2024/25

ANNUAL REPORT

KAAP AGULHAS MUNISIPALITEIT
CAPE AGULHAS MUNICIPALITY
U MASIPALA WASECAPE AGULHAS

6 February 2026

Resolution 13/2026

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FOREWORDS

MAYOR'S FOREWORD

It is my privilege to present the Annual Report of the Cape Agulhas Municipality for the 2024/25 financial year. This report reflects a period defined by resilience, innovation, and steady progress in the face of increasing socio-economic pressures, climate-related risks, and rising service delivery demands.

Guided by our Integrated Development Plan (IDP), and in alignment with the priorities of our residents, we continued to focus on strengthening service delivery, advancing local economic development, improving financial sustainability, and fostering accountable, ethical governance.

We have made strides in providing reliable water, sanitation, refuse and electricity services, ensuring infrastructure maintenance, and improving road networks.

We are proud of the many achievements realised during the year under review, including but not limited to:

- Full blue flag status for Duiker Street Beach in Struisbaai.
- Upgrading of the Bredasdorp and Struisbaai North Roads
- Upgrading of phase 4 of the Suiderstrand Road
- Approval of a Heritage Strategy
- Strengthened waste management practices, including the ongoing successful organic waste diversion pilot project.
- The design for the upgrading of the Struisbaai North stormwater system has been completed and the Environmental approval received.
- The hosting of a successful exhibit at NAMPO 2025

Our achievements were realised despite constrained financial resources and the pressures associated with ageing infrastructure. These realities reinforce the necessity for long-term planning, targeted investment and robust intergovernmental collaboration.

We remain grateful to Provincial and National Government, the Overberg District Municipality, our community partners, businesses and residents who continue to work with us to achieve our vision of together for excellence. Your support ensures that Cape Agulhas remains a resilient, economically active and inclusive region.

I extend my sincere appreciation to the Municipal Manager, the senior management team, all municipal employees, and the councillors of Cape Agulhas for their hard work, professionalism, and dedication to service delivery excellence.

Together, we remain committed to building a prosperous and sustainable future for the southernmost Municipality in Africa.

COUNCILLOR RAYMOND ROSS
EXECUTIVE MAYOR

MUNICIPAL MANAGER'S FOREWORD

The 2024/25 Annual Report reflects the performance of the Cape Agulhas Municipality for the period 1 July 2024 to 30 June 2025. It demonstrates our continued commitment to providing efficient, reliable and affordable services, while upholding the principles of good governance and financial accountability.

Despite a demanding operating environment characterised by ageing infrastructure, rising operational costs and climate-related risks, the Municipality continued to perform well. We maintained high governance standards and achieved our twelfth consecutive unqualified audit without findings (clean audit)—a significant accomplishment that reflects the strength of our internal controls, financial management systems and organisational culture. After each audit, we develop a detailed audit action plan to implement the Auditor-General's recommendations. These recommendations strengthen our internal controls and ensure continued positive audit outcomes in future years.

The Municipality's financial position for 2024/25 remains sound, despite a decline in cost coverage and service debtors to revenue. Encouragingly, the debtors' payment rate improved from 95% to 97%. We remain committed to the implementation of the Long-Term Financial Plan to ensure long-term financial sustainability.

To support the achievement of our strategic objectives, the Municipality continues to implement an effective, efficient and transparent system of enterprise-wide risk management.

A new organisational structure, approved on 28 June 2024, aims to promote greater institutional efficiency, and implementation commenced during the year. The Section 56 (Director) management team underwent several changes, including the appointment of the new Director: Corporate Services with effect from 3 March 2025. The resignation of the Municipal Manager on 31 May 2025, together with significant personnel shifts and an increase in labour relations matters, contributed to a particularly challenging operational environment. Despite this, the administration remained focused on delivering services to our community.

Our achievements would not have been possible without the steadfast commitment of our employees, management team, councillors, ward committees and community partners. I extend my sincere appreciation to all stakeholders, including Provincial and National Government, for their ongoing support and collaboration.

As we look ahead, the Municipality remains committed to service delivery excellence, responsive governance and building a more resilient, inclusive and sustainable Cape Agulhas. Guided by our vision of **"Together for Excellence"**, we will continue working with our communities to ensure that Cape Agulhas remains a place where people can live, work and thrive.

W RABBETS
MUNICIPAL MANAGER

CHAPTER 1: EXECUTIVE SUMMARY

1.1 MUNICIPAL OVERVIEW

The 2024/25 Annual Report of the Cape Agulhas Municipality is prepared in terms of Section 121(1) of the Municipal Finance Management Act (MFMA). This Annual Report reflects on the performance of the Municipality for the period 1 July 2024 to 30 June 2025, in relation to its Constitutional objectives, legislated functions and its Integrated Development Plan (IDP).

Section 152 (1) of the Constitution sets out the objectives of local government namely:

- To provide democratic and accountable government to the community.
- To ensure the sustainable provision of services to the community.
- To promote social and economic development.
- To promote a safe and healthy environment.
- To encourage communities and community organisations to get involved in local government matters.

The Constitution assigns a developmental duty to municipalities, which requires them to structure and manage their administration, budgeting and planning processes in a manner that gives priority to the basic needs of the community whilst promoting social and economic development of the community. The functions of the Municipality are set out in Schedules 4B and 5B of the Constitution, and the Municipality must perform these functions in a manner that enables it to achieve its Constitutional objectives.

On 31 May 2024, the Municipal Council adopted the IDP Review with Amendments for the period 2024/25. (Resolution 88/2024).

1.1.1 VISION, MISSION AND VALUES

The vision, mission and values of the Cape Agulhas Municipality as contained in the 2022/23 – 2026/27 IDP are as follows:

VISION

"Together for excellence

Saam vir uitnemendheid

Sisonke siyagqwesa"

MISSION

"To render excellent services through good governance, public ownership and partnership in order to create a safer environment that will promote socio-economic growth and ensure future financial sustainability in a prosperous southernmost community"

VALUES

Fairness

Integrity

Accountability and responsibility
Transparency
Innovativeness
Responsiveness

1.1.2 GEOGRAPHIC AREA

Cape Agulhas Municipality is the southernmost Municipality in Africa and falls within the Overberg District of the Western Cape. The Municipality is geographically diverse and comprises an area of 2 411 km². It includes 9 urban settlements namely Bredasdorp which is the administrative seat, Napier, Struisbaai, Arniston / Waenhuiskrans, L'Agulhas, Klipdale, Protem and Suiderstrand and Elim which is a historical Moravian mission station. It also includes the vast rural areas in between and approximately 178 Km of coastline. The coastline comprises the Atlantic and Indian oceans, which meet at L'Agulhas, the most southern town in Africa.

