CWDM 3                | Output            |

| <b>KEY PERFORMANCE AREA (KPA) 4: Infrastructure and Services</b> |                                |  |  |                      |   |                           |                |                |                |                |                |                                      |                     |              |             |          |           |                    |
|--|--------------------------------|--|--|----------------------|---|---------------------------|----------------|----------------|----------------|----------------|----------------|--------------------------------------|---------------------|--------------|-------------|----------|-----------|--------------------|
| <b>Strategic Objective:</b>                                      |                                |  | <b>To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services.</b> |                      |   |                           |                |                |                |                |                |                                      |                     |              |             |          |           |                    |
| IDP/ Ref No.   | Pre-determined Objective (PDO) | Indicator  | Indicator type   | Department           | Unit of Measurement   | IDP TARGETS 2022-2027     |                |                |                |                |                | Wards                                | Outer years 2027/28 | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery Indicator |
|  |                                |  |  |                      |   | Baseline Actual 2020/2021 | Target 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 | Target 2026/27 |                                      |                     |              |             |          |           |                    |
| TBC  | PDO 24. Water and Wastewater   | Provision of basic service delivery to Drakenstein Residents (NKPI Proxy - MFMA, Reg. S10(a))                | Key Initiative   | Engineering Services | Number of new/upgraded sanitation service points (toilets) provided to registered informal settlements  | 20                        | 10             | 10             | 10             | 10             | 10             | 1,5,6,8,9,12,14,16,21,24,25,27,31,32 | 10                  | NKPA4        | NDP5        | PSO4     | CWDM 3    | Output             |
| TBC  | PDO 24. Water and Wastewater   | Provision of basic service delivery to Drakenstein Residents (NKPI Proxy - MFMA, Reg. S10(a))                | Key Initiative   | Engineering Services | Number of new/upgraded water service points (taps) provided to registered informal settlements          | 4                         | 10             | 10             | 10             | 10             | 10             | 1,5,6,8,9,12,14,16,21,24,25,27,31,32 | 10                  | NKPA4        | NDP5        | PSO4     | CWDM 3    | Output             |
| TBC  | PDO 25. Solid Waste            | Provision of basic service delivery to Drakenstein Residents (NKPI Proxy - MFMA, Reg. S10(a))                | Key Initiative   | Engineering Services | Number of registered informal settlements receiving a refuse collection service                         | 41                        | 41             | 41             | 41             | 41             | 41             | 1,5,6,8,9,12,14,16,21,24,25,27,31,32 | 41                  | NKPA4        | NDP5        | PSO4     | CWDM 3    | Output             |
| TBC  | PDO 24. Water and Wastewater   | Water quality managed and measured quarterly i.t.o the SANS 241 physical and micro parameters                | Outcome  | Engineering Services | Percentage water quality level as per analysis certificate measured quarterly                           | 98.43%                    | 95%            | 95%            | 95%            | 95%            | 95%            | All                                  | 95%                 | NKPA 3       | NDP 2       | PSO 3    | CWDM 1    | Outcome            |
| TBC  | PDO 24. Water and Wastewater   | Wastewater quality managed and measured quarterly i.t.o the SANS Accreditation physical and micro parameters | Outcome  | Engineering Services | Percentage wastewater quality compliance as per analysis certificate measured quarterly                 | 81.63%                    | 80%            | 80%            | 80%            | 80%            | 80%            | All                                  | 80%                 | NKPA 3       | NDP 2       | PSO 3    | CWDM 1    | Outcome            |
| TBC  | PDO 25. Solid Waste            | Submission of a Solid Waste Available Air Space Report to the Mayoral Committee (Mayco)                      | Output   | Engineering Services | Number of Solid Waste Available Air Space Reports submitted to the Mayoral Committee (Mayco) by 30 June | 1                         | 1              | 1              | 1              | 1              | 1              | All                                  | 1                   | NKPA 3       | NDP 2       | PSO 3    | CWDM 1    | Output             |