The following paragraphs provide an overview of each town within the Municipal Area

Bredasdorp

Bredasdorp is centrally located at the intersection of the R316 (which runs between Caledon and Arniston) and the R319 (which runs between Agulhas/Struisbaai and Swellendam. It is also the economic hub of the Cape Agulhas Municipal Area and is home to the biggest concentration of urbanised population. Bredasdorp is also regarded as the administrative capital of the Overberg Region as several Government Departments and State-Owned Enterprises have established regional offices in this town. The head office of the Overberg District Municipality is also located in Bredasdorp and is strategic for the development of the local economy of the area. Agriculture is the backbone of the town's economy, but the business and tourism sectors have also grown significantly over the years. Unique tourism products such as the Shipwreck Museum, Heuningberg Nature Reserve and the Anglican Rectory are some of the most important tourism attractions.

Arniston / Waenhuiskrans

The fishing village of Arniston/Waenhuiskrans is situated approximately 24 km southeast of Bredasdorp and is the only town with two official names. The name of the village was derived from a British ship, the Arniston, which ran ashore in this bay in 1815. Waenhuiskrans refers to a large cavern that can only be reached during low tide. The rugged coastline of the continental shelf dominates this unique fishing hamlet with its relatively closely-knit population. Fishermen prior to 1820 occupied the bay in which Arniston/Waenhuiskrans is situated and they called it Kassiesbaai. Kassiesbaai is a well-known and attractively restored fishing village and a national monument. The backbone of Arniston's economy is tourism and fishing, and fishermen still go to sea in traditional boats known as chuckies. The Overberg Test Range is situated adjacent to the town.

Struisbaai

Struisbaai, only a few kilometres from L'Agulhas, is renowned for its pristine uninterrupted stretches of white sandy beach. Struisbaai is very popular for aquatic sports and its small convenient harbour facility offers boat owners the lure of deep-sea fishing. The route to Struisbaai skirts around the Karsriviervlei and Zoetendalsvlei, which is the largest natural body of fresh water in South Africa. Struisbaai is a secondary economic hub and is a renowned tourist destination. Other attractions in the town include the colourful, bustling Struisbaai Harbour where visitors can see the traditional fisherman bring in their daily catch and buy fresh fish. Also, not to be missed is the resident stingray Parrie making an appearance.

L'Agulhas and Suiderstrand

L'Agulhas is the southernmost town on the African continent. A cairn marks the official position of the southernmost tip of Africa, and it is at this longitudinal point that the Atlantic and Indian Oceans officially meet. The town of L'Agulhas developed around the famous lighthouse at Cape Agulhas, which is the country's second oldest lighthouse - dating back to 1848. The lighthouse is still fully functional and houses the only lighthouse museum in Africa.

Suiderstrand is widely regarded as an extension of the town of L'Agulhas and is situated approximately 10km west of this panoramic coastal town. Suiderstrand mostly consists of a number of holiday homes along the beach and makes use of all public facilities and services of L'Agulhas.

Napier

Napier is situated 58 km from Caledon and 16 km from Bredasdorp off the N2 on Route 316. Napier originated because of differences between two well-known personalities, Mr Pieter van der Byl and Mr Michiel van Breda who could not agree on where a church should be situated in the district. Neither would give way and thus in 1838 two villages were established. Agriculture, predominantly grain farming is the predominant economic activity of the town and its surrounds. It is also one of the most important wool producing areas in the country. The climate is also favourable for vegetable farming, and it is renowned for its sweet potatoes commonly known as patats. Due to the tranquil and laid-back atmosphere of the town various artists have made Napier their home and their work is for sale at local businesses and art galleries. Napier is also a very popular place for retirees. Attractions include the Kakebeenwa Monument (in memory of the Ossewa Trek) and the Dutch Reformed Church, which was declared a National Monument in 1978 as well as the only sundial in the province located at the Municipal offices built by Danie du Toit in 1965.

Elim

The Elim mission station was founded in 1824 and is predominantly inhabited by members of the Moravian Church. On 12 May 1824 Bishop Hallbeck of the Moravian Church acquired the 2 570-ha farm Vogelfontein from Johannes Schonken. On Ascension Thursday 12 May 1825 the name was changed to Elim (which means *palm trees*). The mission station was established around the original farmhouse built in 1796 by a Huguenot named Louis du Toit. The entire town has been declared a national monument and has also been identified as a cultural historic site. The church has the oldest working clock in South Africa (more than 250 years old) and one of the most popular draw cards of Elim is the largest wooden waterwheel in South Africa. Elim also has a slave monument dedicated to the emancipation of slaves on 1 December 1938. The Geelkop Nature Reserve near Elim is renowned for the rare dwarf Elim Fynbos and is home to more than 200 plant species, of which 13 are on the Red Data Species List.

Klipdale and Protem

The construction of a railway line to the settlements of Klipdale and Protem and the grain elevator in the area contributed to the establishment and growth of these two settlements. With the completion of the railway line from Cape Town, via Sir Lowry's Pass, to Bredasdorp early in this century, a branch railway line was built from Klipdale (north of Napier) to a station called Protem. Protem or *'pro tempore'* means "for the time being or temporary" and it functioned as a railway halt. The extension of the railway line further into the Overberg was planned, but never materialised.

1.1.2.1 WARD DELIMITATION

Cape Agulhas Municipality is a Municipality with a mayoral executive system combined with a ward participatory system. Wards are demarcated in terms of the Local Government Municipal Demarcation Act (Act 27 of 1998) for municipal election purposes. The Municipality was demarcated into six wards for the 2021 Municipal election.

FIGURE 1: MAP OF CAPE AGULHAS MUNICIPALITY AND WARD DELIMITATION 2023

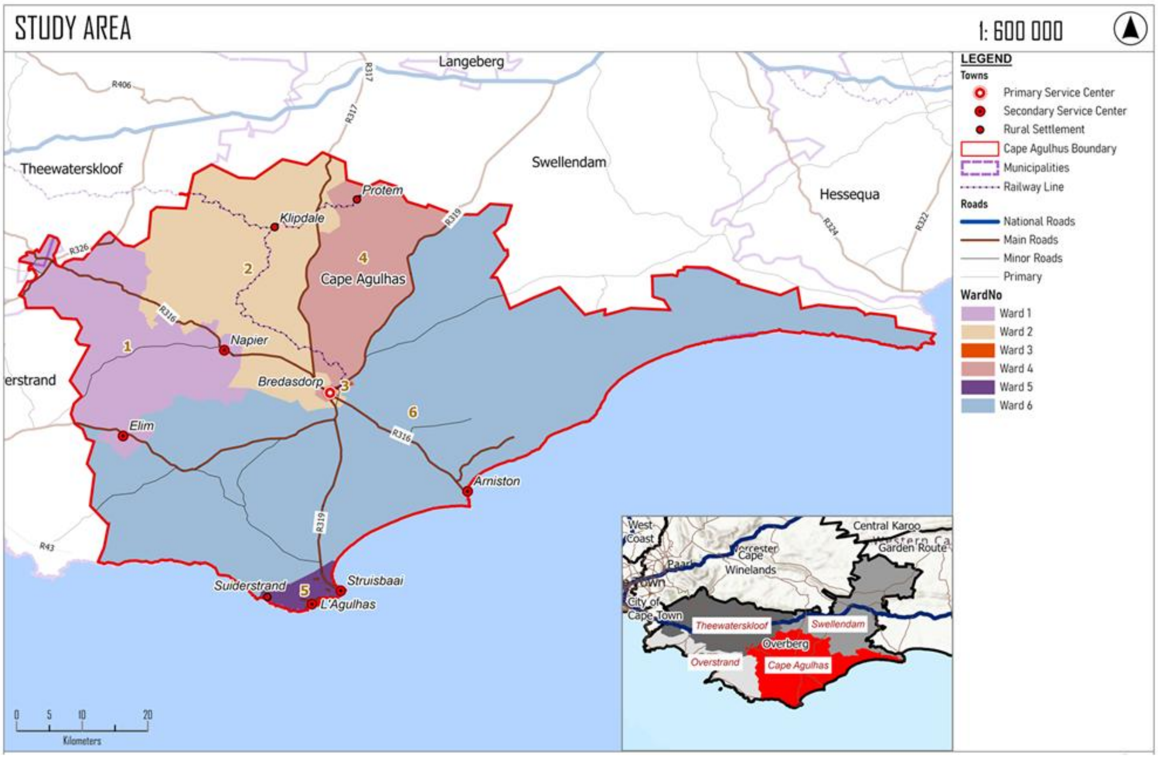


TABLE 1 WARD DELIMITATION DESCRIPTION 2021

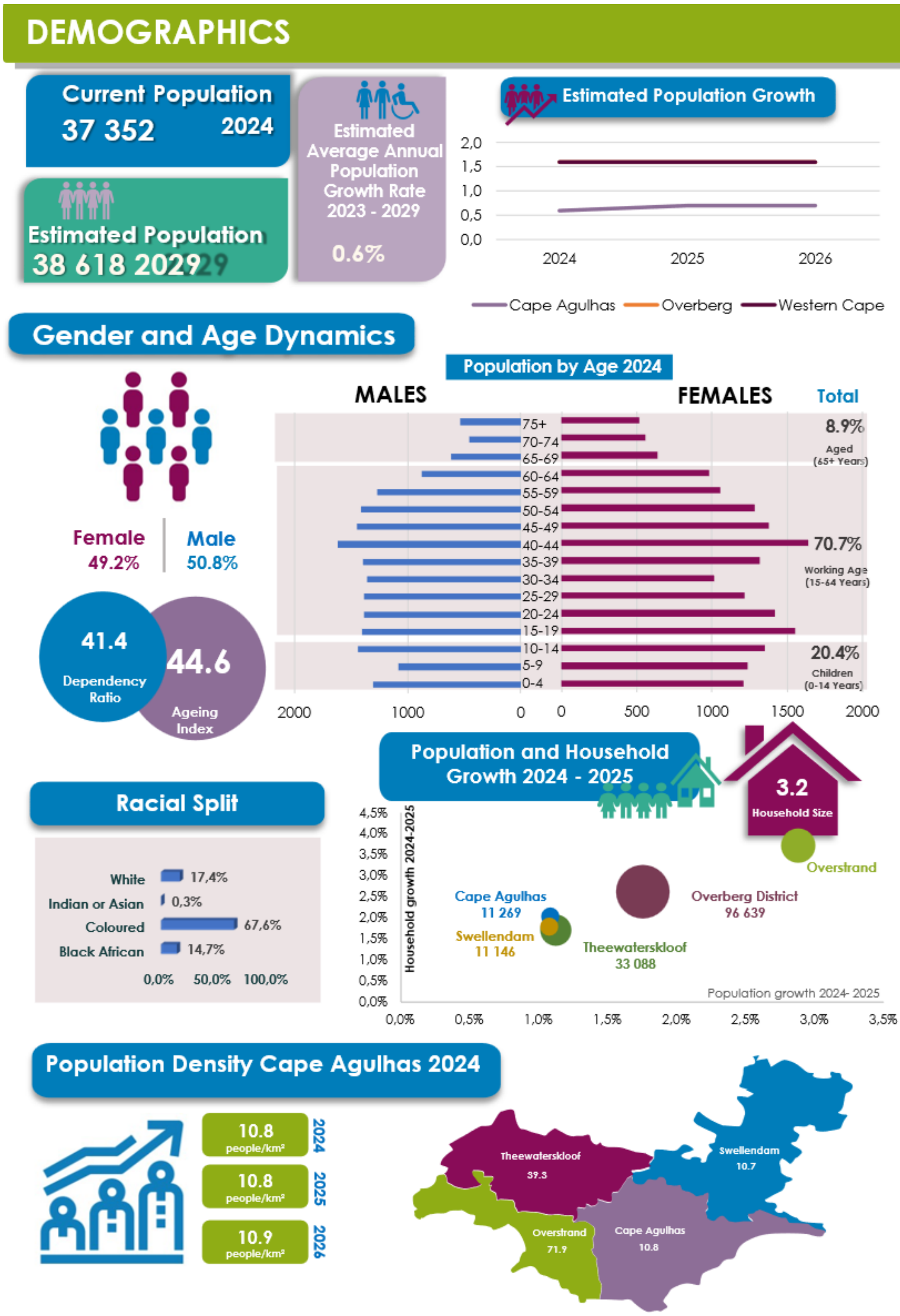
WARD	AREA DESCRIPTION
1	Napier, Elim, Spanjaardskloof, Houtkloof and surrounding farming areas
2	Part of Bredasdorp and Klipdale
3	Part of Bredasdorp which includes the low-cost housing schemes of Kleinbegin, Zwelitsha and Simunye
4	Part of Bredasdorp including the Central Business District, Protem and surrounding farms
5	Suiderstrand, L'Agulhas and Struisbaai
6	Arniston and Surrounding Farms, Moddervlei, Van Der Stelskraal, Overberg Test Range, Part of Bredasdorp (Selfbou and Bergsig areas)