| <b>KEY PERFORMANCE AREA (KPA) 4: Infrastructure and Services</b> |   |  |  |                               |   |                           |                |                |                |                |                |   |                     |              |             |          |           |                    |
|--|---|--|--|-------------------------------|---|---------------------------|----------------|----------------|----------------|----------------|----------------|---|---------------------|--------------|-------------|----------|-----------|--------------------|
| <b>Strategic Objective:</b>                                      |   |  | <b>To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services.</b> |                               |   |                           |                |                |                |                |                |   |                     |              |             |          |           |                    |
| IDP/ Ref No.   | Pre-determined Objective (PDO)          | Indicator  | Indicator type   | Department                    | Unit of Measurement   | IDP TARGETS 2022-2027     |                |                |                |                |                | Wards   | Outer years 2027/28 | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery Indicator |
|  |   |  |  |                               |   | Baseline Actual 2020/2021 | Target 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 | Target 2026/27 |   |                     |              |             |          |           |                    |
| TBC  | PDO 24. Water and Wastewater            | Limit water network losses to less than 19% measured annually (Difference between water units supplied and water units billed as percentage of water supplied) | Output   | Engineering Services          | Average percentage water losses by 30 June  | 14.3%                     | <19%           | <19%           | <19%           | <19%           | <19%           | All   | <19%                | NKPA 3       | NDP 10      | PSO 4    | CWDM 2    | Output             |
| TBC  | PDO 25. Solid Waste                     | Construct mini drop-offs at waste hotspots   | Output   | Safety and Community Services | Number of mini drop-offs constructed at waste hot spots by 30 September                           | New KPI                   | 5              | 5              | 5              | 5              | 5              | All   | 5                   | NKPA 3       | NDP 10      | PSO 4    | CWDM 2    | Output             |
| TBC  | PDO 25. Solid Waste                     | Implement 3m <sup>3</sup> skip project in high density/informal areas  | Output   | Safety and Community Services | Number of 3m <sup>3</sup> skips projects implemented in high density/informal areas               | New KPI                   | 1              | 1              | 1              | 1              | 1              | 1,5,6,8,9,12,13,14,16,21,22,24,25,27,31,32,33 | N/A                 | NKPA 3       | NDP 10      | PSO 5    | CWDM 2    | Output             |
| TBC  | PDO 26. Municipal and Public Facilities | Upgrading of Aged infrastructure   | Capital Project  | Engineering Services          | Percentage of Gouda Community Hall painted by 30 June   | New KPI                   | N/A            | 50%            | 50%            | N/A            | N/A            | 31  |                     | NKPA 3       | NDP 2       | PSO 5    | CWDM 2    | Outcome            |
| TBC  | PDO 26. Municipal and Public Facilities | Upgrading of Aged infrastructure   | Capital Project  | Engineering Services          | Percentage of Saron Community Hall painted by 30 June   | New KPI                   | N/A            | 50%            | N/A            | 50%            | N/A            | 30  |                     | NKPA 3       | NDP 2       | PSO 5    | CWDM 2    | Outcome            |
| TBC  | PDO 26. Municipal and Public Facilities | Upgrading of Aged infrastructure   | Capital Project  | Engineering Services          | Percentage of Wellington Town Hall painted by 30 June   | New KPI                   | N/A            | 50%            | 50%            | N/A            | N/A            | 2,7,10,11,18,29                               |                     | NKPA 3       | NDP 2       | PSO 4    | CWDM 2    | Outcome            |
| TBC  | PDO 24. Water and Wastewater            | Upgrade and refurbish sewer pumps station (Pentz, Edison and Newton)   | Capital Project  | Engineering Services          | Percentage of sewer pump stations (Pentz, Edison and Newtown) upgraded and refurbished by 30 June | New KPI                   | 100%           | N/A            | N/A            | N/A            | N/A            | All   | N/A                 | NKPA 3       | NDP 10      | PSO 4    | CWDM 2    | Outcome            |

| <b>KEY PERFORMANCE AREA (KPA) 4: Infrastructure and Services</b> |   |   |  |                      |   |                           |                |                |                |                |       |                |              |             |          |           |                    |         |
|--|---|---|--|----------------------|---|---------------------------|----------------|----------------|----------------|----------------|-------|----------------|--------------|-------------|----------|-----------|--------------------|---------|
| <b>Strategic Objective:</b>                                      |   |   | <b>To provide and maintain the required physical infrastructure and to ensure sustainable and affordable services.</b> |                      |   |                           |                |                |                |                |       |                |              |             |          |           |                    |         |
| IDP/ Ref No.   | Pre-determined Objective (PDO)          | Indicator   | Indicator type   | Department           | Unit of Measurement   | IDP TARGETS 2022-2027     |                |                |                |                | Wards | Outer years    | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery Indicator |         |
|  |   |   |  |                      |   | Baseline Actual 2020/2021 | Target 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 |       | Target 2026/27 |              |             |          |           |                    | 2027/28 |
| TBC  | PDO 24. Water and Wastewater            | Procure and install 1,000kVA generator at Paarl WWTW  | Capital Project  | Engineering Services | Number of 1,000kVA generators procured and installed at Paarl WWTW by 30 June | New KPI                   | 1              | N/A            | N/A            | N/A            | N/A   | All            | N/A          | NKPA 3      | NDP 3    | PSO 4     | CWDM 2             | Output  |
| TBC  | PDO 24. Water and Wastewater            | Replacement of WWTW inlet screens                     | Capital Project  | Engineering Services | Number WWTW inlet screens refurbished at Paarl WWTW by 30 April               | New KPI                   | 1              | N/A            | N/A            | N/A            | N/A   | All            | N/A          | NKPA 3      | NDP 11   | PSO 4     | CWDM 2             | Output  |
| TBC  | PDO 24. Water and Wastewater            | Refurbishment of Bulk Water systems (Drommedaris st.) | Capital Project  | Engineering Services | Percentage of Bulk Water systems (Drommedaris st.) replaced by 30 June        | New KPI                   | 100%           | 10%            | 15%            | 20%            | 25%   | 16             | 25%          | NKPA 3      | NDP 10   | PSO 4     | CWDM 2             | Outcome |
| TBC  | PDO 23. Transport, Roads and Stormwater | Upgrading of signalised intersections                 | Capital Project  | Engineering Services | Number of signalized intersections upgraded by 30 April                       | New KPI                   | N/A            | 3              | N/A            | N/A            | N/A   | All            | N/A          | NKPA 3      | NDP 2    | PSO 4     | CWDM 2             | Output  |
| TBC  | PDO 23. Transport, Roads and Stormwater | Installing UPS's for signalised intersections         | Capital Project  | Engineering Services | Number of UPSs installed for signalized intersections                         | New KPI                   | 10             | N/A            | N/A            | N/A            | N/A   | All            | N/A          | NKPA 3      | NDP 2    | PSO 5     | CWDM 2             | Outcome |

| <b>KEY PERFORMANCE AREA (KPA) 5: Planning and Development</b> |  |  |   |                          |  |                           |                |                |                |                |                |       |                     |              |             |          |           |                    |
|---|--|--|---|--------------------------|--|---------------------------|----------------|----------------|----------------|----------------|----------------|-------|---------------------|--------------|-------------|----------|-----------|--------------------|
| <b>Strategic Objective:</b>                                   |  |  | <b>To plan, promote investment and facilitate economic growth</b> |                          |  |                           |                |                |                |                |                |       |                     |              |             |          |           |                    |
| IDP / Ref No.   | Pre-determined Objective (PDO)           | Indicator  | Indicator type  | Department               | Unit of Measurement  | IDP TARGETS 2022-2027     |                |                |                |                |                | Wards | Outer years 2027/28 | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery Indicator |
|   |  |  |   |                          |  | Baseline Actual 2020/2021 | Target 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 | Target 2026/27 |       |                     |              |             |          |           |                    |
| TBC   | PDO 17. Human Capital                    | The number of jobs created through the Municipality's local economic development initiatives including capital projects (NKPI Proxy - MFMA, Reg. S10(d)) | Outcome   | Engineering Services     | Number of jobs opportunities created by 30 June  | 1,600                     | 1,400          | 1,400          | 1,400          | 1,400          | 1,400          | All   | 1,400               | NKPA 1       | NDP 1       | PSO 1    | CWDM 1    | Outcome            |
| TBC   | PDO 27. Economic Development and Tourism | Submit to the Portfolio Committee (Planning Services)/ MayCo an Sports Tourism Strategies  | Key Initiative  | Planning and Development | Number of Sports Tourism Strategy submitted to the Portfolio Committee (Planning Services)/ MayCo by 31 December | New KPI                   | 1              | N/A            | N/A            | N/A            | N/A            | All   | N/A                 | NKPA 1       | NDP 1       | PSO 1    | CWDM 1    | Output             |
| TBC   | PDO 27. Economic Development and Tourism | Implementation of the Sports Tourism Strategies initiatives  | Programme   | Planning and Development | Number of Sports Tourism strategies initiatives implemented by 30 June   | New KPI                   | N/A            | 1              | 1              | 1              | 1              | All   | 1                   | NKPA 1       | NDP 1       | PSO 1    | CWDM 1    | Output             |
| TBC   | PDO 27. Economic Development and Tourism | Develop Investment Prospectus  | Key Initiative  | Planning and Development | Number of Investment Prospectuses developed by 30 April  | New KPI                   | 1              | N/A            | N/A            | N/A            | N/A            | All   | N/A                 | NKPA 1       | NDP 1       | PSO4     | CWDM 1    | Outcome            |
| TBC   | PDO 27. Economic Development and Tourism | Establish a one stop business support centres  | Programme   | Planning and Development | Number of one stop business support centres developed by 30 June   | New KPI                   | N/A            | 1              | 1              | N/A            | N/A            | All   | N/A                 | NKPA 1       | NDP 1       | PSO4     | CWDM 1    | Output             |
| TBC   | PDO 27. Economic Development and Tourism | Publish online developers guide  | Key Initiative  | Planning and Development | Number of online developers guides published by 30 April   | New KPI                   | 1              | N/A            | N/A            | N/A            | N/A            | All   | N/A                 | NKPA 1       | NDP 1       | PSO4     | CWDM 1    | Outcome            |

| <b>KEY PERFORMANCE AREA (KPA) 5: Planning and Development</b> |  |   |   |                          |   |                           |                |                |                |                |                |       |                     |              |             |          |           |                    |
|---|--|---|---|--------------------------|---|---------------------------|----------------|----------------|----------------|----------------|----------------|-------|---------------------|--------------|-------------|----------|-----------|--------------------|
| <b>Strategic Objective:</b>                                   |  |   | <b>To plan, promote investment and facilitate economic growth</b> |                          |   |                           |                |                |                |                |                |       |                     |              |             |          |           |                    |
| IDP / Ref No.   | Pre-determined Objective (PDO)           | Indicator   | Indicator type  | Department               | Unit of Measurement   | IDP TARGETS 2022-2027     |                |                |                |                |                | Wards | Outer years 2027/28 | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery Indicator |
|   |  |   |   |                          |   | Baseline Actual 2020/2021 | Target 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 | Target 2026/27 |       |                     |              |             |          |           |                    |
| TBC   | PDO 27. Economic Development and Tourism | Conduct business confidence survey  | Capita; Project   | Planning and Development | Number of business confidence surveys conducted by 30 April   | New KPI                   | 1              | 1              | 1              | 1              | 1              | All   | 1                   | NKPA 1       | NDP 1       | PSO 5    | CWDM 1    | Output             |
| TBC   | PDO 29. Spatial Planning                 | Apply for delegations in terms of the National Heritage Resources Act for the management of heritage resources. | Key Initiative  | Planning and Development | Number delegation applications made in terms of National Heritage Resources Act for management of Heritage Resources by 30 June | New KPI                   | N/A            | 1              | 1              | 1              | 1              | All   | 1                   | NKPA 1       | NDP 1       | PSO 4    | CWDM 1    | Outcome            |
| TBC   | PDO 29. Spatial Planning                 | Review Spatial Development Framework  | Outcome   | Planning and Development | Number of Spatial Development Frameworks Developed by 30 June   | New KPI                   | N/A            | 1              | 1              | 1              | 1              | All   | 1                   | NKPA 1       | NDP 11      | PSO 4    | CWDM 1    | Outcome            |
| TBC   | PDO 28. Land Use and Properties          | Conduct Municipal Land Audit  | Key Initiative  | Planning and Development | Number of Municipal Land Audits conducted by 30 June  | New KPI                   | 1              | 1              | N/A            | N/A            | N/A            | All   | N/A                 | NKPA 1       | NDP 11      | PSO 5    | CWDM 1    | Output             |
| TBC   | PDO 28. Land Use and Properties          | Formulate Boland Park Local Spatial Development Framework   | Output  | Planning and Development | Number of Boland Park Local Spatial Development Framework formulated by 30 April  | New KPI                   | 1              | 1              | 1              | N/A            | N/A            | All   | N/A                 | NKPA 1       | NDP 13      | PSO 5    | CWDM 1    | Output             |
| TBC   | PDO 28. Land Use and Properties          | Formulate New Town, Roggeland and Vlakkeland Local Spatial Development Framework                                | Output  | Planning and Development | Number of New Town, Roggeland and Vlakkeland Local Spatial Development Framework formulated by 30 June                          | New KPI                   | N/A            | 1              | 1              | N/A            | N/A            | All   | N/A                 | NKPA 1       | NDP 13      | PSO 4    | CWDM 1    | Output             |