1.2 DEMOGRAPHIC, SOCIO ECONOMIC AND ENVIRONMENTAL OVERVIEW

1.2.1 DEMOGRAPHIC OVERVIEW

The following figure provides a demographic overview of Cape Agulhas Municipality.

FIGURE 2 DEMOGRAPHIC OVERVIEW 2024



Source: Western Cape Provincial Government SEP Socio Economic Profile 2024

Population and Household Growth

Bredasdorp, located in the Cape Agulhas area, serves as the Overberg District's administrative centre. Despite the District's considerable population of 326 974 in 2024, the Cape Agulhas area registered the lowest population within the region, estimated at 37 352. Furthermore, the average population growth in this area remains modest, with annual growth of merely 0.6 per cent expected between 2023 and 2029.

Gender, Age and Race Dynamics

A closer look at the gender makeup of Cape Agulhas reveals marginally greater representation of males (50.8 per cent) compared to females. At the same time, the age distribution reveals a higher proportion of people in the working-age category (70.7 per cent), along with slightly smaller groups of children (20.4 per cent) and the elderly (8.9 per cent). The relatively high and growing working-age population also results in a decrease in the dependency ratio, dropping to 41.4 in 2024.

Examining the racial composition of the population provides valuable insights. It underscores the significance of inclusive policies and social unity in the pursuit of a more equitable society. Within Cape Agulhas, it is evident that the population is primarily composed of colored persons (67.6 per cent), followed by significant percentages of white (17.4 per cent) and black African (14.7 per cent) populations.

Population Density

In the context of the Overberg region, the overarching population density is recorded at 25.6 individuals per square kilometre. However, there is a substantial variance in population densities among different local areas within the region. As a quantitative measure used to assess the concentration of residents within a specific geographical area, it plays a pivotal role in understanding the degree of population crowding or dispersion. Overstrand, characterized by rapid population growth, registers the highest population density at 71.9 people per square kilometre, while Theewaterskloof, the most populous region in the District, maintains a comparatively moderate population density of 39.3.

The Cape Agulhas and Swellendam areas exhibit notably lower densities of 10.8 and 10.7 individuals per square kilometre respectively, which holds its own significant relevance in urban planning and resource allocation. It is worth noting that low population density areas are likely to have higher per-person cost for social and economic infrastructure. however, it also offers opportunities for a more relaxed lifestyle, which some individuals and families find appealing.

1.2.2 HOUSEHOLDS

TABLE 2 HOUSEHOLD SIZES 2022-2026

2022	2023	2024	2025	2026
2.5	3.3	3.3	3.2	3.2

Source: Socio-Economic Profile 2024

The Municipality is required to provide basic services to its community. Basic services are a package of services necessary for human well-being and typically include water, sanitation, electricity, and waste management. The Municipality is granted an equitable share which it receives from government in terms of the Division of Revenue Act (DORA) for the provision of free basic services to households who cannot afford to pay for their services. The following table shows the trends in respect of indigent households over the last three years.

TABLE 3 INDIGENT HOUSEHOLDS

HOUSEHOLDS	2022/23	2023/24	2024/25

Number of indigent and poor households in municipal area	3711	2422	3839

Source: CAM Indigent Register

Indigent households must register annually for free basic services. There was a noticeable increase in indigents from the previous year.

1.2.3 ENVIRONMENTAL OVERVIEW

The Environment is a concurrent National and Provincial competency in terms of Part A of Schedule 4, of the Constitution. The Municipal Systems Act requires municipalities to work together with other organs of state to contribute to the progressive realisation of the right to environment (Section 23). The Bill of rights (Section 24) states that

"Everyone has the right -

- *a) to an environment that is not harmful to their health or well-being; and*
- *b) to have the environment protected, for the benefit of present and future generations through reasonable legislative and other measures that;*
  - *i. prevent pollution and ecological degradation*
  - *ii. promote conservation*
  - *iii. secure ecologically sustainable development and use of natural resources while*
- *c) promoting justifiable economic and social development"*

One of the biggest attributes of the Municipal Area is its natural environment, which attracts thousands of tourists to this area daily. Our natural environment is the foundation of our tourism industry and plays a key role in the agriculture industry. It is therefore imperative that our planning and decision-making support the principles of sustainable development.