| <b>KEY PERFORMANCE AREA (KPA) 5: Planning and Development</b> |   |  |   |                          |   |                           |                |                |                |                |                |       |                     |              |             |          |           |                    |
|---|---|--|---|--------------------------|---|---------------------------|----------------|----------------|----------------|----------------|----------------|-------|---------------------|--------------|-------------|----------|-----------|--------------------|
| <b>Strategic Objective:</b>                                   |   |  | <b>To plan, promote investment and facilitate economic growth</b> |                          |   |                           |                |                |                |                |                |       |                     |              |             |          |           |                    |
| IDP / Ref No.   | Pre-determined Objective (PDO)            | Indicator  | Indicator type  | Department               | Unit of Measurement   | IDP TARGETS 2022-2027     |                |                |                |                |                | Wards | Outer years 2027/28 | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery Indicator |
|   |   |  |   |                          |   | Baseline Actual 2020/2021 | Target 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 | Target 2026/27 |       |                     |              |             |          |           |                    |
| TBC   | PDO 28. Land Use and Properties           | Formulate Simondium Local Spatial Development Framework  | Output  | Planning and Development | Number of Simondium Local Spatial Development Framework formulated by 30 November   | New KPI                   | N/A            | 1              | 1              | N/A            | N/A            | All   | N/A                 | NKPA 1       | NDP 13      | PSO 4    | CWDM 1    | Output             |
| TBC   | PDO 28. Land Use and Properties           | Formulate Ben Bernard Precinct Plan  | Output  | Planning and Development | Number of Ben Bernard Precinct Plans formulated by 30 April   | New KPI                   | N/A            | 1              | 1              | N/A            | N/A            | All   | N/A                 | NKPA 1       | NDP 13      | PSO 4    | CWDM 1    | Output             |
| TBC   | PDO 29. Spatial Planning                  | Submit to the Portfolio Committee (Planning Services)/ MayCo an Heritage Area Policy                           | Output  | Planning and Development | Number of Heritage Area Policies submitted to the Portfolio Committee (Planning Services)/ MayCo by 31 December                         | New KPI                   | 1              | N/A            | N/A            | N/A            | N/A            | All   | N/A                 | NKPA 1       | NDP 3       | PSO 4    | CWDM 1    | Output             |
| TBC   | PDO 30. Environment and Natural Resources | Submit to the Portfolio Committee (Planning Services)/ MayCo an Environmental Education and Awareness Strategy | Output  | Planning and Development | Number of Environmental Education and Awareness Strategy submitted to the Portfolio Committee (Planning Services)/ MayCo by 31 December | New KPI                   | 1              | N/A            | N/A            | N/A            | N/A            | All   | N/A                 | NKPA 1       | NDP 3       | PSO 4    | CWDM 1    | Output             |
| TBC   | PDO 30. Environment and Natural Resources | Implement Environmental Education and Awareness Strategy initiatives   | Programme   | Planning and Development | Number of Environmental Education and Awareness Strategy initiatives implemented by 30 April  | New KPI                   | N/A            | 1              | 1              | 1              | 1              | All   | N/A                 | NKPA 1       | NDP 3       | PSO 4    | CWDM 1    | Output             |

| <b>KEY PERFORMANCE AREA (KPA) 5: Planning and Development</b> |   |  |   |                          |  |                           |                |                |                |                |                |       |                     |              |             |          |           |                    |
|---|---|--|---|--------------------------|--|---------------------------|----------------|----------------|----------------|----------------|----------------|-------|---------------------|--------------|-------------|----------|-----------|--------------------|
| <b>Strategic Objective:</b>                                   |   |  | <b>To plan, promote investment and facilitate economic growth</b> |                          |  |                           |                |                |                |                |                |       |                     |              |             |          |           |                    |
| IDP / Ref No.   | Pre-determined Objective (PDO)              | Indicator  | Indicator type  | Department               | Unit of Measurement  | IDP TARGETS 2022-2027     |                |                |                |                |                | Wards | Outer years 2027/28 | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery Indicator |
|   |   |  |   |                          |  | Baseline Actual 2020/2021 | Target 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 | Target 2026/27 |       |                     |              |             |          |           |                    |
| TBC   | PDO 27. Economic Development and Tourism    | Submit to the Portfolio Committee (Planning Services)/ MayCo the Investment Incentive Policy                   | Key Initiative  | Planning and Development | Number of Investment Incentive Policies submitted to the Portfolio Committee (Planning Services)/ MayCo by 31 December                   | New KPI                   | 1              | N/A            | N/A            | N/A            | N/A            | All   | N/A                 | NKPA 1       | NDP 1       | PSO 1    | CWDM 1    | Outcome            |
| TBC   | PDO 27. Economic Development and Tourism    | Develop a Small Business Entrepreneurs Capacity Building Programme   | Programme   | Planning and Development | Number of Small Business Entrepreneurs Capacity Building Programmes developed by 31 March  | New KPI                   | 1              | N/A            | N/A            | N/A            | N/A            | All   | N/A                 | NKPA 1       | NDP 1       | PSO 1    | CWDM 2    | Outcome            |
| TBC   | PDO 27. Economic Development and Tourism    | Upgrade existing informal trading structures and business hives (Arendsnes, Paarl CBD and rest of Drakenstein) | Programme   | Planning and Development | Number of upgrades to existing informal trading structures and business hives (Arendsnes, Paarl CBD and rest of Drakenstein) by 31 March | New KPI                   | 1              | 1              | 1              | 1              | 1              | All   | N/A                 | NKPA 1       | NDP 1       | PSO 5    | CWDM 2    | Outcome            |
| TBC   | PDO 31. Urbanisation and Human Settlements  | Submit to the Portfolio Committee (Planning Services)/ MayCo Rental Stock Policy                               | Key Initiative  | Planning and Development | Number of Rental Stock Policies submitted to the Portfolio Committee (Planning Services)/ MayCo by 31 December                           | New KPI                   | 1              | N/A            | N/A            | N/A            | N/A            | All   | N/A                 | NKPA 1       | NDP 6       | PSO 5    | CWDM 2    | Output             |
| TBC   | PDO 31. Urbanisation and Human Settlements) | Submit to the Portfolio Committee (Planning Services)/ MayCo Employee assisted housing policy                  | Key Initiative  | Planning and Development | Number of Employee assisted housing policies submitted to Committee (Planning Services)/ MayCo by 31 March                               | New KPI                   | N/A            | 1              | N/A            | N/A            | N/A            | All   | N/A                 | NKPA 1       | NDP 6       | PSO 5    | CWDM 2    | Output             |

| <b>KEY PERFORMANCE AREA (KPA) 5: Planning and Development</b> |  |   |   |                          |  |                           |                |                |                |                |                |       |                     |              |             |          |           |                    |
|---|--|---|---|--------------------------|--|---------------------------|----------------|----------------|----------------|----------------|----------------|-------|---------------------|--------------|-------------|----------|-----------|--------------------|
| <b>Strategic Objective:</b>                                   |  |   | <b>To plan, promote investment and facilitate economic growth</b> |                          |  |                           |                |                |                |                |                |       |                     |              |             |          |           |                    |
| IDP / Ref No.   | Pre-determined Objective (PDO)             | Indicator   | Indicator type  | Department               | Unit of Measurement  | IDP TARGETS 2022-2027     |                |                |                |                |                | Wards | Outer years 2027/28 | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery Indicator |
|   |  |   |   |                          |  | Baseline Actual 2020/2021 | Target 2022/23 | Target 2023/24 | Target 2024/25 | Target 2025/26 | Target 2026/27 |       |                     |              |             |          |           |                    |
| TBC   | PDO 31. Urbanisation and Human Settlements | Submit to the Portfolio Committee (Planning Services)/ MayCo Emergency Housing Policy   | Key Initiative  | Planning and Development | Number of Emergency Housing Policies submitted to Committee (Planning Services)/ MayCo by 31 March | New KPI                   | 1              | N/A            | N/A            | N/A            | N/A            | All   | N/A                 | NKPA 1       | NDP 6       | PSO 5    | CWDM 2    | Outcome            |
| TBC   | PDO 31. Urbanisation and Human Settlements | Provide housing opportunities in terms of the Integrated Human Settlement Plan and in accordance with the Human Settlements Grant | Output  | Planning and Development | Number of housing opportunities provided by 30 June  | 99                        | 46             | 300            | 300            | 400            | 350            | All   | 400                 | NKPA 3       | NDP 6       | PSO 3    | CWDM 1    | Output             |

| <b>KEY PERFORMANCE AREA (KPA) 6: Community Development</b> |  |   |  |                               |  |                                 |                   |                   |                   |                   |                   |       |                           |              |             |          |           |                       |
|--|--|---|--|-------------------------------|--|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------|---------------------------|--------------|-------------|----------|-----------|-----------------------|
| <b>Strategic Objective:</b>                                |  |   | <b>To facilitate, support and promote social and community development</b> |                               |  |                                 |                   |                   |                   |                   |                   |       |                           |              |             |          |           |                       |
| IDP/<br>Ref<br>No.   | Pre-<br>determined<br>Objective<br>(PDO) | Indicator   | Indicator type   | Department                    | Unit of Measurement  | IDP TARGETS 2022-2027           |                   |                   |                   |                   |                   | Wards | Outer<br>years<br>2027/28 | Link to NKPA | Link to NDP | Link PSO | Link CWDM | Delivery<br>Indicator |
|  |  |   |  |                               |  | Baseline<br>Actual<br>2020/2021 | Target<br>2022/23 | Target<br>2023/24 | Target<br>2024/25 | Target<br>2025/26 | Target<br>2026/27 |       |                           |              |             |          |           |                       |
| TBC  | PDO 34. Sport and Recreation             | Implement the De Kraal Sport Capital Project measured quarterly in terms of the approved Capital Budget spent | Capital Project  | Safety and Community Services | Percentage of approved De Kraal Sport Capital Budget spent by 30 June  | New KPI                         | 90%               | 90%               | 90%               | 90%               | 90%               | All   | 90%                       | NKPA 3       | NDP 6       | PSO 3    | CWDM 2    | Output                |
| TBC  | PDO 37. Disaster and Emergencies         | Submit Disaster Management Plan to MayCo  | Programme  | Safety and Community Services | Number of Disaster Management Plans submitted to MayCo by 31 March     | 1                               | 1                 | 1                 | 1                 | 1                 | 1                 | All   | 1                         | NKPA 3       | NDP 10      | PSO 3    | CWDM 2    | Outcome               |
| TBC  | PDO 33. Social Development               | Upgrade Soup Kitchens   | Programme  | Safety and Community Services | Number of Soup Kitchens Upgraded by 30 September                       | New KPI                         | 2                 | 2                 | 2                 | 2                 | 2                 | All   | 2                         | NKPA 5       | NDP 10      | PSO 4    | CWDM 1    | Output                |
| TBC  | PDO 33. Social Development               | Upgrade containerized night shelters  | Programme  | Community Services            | Number of containerized night shelters upgraded by 30 June             | New KPI                         | 1                 | N/A               | N/A               | N/A               | All               | N/A   | N/A                       | NKPA 5       | NDP 10      | PSO 5    | CWDM 2    | Output                |
| TBC  | PDO 40. Traffic Law Enforcement          | Establishment of electronic driving license system  | Key Initiative   | Safety and Community Services | Number of electronic driving license system established by 30 December | New KPI                         | 1                 | N/A               | N/A               | N/A               | All               | N/A   | N/A                       | NKPA 5       | NDP 11      | PSO 4    | CWDM 2    | Output                |

## **5.8 IMPLEMENTATION MONITORING AND REVIEW**

The Municipal Finance Management 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 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 is 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 Drakenstein Municipality addresses the Strategic Focus Areas of the municipality. The municipality utilises the one-year TL SDBIP to ensure that it delivers of its service delivery mandate by indicating clear indicators and targets.