Overberg District Municipality acts as commenting authority on all land use applications within its area of jurisdiction, which therefore includes Cape Agulhas Municipality. A set of criteria, based on the principles of sustainability is used to ensure consistency.

a) Coastal management

The Cape Agulhas municipal area boasts approximately 170km of coastline, much of which falls under formal protection such as Agulhas National Park, De Mond NR, De Hoop NR, and De Hoop Marine Protected Area. The vulnerable Agulhas Plain, with its low-lying terrain, faces significant risks from sea level rise and associated climate change impacts, including groundwater pollution, inundation, erosion, and storm surges. A comprehensive Coastal Management Programme (CMP) has been developed for the Overberg District Municipality (ODM), with a specialized component tailored to CAM. The current review of ODM's CMP is underway, with Cape Agulhas Municipality actively contributing inputs during stakeholder engagement sessions. The nine priority areas as identified in the ODM's CMP includes the following:

a) Facilitation of coastal access – to provide reasonable and equitable access to the coast for all.
b) Compliance and enforcement – to promote compliance and enforcement of legislation to facilitate protection of coastal resources within the municipal mandate.
c) Estuaries – to ensure appropriate management and conservation of estuaries.
d) Land and marine-based sources of pollution & waste – to minimize the impacts of pollution on the coastal environment.

e) Cooperative Governance & Local Government Support – to promote integrated and cooperative governance of the coastal zone and coastal planning/governance.
f) Climate Change, Dynamic Coastal Processes & Building Resilient Communities – to promote resilience to the effects of dynamic coastal process and environmental hazards and natural disasters.
g) Natural Capital & Resource Management – to promote conservation of biodiversity, ecosystem function and the sustainable use of natural resources.
h) Social, Economic & Development Planning – to promote sustainable local economic development; and
i) Education & Capacity Building – to promote coastal awareness, education, and training.

The following preliminary projects which are aligned with the nine priority areas defined in the ODM's CMP have been identified:

a) Obtaining Blue flag status for Struisbaai Beach.
b) Tidal pool repairs at Agulhas.
c) Bikini Beach Arniston access engineering.
d) Waenhuiskrans coastal erosion programme partnering with Cape Nature; and
e) Selfie frame project for tourism.

Coastal Management Lines delineate the boundaries of development in ecologically sensitive or vulnerable areas, as well as areas where natural processes pose risks. The proposed coastal management (setback) line and accompanying management zones aim to provide clear guidelines for managing existing property rights and planning future activities and land uses. Although the technical determination of these lines is complete, they await adoption by the provincial government.

b) Blue flag beaches

Blue Flag Beaches are currently spread all along the South African coastline in 3 of the 4 coastal provinces. Blue Flag Beach certification ensures that the highest international standards are maintained on swimming beaches each season. Blue Flag status can play a big role in tourists' holiday destination choices and encourages more tourists to visit Cape Agulhas Municipality; whilst ensuring their safety.

c) Climate change

As the sphere of government, which is closest to the people, municipalities are best positioned to have a thorough understanding of domestic circumstances. Therefore, municipalities are also uniquely positioned to carve a domestic response to climate change which is tailored to respond to the climate change risks which is specific to the municipal area. However, it should be noted that tailored municipal climate change responses should be both formulated and aligned with the national and provincial strategic and policy direction.

Pertaining to the roles and institutional arrangements in relation to climate change response and in view of the fact that national government takes the lead in this regard (e.g. formulating the climate response policy, amending and promulgating legislation to address climate change), the Cape Agulhas Municipality acknowledges its fundamental role with regards to climate change response. Furthermore, whilst the Cape Agulhas Municipality acknowledges its role in implementing climate change response, doing so will require working within a currently resource-constrained municipal setting concerning both capacity and monetary resources.

TABLE 4 PROJECTED CLIMATE CHANGE IMPACTS ON SERVICE DELIVERY

SERVICE	POTENTIAL CLIMATE CHANGE IMPACTS
Infrastructure	
Roads	- Changes in rates of deterioration due to changes in precipitation and temperature. - Inundation of roads in coastal areas, resulting in deterioration or destruction. - Interruption of road traffic and disruption of emergency transport routes due to extreme climatic events; and - Disruption of emergency routes
Storm water systems	- Increased intensity of precipitation may cause intrusion into wastewater networks. - Capacity of existing flood defences and drainage systems may be exceeded. - Reduction of drainage capacity due to sea level rise or storm surges. - Changes in mean and peak flow rates or rivers; and reduced precipitation may impact on functioning of storm water systems
Buildings	- Altered heating and cooling cost. - Increased risk of damage from fires or extreme hydro-meteorological events; and - Higher rates of deterioration and increased maintenance costs.
Coastal infrastructure	- Increased coastal erosion and inundation. - Increased or permanent inundation of infrastructure and utilities. - Impacts on private and public harbours and boat ramps; and - Increased erosion or deterioration of coastal defences.
Recreational facilities / Community assets	- Impacts in coastal recreational facilities. - Loss of public property due to inundation. - Impacts on tourism along the coast due to changes in biodiversity, water availability. - Increased operating cost and maintenance of public property due to extreme weather events. - Reduced water quality and quantity for irrigation; and - Potential for beach closures due to extreme weather and/ or pollution levels.
Disaster risk management	
Public safety	- Changes in geographical range and seasonality of vector-borne diseases. - Increased incidence of food and water-borne diseases due to increased temperatures. - Health impacts related to extreme events. - Intrusion of contaminants and pollutants into water sources due to excessive rainfall. - Increased demands on emergency response and recovery operations. - Public dissatisfaction with the government's response could lead to conflict; and - Adverse impacts on public safety and tourism, could impact regional economic performance
Planning and development	
Development planning	- Uncertainty over long-term land-use planning and infrastructure design. - Need and costs for retrofitting. - Loss/destruction of private property and community assets. - Increased insurance costs. - Increased pressure on disaster risk management and response resources. - Untimely decommissioning of infrastructure. - Adverse impacts on public safety and tourism, could impact regional economic performance. - Impacts on existing community structures and livelihoods - Required alteration to development plans, risk assessment procedures and zoning; and - Increased pressure on educational resources to facilitate adaptation
Economic development	- Impacts on local economy and food security due to impacts on agriculture. - Increased insurance costs. - Increase in food prices. - Loss to industries directly dependent on agricultural production (e.g. fertiliser manufacturers); - Reduced tax revenues because of reduced expenditures. - Increased maintenance cost for community and private assets. - Economic consequences of impacts on the Tourism Sector.