**Note: The TL SDBIP 2026/27 contained on this IDP is merely a draft, as legislation dictates that a TL SDBIP must be approved by the Executive Mayor within 28 days after the adoption of the Municipal Budget to be tabled in Council in May 2026.**

**The Circular 88 Indicators will also be added to both the IDP and TL SDBIP 2026/2027 as an annexure.**

**Table 109: DRAFT TOP LAYER (TL) SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2026/2027: PER KEY PERFORMANCE AREA (KPA)**

**KPA 1: Governance and Compliance**

| TL Ref No. | KPA > Pre-determined Objective (PDO)                                  | Project/Program/Process/Activity  | Indicator type | Key Performance Indicator (KPI)   | Baseline (Actual) 2024/2025 | 5 Year Target  | Annual Target 2026/2027 | Quarterly Targets 2026/2027 |       |       |       |
|------------|---|---|----------------|---|-----------------------------|----------------|-------------------------|-----------------------------|-------|-------|-------|
|            |   |   |                |   |                             |                |                         | Q1                          | Q2    | Q3    | Q4    |
| TL 1       | KPA 01. Governance and Compliance > PDO 01: Governance Structure      | Submission of Audit Committee reports to Council.                                       | Output         | Number of Audit Committee reports submitted to Council.   | 4                           | 4 per annum    | 4                       | 1 (1)                       | 1 (2) | 1 (3) | 1 (4) |
| TL 2       | KPA 01. Governance and Compliance > PDO 02: Risk and Assurance        | Investigation of all formally reported fraud, theft and corruption incidents initiated. | Input          | Percentage investigations of formally reported fraud, theft and corruption incidents initiated within 14 days of receipt. | 100%                        | 100% per annum | 100%                    | 100%                        | 100%  | 100%  | 100%  |
| TL 3       | KPA 01. Governance and Compliance > PDO 03: Stakeholder Participation | IDP/Budget/SDF time schedule (process plan) submitted to Mayco/Council by 31 August.    | Output         | Number of IDP/Budget/SDF time schedules (process plans) submitted to Mayco/Council by 31 August.                          | 1                           | 1 per annum    | 1                       | 1                           | N/A   | N/A   | N/A   |

KPA 2: Finance

| TL Ref No. | KPA > Pre-determined Objective (PDO)         | Project/Program/Process/Activity   | Indicator type | Key Performance Indicator (KPI)   | Baseline (Actual) 2024/2025 | 5 Year Target                    | Annual Target 2026/2027   | Quarterly Targets 2026/2027 |     |     |      |
|------------|--|--|----------------|---|-----------------------------|----------------------------------|---|-----------------------------|-----|-----|------|
|            |  |  |                |   |                             |                                  |   | Q1                          | Q2  | Q3  | Q4   |
| TL 4       | KPA 02. Finance> PDO 10. Budgeting/Funding   | Submission of the MTREF (aligned to the IDP) to Council by 31 May.   | Output         | Number of MTREFs submitted to Council by 31 May.  | 1                           | 1 per annum                      | 1 MTREF submitted to Council  | N/A                         | N/A | N/A | 1    |
| TL 5       | KPA 02. Finance> PDO 13. Financial Viability | Ratio in respect of Debtor Payment Days (Collect all billed revenue to ensure that sufficient cash is generated to meet Drakenstein's debt and operating commitments). | Outcome        | Net Debtors Days Ratio ((Gross Debtors – Bad Debt Provision)/Billed Revenue) x 365 (Target Number of days).               | 42.1                        | ≤45 days (less than or equal to) | ≤45 days (less than or equal to)  | ≤45                         | ≤45 | ≤45 | ≤45  |
| TL 6       | KPA 02. Finance> PDO 15. Financial Reporting | Submission of the Annual Financial Statement (AFS) to the Auditor-General of South Africa.   | Output         | Number of Annual Financial Statements (AFS) submitted to the Auditor-General of South Africa by 31 August.                | 1                           | 1 per annum                      | 1 Annual Financial Statement (AFS) submitted to the Auditor-General of South Africa | 1                           | N/A | N/A | N/A  |
| TL 7 NKPI  | KPA 02. Finance> PDO 13. Financial Viability | Financial viability measured in terms of the available cash to cover fixed operating expenditure (NKPI Proxy - MSA, Reg. S10(g)(iii)).                                 | Outcome        | Cost coverage ratio (Available cash + investments)/Monthly fixed operating expenditure.                                   | 3.24                        | >1.0 per annum (more than)       | >1.0 (more than)  | N/A                         | N/A | N/A | >1.0 |
| TL 8 NKPI  | KPA 02. Finance> PDO 13. Financial Viability | Financial viability measured in terms of the Municipality's ability to meet its service debt obligations (NKPI Proxy - MSA, Reg. S10(g)(i)).                           | Outcome        | Debt coverage ratio ((Total operating revenue - operating grants received)/ (Debt service payments due within the year)). | 12.19                       | >6.7 per annum (more than)       | >6.7 (more than)  | N/A                         | N/A | N/A | >6.7 |

**DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2026/2027 REVIEW**

| TL Ref No.    | KPA > Pre-determined Objective (PDO)          | Project/Program/Process/Activity  | Indicator type | Key Performance Indicator (KPI)   | Baseline (Actual) 2024/2025 | 5 Year Target     | Annual Target 2026/2027                         | Quarterly Targets 2026/2027 |      |      |       |
|---------------|---|---|----------------|---|-----------------------------|-------------------|---|-----------------------------|------|------|-------|
|               |   |   |                |   |                             |                   |   | Q1                          | Q2   | Q3   | Q4    |
| TL 9<br>NKPI  | KPA 02. Finance > PDO 13. Financial Viability | Financial viability measured in terms of the outstanding service debtors (NKPI Proxy - MSA, Reg. S10(g)(ii)). | Outcome        | Service debtors to revenue ratio – (Total outstanding service debtors/revenue received for services). | 0.20                        | <0.25 (Less than) | <0.25 (Less than)                               | N/A                         | N/A  | N/A  | <0.25 |
| TL 10<br>NKPI | KPA 02. Finance > PDO 13. Financial Viability | Updating of the Indigent Register (NKPI Proxy – MSA, Reg. S10(a)).  | Output         | Percentage of all qualifying indigent applications processed.   | 100%                        | 100% per annum    | 100% qualifying indigent applications processed | 100%                        | 100% | 100% | 100%  |
| TL 11         | KPA 02. Finance > PDO 10. Budgeting/Funding   | Submission of the Adjustment Budget to Council for approval by 28 February.                                   | Output         | Number of Adjustment Budgets submitted to Council for approval by 28 February.                        | 1                           | 1                 | 1 Adjustment budget                             | N/A                         | N/A  | 1    | N/A   |
| TL 12<br>NKPI | KPA 02. Finance > PDO 11: Capital Expenditure | Actual Expenditure on the approved Capital Budget for the Municipality by 30 June (NKPI – MSA, Reg. S10(c)).  | Output         | Percentage of approved Capital Budget actually spent.   | 98.38%                      | 90% per annum     | 90% of approved Capital Budget actually spent   | N/A                         | N/A  | N/A  | 90%   |

**KPA 3: Organisation and Human Capital**

| TL Ref No.    | KPA > Pre-determined Objective (PDO)                                      | Project/Program/Process/Activity   | Indicator type | Key Performance Indicator (KPI)   | Baseline (Actual) 2024/2025 | 5 Year Target | Annual Target 2026/2027   | Quarterly Targets 2026/2027 |          |     |          |
|---------------|---|--|----------------|---|-----------------------------|---------------|---|-----------------------------|----------|-----|----------|
|               |   |  |                |   |                             |               |   | Q1                          | Q2       | Q3  | Q4       |
| TL 13<br>NKPI | KPA 03. Organisation and Human Capital > PDO 16. Organisational Structure | The number of people from employment equity target groups employed in the three highest levels of management in compliance with a Municipality's approved employment equity plan reports (NKPI Proxy – MSA, Reg. S10(e). | Output         | Number of reports of people from employment equity groups employed in the three highest levels of management submitted to the City Manager. | 2                           | 2 per annum   | 2 reports submitted to the City Manager   | N/A                         | 1<br>(1) | N/A | 1<br>(2) |
| TL 14<br>NKPI | KPA 03. Organisation and Human Capital > PDO 17. Human Capital            | The percentage budget actually spent on implementing its workplace skills plan (NKPI Proxy – MSA, Reg. S10(f)).  | Output         | Percentage of approved workplace skills budget actually spent on implementing its workplace skills plan by 30 June.                         | 99.78%                      | 98% per annum | 98% of approved workplace skills budget actually spent on implementing its Workplace Skills Plan by 30 June | N/A                         | N/A      | N/A | 98%      |
| TL 15<br>NKPI | KPA 03. Organisation and Human Capital > PDO 17: Human Capital            | Job creation through the municipality's local economic development initiatives including capital projects (NKPI Proxy – MSA, Reg. S10 (d)).  | Output         | Number of EPWP job (inclusive of ward projects) opportunities created.  | 1039                        | 640 per annum | 640 job opportunities   | N/A                         | N/A      | N/A | 640      |

**KPA 4: Infrastructure and Services**

| TL Ref No. | KPA > Pre-determined Objective (PDO)                               | Project/Program/Process/Activity  | Indicator type | Key Performance Indicator (KPI)   | Baseline (Actual) 2024/2025 | 5 Year Target                            | Annual Target 2026/2027  | Quarterly Targets 2026/2027 |      |      |      |
|------------|--|---|----------------|---|-----------------------------|--|--|-----------------------------|------|------|------|
|            |  |   |                |   |                             |  |  | Q1                          | Q2   | Q3   | Q4   |
| TL 16      | KPA 04. Infrastructure and Services> PDO 24. Water and Wastewater  | Water quality managed and measured quarterly i.e. the SANS 241 physical and micro parameters.   | Outcome        | Percentage water quality level as per analysis certificate.                 | 97.68%                      | 90% per annum                            | 90% of water quality level as per analysis certificate           | 90%                         | 90%  | 90%  | 90%  |
| TL 17 NKPI | KPA 04. Infrastructure and Services> PDO 24. Water and Wastewater  | Provision of basic service delivery to Drakenstein Residents (NKPI Proxy – MSA, Reg. S10(a)).   | Outcome        | Percentage of formal households with access to basic level of water.        | 100%                        | 100% per annum                           | 100%   | 100%                        | 100% | 100% | 100% |
| TL 18      | KPA 04. Infrastructure and Services> PDO 24. Water and Wastewater  | Limit water network losses to less than 19% measured annually (Difference between water units supplied and water units billed as percentage of water supplied). | Outcome        | Percentage water distribution losses.                                       | 21.9%                       | <19% water distribution losses per annum | <19% water distribution losses                                   | N/A                         | N/A  | N/A  | <19% |
| TL 19 NKPI | KPA 04 Infrastructure and Services. > PDO 24. Water and Wastewater | Provision of basic service delivery to Drakenstein Residents (NKPI Proxy – MSA, Reg. S10(b)).   | Output         | Percentage implementation of the informal settlements water upgrading plan. | 28                          | 100% per annum                           | 100%   | N/A                         | N/A  | N/A  | 100% |
| TL 20 NKPI | KPA 04 Infrastructure and Services. > PDO 24. Water and Wastewater | Wastewater quality managed and measured quarterly i.e. the SANS Accreditation physical and micro parameters (NKPI Proxy – MSA, Reg. S10(a)).                    | Outcome        | Percentage wastewater quality compliance as per analysis.                   | 72.25%                      | 75%                                      | 75% of wastewater quality compliance as per analysis certificate | 75%                         | 75%  | 75%  | 75%  |

**DRAKENSTEIN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN (IDP) | 2026/2027 REVIEW**

| TL Ref No.           | KPA > Pre-determined Objective (PDO)                                | Project/Program/Process/Activity  | Indicator type | Key Performance Indicator (KPI)  | Baseline (Actual) 2024/2025 | 5 Year Target              | Annual Target 2026/2027  | Quarterly Targets 2026/2027 |      |      |      |
|----------------------|---|---|----------------|--|-----------------------------|----------------------------|--|-----------------------------|------|------|------|
|                      |   |   |                |  |                             |                            |  | Q1                          | Q2   | Q3   | Q4   |
| TL 21<br><b>NKPI</b> | KPA 04. Infrastructure and Services> PDO 24. Water and Wastewater   | Provision of basic service delivery to Drakenstein Residents (NKPI Proxy – MSA, Reg. S10(a)).   | Outcome        | Percentage of formal households with access to basic level of sanitation.          | 100%                        | 100% per annum             | 100 % of formal households with access to basic level of sanitation          | 100%                        | 100% | 100% | 100% |
| TL 22                | KPA 04. Infrastructure and Services> PDO 22. Electricity and Energy | Limit the electricity losses to less than 10% annually (Average energy purchased to date – Average energy sold to date)/ (Average energy purchased to date) X 100 = Average energy losses for reporting period. | Outcome        | Percentage electricity distribution losses.  | 7.09%                       | <10% per annum (less than) | <10% electricity distribution losses   | N/A                         | N/A  | N/A  | <10% |
| TL 23<br><b>NKPI</b> | KPA 04. Infrastructure and Services> PDO 22. Electricity and Energy | Provision of basic service delivery to Drakenstein Residents (NKPI Proxy – MSA, Reg. S10(a)).   | Outcome        | Percentage of formal households with access to basic level of electricity.         | 100%                        | 100% per annum             | 100 % of formal households with access to basic level of electricity         | 100%                        | 100% | 100% | 100% |
| TL 24<br><b>NKPI</b> | KPA 04. Infrastructure and Services > PDO 24. Water and Wastewater  | Provision of basic service delivery to Drakenstein Residents (NKPI Proxy – MSA, Reg. S10(a)).   | Output         | Percentage implementation of the informal settlements' sanitation upgrading plan.  | New                         | 100%                       | 100%   | N/A                         | N/A  | N/A  | 100% |
| TL 25<br><b>NKPI</b> | KPA 04. Infrastructure and Services > PDO 25. Solid Waste           | Provision of basic service delivery to Drakenstein Residents (NKPI Proxy – MSA, Reg. S10(b)).   | Outcome        | Percentage of formal households with access to basic level of solid waste removal. | 100%                        | 100% per annum             | 100 % of formal households with access to basic level of solid waste removal | 100%                        | 100% | 100% | 100% |
| TL 26<br><b>NKPI</b> | KPA 04. Infrastructure and Services > PDO 25. Solid Waste           | Provision of basic service delivery to Drakenstein Residents (NKPI Proxy – MSA, Reg. S10(a)).   | Output         | Number of registered informal settlements receiving a refuse collection service.   | 43                          | 43 per annum               | 43 of registered informal settlements receiving a refuse collection service. | 43                          | 43   | 43   | 43   |

**KPA 5: Planning and Development**

| TL Ref No. | KPA > Pre-determined Objective (PDO)                              | Project/Program/Process/Activity  | Indicator type | Key Performance Indicator (KPI)  | Baseline (Actual) 2024/2025 | 5 Year Target   | Annual Target 2026/2027   | Quarterly Targets 2026/2027 |     |     |     |
|------------|---|---|----------------|--|-----------------------------|---|---|-----------------------------|-----|-----|-----|
|            |   |   |                |  |                             |   |   | Q1                          | Q2  | Q3  | Q4  |
| TL 27      | KPA 05. Planning and Development> PDO 28. Land Use and Properties | Processing building plans exceeding 500 square meters within 60 days after receipt of complete application. | Outcome        | Percentage of building plans exceeding 500 square meters processed within 60 days after receipt of complete application. | 99.66%                      | 90% of building plans exceeding 500 square meters processed within 60 days. | 90% of building plans exceeding 500 square meters processed within 60 days after receipt of complete application. | 90%                         | 90% | 90% | 90% |

**KPA 6: Community Development**

| TL Ref No. | KPA > Pre-determined Objective (PDO)                           | Project/Program/Process/Activity            | Indicator type | Key Performance Indicator (KPI)                           | Baseline (Actual) 2025/2026 | 5 Year Target | Annual Target 2026/2027     | Quarterly Targets 2026/2027 |     |     |    |
|------------|--|---|----------------|---|-----------------------------|---------------|-----------------------------|-----------------------------|-----|-----|----|
|            |  |   |                |   |                             |               |                             | Q1                          | Q2  | Q3  | Q4 |
| TL 28      | KPA 6. Community Development >PDO 36. Disaster and Emergencies | Submit Disaster Management Plan to Council. | Output         | Number of Disaster Management Plans submitted to Council. | 1                           | 1 per annum   | 1 Disaster Management Plan. | N/A                         | N/A | N/A | 1  |