	- Business closure and potential for job losses due to interruptions resulting from inundation, flooding, blackouts, etc. - Altered agricultural regimes and practices, such as crop diversification due to reduced water availability of heat stress; and - Climate change impacts may alter traditional sources of rural revenue.
Natural resource management	
Coastal management	- Increased erosion and inundation. - Loss of private property and community assets. - Loss of beach width; and - Changes to wetland and estuary ecosystems due to sea level rise, erosion and saline intrusion
Agriculture	- Increased desertification leads to inferior crop and poor veld conditions. - Reduction and degradation of animal's habitats. - Lack of feed and drinking water. - Increase in disease outbreak and increased vulnerability to predation. - Increased risk to soil erosion. - Annual and perennial crop losses. - Damage to crop quality. - Disruption of breeding cycles; and - Loss from fishery production.
Biodiversity	- Changes in the distribution of invasive species and associated loss of biodiversity and altered veldfire intensity. - Changes in the geographical distribution of indigenous fauna and flora. - Increased risk of species extinction. - Reduced ecosystem resilience. - Increased stress on ecosystems and ecosystem services; and - Changes in coastal and estuary habitats due to saline intrusion
Water and sewerage services	
Storm water and sewage	- Inundation of storm water and sewage systems. - Increased peak flow rates. - Changes in groundwater levels. - Shifting flood plains; and - Reduced dry weather flow rates.
Wastewater	- Increased intensity of precipitation may cause intrusion into wastewater networks; and - Potential for blockages and overflows.
Water supply	- Changes in the mean and peak flow rates of rivers and streams. - Increased treatment due to poorer water quality (potential taste/odour/ dissolved iron and manganese problems); - Unreliable/insufficient water supply. - Increased risk of contamination. - Salination of water sources; and - Changes/shifting of groundwater used for irrigation.

In the past year, the Cape Agulhas Local Municipality actively participated in several key climate change and biodiversity forums. These forums provided valuable opportunities for engaging with various stakeholders, exchanging ideas and identifying strategic commitments to enhance our environmental sustainability efforts. During these engagements, several crucial commitments were established, reflecting our dedication to sustainable development and the transition towards a low-carbon society.

A risk profile identified vulnerabilities across local municipalities and the Overberg District. Cape Agulhas, with its vast coastline and reliance on coastal tourism and fisheries, is relatively low in socio-economic vulnerability, ranking 6th least vulnerable among Overberg municipalities. However, its coastal and remote location contributes to physical vulnerability.

Cape Agulhas settlements, such as Elim, are likely to experience moderate flooding, while coastal areas like Cape Agulhas and Struisbaai are susceptible to flooding and sea-level rise.

Cape Agulhas is 37% dependent on groundwater, with improved recharge expected. Agriculture, including wheat, deciduous fruit, and sheep farming, is crucial, contributing 7.49% to local GVA (Gross Value Added) and 13.89% to employment. This sector, significant for economic stability, is challenged by climate change impacts on temperature and rainfall. Cape Agulhas contributes 0.21% to national agricultural GVA, ranking 130th.

Cape Agulhas Local Municipality also participated in the Inaugural Overberg Climate Change and Biodiversity Indaba 2024, held on August 21 and 22, hosted by the Overberg District Municipality in collaboration with the Department of Forestry, Fisheries and the Environment (DFFE), South African Local Government Association (SALGA), Department of Environmental Affairs and Development Planning (DEA&DP), and South African National Biodiversity Institute (SANBI). The Indaba included interactive sessions that facilitated meaningful dialogue and identified several key commitments for advancing climate change and biodiversity goals

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The following commitments were identified at the Inaugural Climate Change and Biodiversity Indaba 2024:

1. **Incorporation of climate change**: Integrate climate change considerations into land use schemes to enhance resilience and adaptation. This involves updating land use policies and planning practices to account for climate impacts.
2. **Biodiversity considerations**: Ensure development projects account for biodiversity by incorporating green spaces and protecting natural habitats as outlined in spatial development frameworks.
3. **Guidance from biodiversity spatial plan**: Adhere to the Biodiversity Spatial Plan's guidelines in municipal spatial development plans to align with ecological needs and ensure sustainable development.
4. **Ecological infrastructure assessment**: Conduct assessments to identify critical biodiversity areas and ecological support zones, which will inform responsible planning and decision-making.
5. **Flood mitigation and water security**: Plan and construct infrastructure such as dams to manage flood risks and enhance water security, while balancing these needs with ecological impacts.
6. **Data utilization and expansion**: Utilize and expand existing data sources, such as SANBI studies, to inform decision-making and enhance project planning
7. **Effective funding mechanisms**: Explore and implement effective funding mechanisms to support climate and biodiversity projects, ensuring financial sustainability.
8. **Review and update plans**: Identify and address gaps in existing climate change plans, making necessary updates to align with current best practices and emerging needs.
9. **Institutional integration:** Integrate climate change considerations into all sectors, establishing shared responsibilities and ensuring a unified approach to climate action.
10. **BCCC representation and collaboration:** Engage with SALGA to support local municipalities at BCCC meetings and collaborative platforms, fostering public-private partnerships (PPPs) and shared environmental goals.
11. **Agricultural land and flooding:** Protect agricultural land, particularly in the Agulhas Plain, from flooding due to its ecological importance and the challenges posed by frequent flooding.
12. **Coastal setback lines:** Implement new coastal setback lines, pending approval from the Western Cape Government, Department of Environmental affairs & Development Planning, to address coastal erosion and protect infrastructure.
13. **Compliance awareness**: Enhance awareness of climate change compliance requirements across different sectors, ensuring that sector plans are cohesive and aligned with climate action goals.
14. **Local Language and the power of community engagement:** Using local languages ensures that documents are accessible to everyone. By removing language barriers, the community is more likely to actively participate in discussions and provide meaningful input. When the community

The insights and commitments obtained will steer our approach to formulating and implementing strategic actions. These actions will be developed with the assistance of the Department of Forestry, Fisheries and the Environment (DFFE) and the Overberg District Municipality to ensure effective and coordinated execution.

d) Biodiversity management

ALIEN INVASIVE ERADICATION AND CONTROL

The management of biological invasions is governed by the National Environmental Management: Biodiversity Act (Act 10 of 2004) (NEMBA), with regulations established under this law in 2014, and further amended in 2016 and 2020. These regulations identify invasive species and require landowners to take steps to control them. It's important to note that specific exemptions are outlined, and permits may be issued in certain circumstances for activities that are otherwise prohibited. The NEM:BA furthermore also imposes a Duty of Care on all landowners, both public and private, including all spheres of government, regarding listed alien invasive species. As part of this responsibility, municipal environmental functions related to biodiversity and conservation entail the development and implementation of an Alien Invasive Species Monitoring, Control, and Eradication (AIS) Plan, as outlined in Section 76(2)(b) of the NEM:BA. Additionally, NEM:BA mandates all organs of the state, particularly municipalities, to incorporate AIS Plans into their Integrated Development Plans.

Owing to constraints in environmental management capacity and fiscal resources, the AIS Plan will be created internally with assistance from the Department of Forestry, Fisheries, and the Environment (DFFE): Biosecurity, and the DFFE: Local Government Support Directorate. This plan is expected to be completed by the end of the 2024/2025 fiscal year. Data gathering, mapping the land parcels under its control or ownership and the initial drafting of the AIS Plan has commenced. In accordance with the regulations outlined in the NEM:BA, the published guideline concerning the development of Invasive Species Monitoring, Control, and Eradication Plans for listed invasive species will serve as a framework for the forthcoming AIS Plan. This guideline will provide direction and guidance for the structure, development, and implementation of the plan.

The current clearing of alien invasive species on municipal properties is contingent upon the availability of funds allocated in the budget. However, in the absence of an approved and adopted AIS Plan, the removal of alien invasive species may lack a strategic approach and fail to target identified priority areas as stipulated in an approved plan. Once the AIS Plan is approved, funding will be necessary for its consistent implementation. Moreover, the Municipality is obligated to prepare and submit reports on the status of listed invasive species within its jurisdiction regularly, as mandated by Section 77(1) of the NEM:BA. The Cape Agulhas Municipality also manages a nature reserve, known as the Heuningberg Nature Reserve, for which a management plan has been drafted.

PROTECTION AND CONSERVATION OF SENSITIVE ECOSYSTEM

The municipal area encompasses various protected zones, including Agulhas National Park, De Hoop and De Mond provincial nature reserves, and Bredasdorp local authority reserves. Along the De Hoop coast, the De Hoop Marine Protected Area plays a crucial role in supporting biodiversity and preserving fish populations within a protected marine environment.

Adjacent to Agulhas National Park, private nature reserves line the coast. The Nuwejaars Wetland Special Management Area, situated on the Agulhas Plain, consists of extensive private land whose owners have committed to conserving and managing it sustainably. This initiative, alongside Cape Nature's conservation stewardship program, significantly contributes to biodiversity protection beyond formal reserves. Currently, formal protected areas cover 16% of the Municipality, with an additional 35% identified as Critical Biodiversity Areas or Ecological Support Areas.

As part of its efforts to conserve biodiversity, the Municipality has partnered with ICLEI-Local Governments for Sustainability to participate in the Interact Bio-Integrated Action on Biodiversity Project. This project aims to develop tools facilitating the maintenance of healthy ecological infrastructure, which refers to natural ecosystems providing essential services like freshwater, climate regulation, soil formation, and disaster risk reduction. Participation in the Interact Bio-Integrated Action on Biodiversity Project will yield several benefits for the Municipality, including:

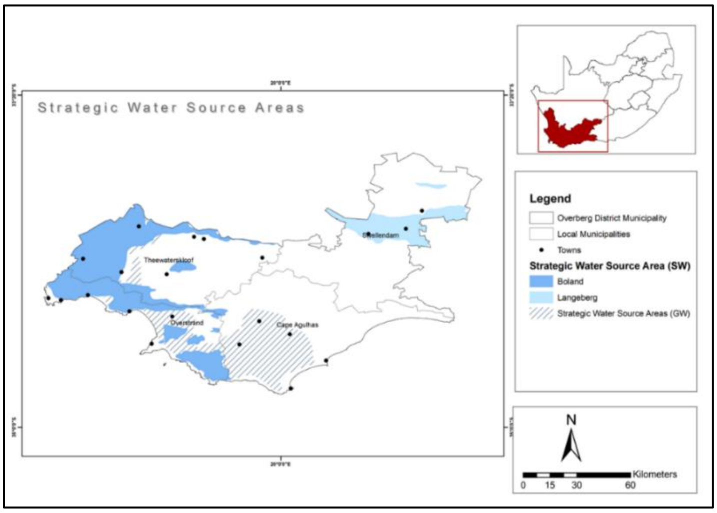
- Formulating policy instruments and plans that integrate biodiversity and ecosystems into land use and development strategies.
- Enhancing sector planning alignment with national action plans; and
- Implementing nature-based solutions for urban infrastructure planning and management, promoting climate change resilience, disaster risk reduction, and addressing issues like flooding, informal urbanization, water, and sanitation; and
- Developing investment opportunities for viable projects.

STRATEGIC WATER SOURCE AREAS

Strategic Water Source Areas (SWSAs) are vital national ecological assets crucial for ensuring water security. Despite constituting only 10% of the land area in South Africa, Lesotho, and Eswatini, these regions receive high rainfall and supply 50% of the water to these countries. SWSAs sustain half of the population and two-thirds of the economy, often servicing major urban centres located some distance away. Additionally, SWSAs contribute 70% of the water used for irrigation.

In the context of the Cape Agulhas Municipality, a portion of 2,652 hectares of the municipal area falls within the Boland SWSA. Investing in the maintenance and restoration of SWSAs presents a low-risk, high-return strategy for climate change adaptation. This approach aligns with Ecosystem-based Adaptation to climate change. Owing to the importance of SWSAs the Cape Agulhas Municipality will endeavour to integrate SWSAs into Municipal Spatial Development Tools, including the Spatial Development Framework, as part of the biophysical layer (Section 21J of the Spatial Planning and Land Use Management Act 16 of 2013), and Land Use Schemes, establishing specific land development controls. As climate change affects the predictability and variability of rainfall, leading to increased drought susceptibility, the importance of SWSAs will further escalate. Healthy ecosystems within SWSAs, encompassing rivers, wetlands, and land, play a crucial role in ensuring the quantity and quality of water flowing into dams. Therefore, investing in the preservation and rehabilitation of SWSAs remains a prudent, high-yield approach to climate change adaptation, embodying Ecosystem-based Adaptation principles.

FIGURE 3 BOLAND AND LANGEBERG WATER SOURCE AREAS



Source: SANBI 2023

e) Air quality

Air quality control is a function of Cape Agulhas Municipality and responsibility for the function resorts in the Building Control section. This imposes a high level of responsibility on the Municipality in terms of capacity to ensure monitoring and enforcement of air pollution regulations. Cape Agulhas Municipality works in collaboration with the Overberg District Municipality (ODM) and Province to manage, monitor and enforce the regulations. Municipalities must address air quality issues in their IDPs.

Among the activities that municipalities are responsible for in terms of the applicable legislation are:

- Development and implementation of the Air Quality Management Plan (AQMP).
- The setting up of source emission inventories.
- Setting up of ambient air monitoring networks.
- Setting up of community monitoring forums.
- Development of standards in line with national baseline standards.
- Development and enforcement of By-Laws.

There are few sources of air pollutants in Cape Agulhas and the ambient air quality is generally good. However, emissions from industrial boilers are likely to result in local areas of elevated concentrations of air pollutants. Ambient particulate concentrations are likely to be high in low-income residential areas where wood is used as a primary fuel source and activities such as refuse burning occur and pesticide spraying of crops. Motor vehicle congestion in holiday towns results in elevated ambient concentrations of particulates and NOx (Nitrogen Oxides) at times. Seasonal agricultural and biomass burning also occur and have a low impact on air quality.

Primary Air Pollution Sources in the Cape Agulhas Region:

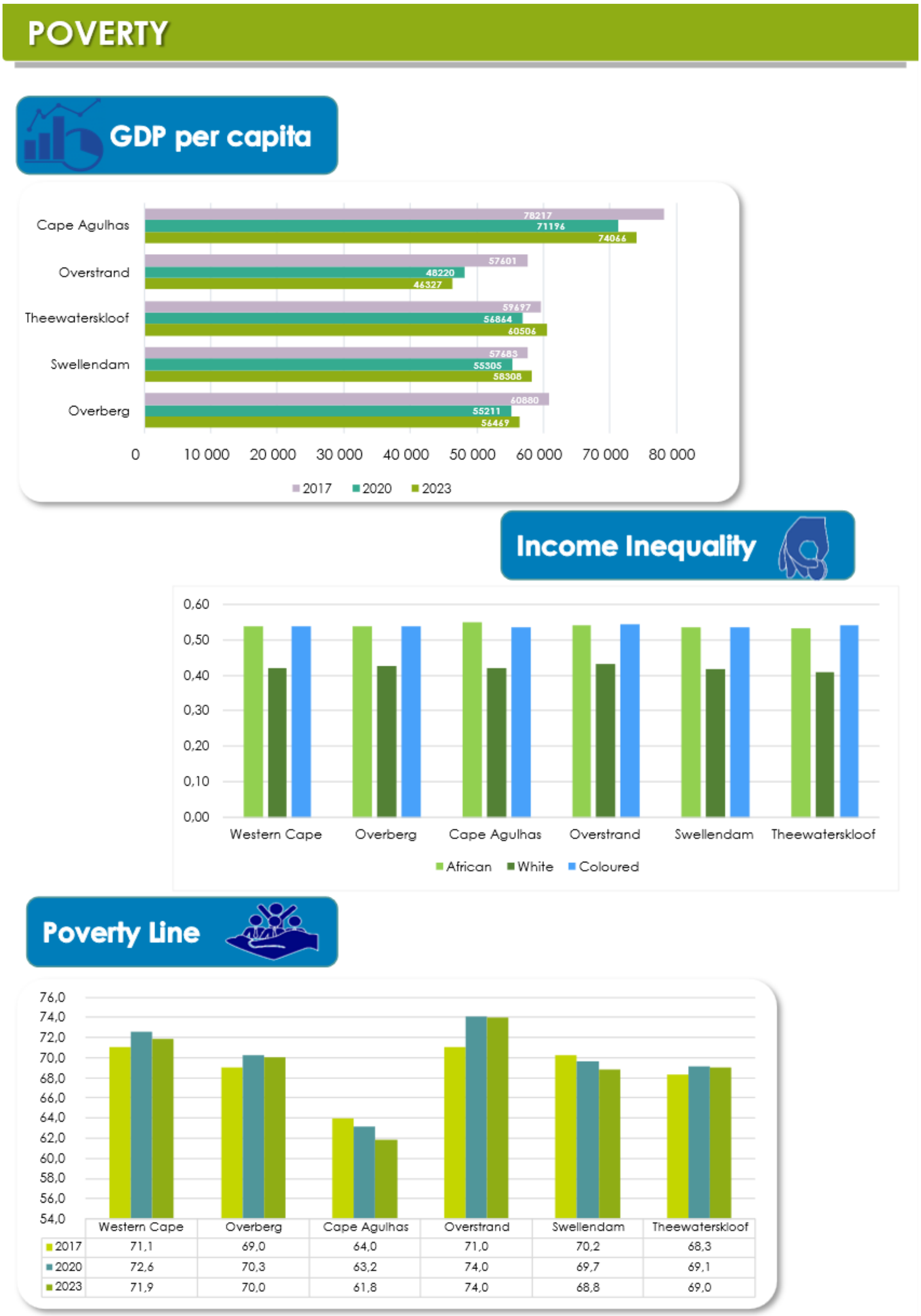
- Industrial operations especially stone and brick manufacturing
- Seasonal agriculture and horticulture activities (fertilizer usage and pesticides)
- Vehicle emissions & Tourism activities
- Wastewater Treatment and Landfill Operations
- Residential Electricity Use
- Land Use Change and Deforestation for Development
- Transportation of Goods
- The Cape Agulhas region frequently experiences strong winds due to its exposure to both the Indian and Atlantic Oceans. These robust maritime winds and the large number of unpaved roads can intensify dust pollution in the area

The Municipality has an approved Air Quality Management Plan (AQMP) in place, which guides its activities as well as the Cape Agulhas Air Quality By-Law (2014) which regulates activities. A new draft By-Law has been submitted to Province for comments. The Municipality has a designated Air Quality Officer. Air Quality awareness is prioritised, and inputs and information are also provided for the annual Western Cape State of Air Quality Report.

1.2.4 SOCIO ECONOMIC OVERVIEW

The following figure provides a socio-economic overview of Cape Agulhas Municipality.

FIGURE 4 POVERTY AND INCOME OVERVIEW 2024



Source: Western Cape Provincial Government SEP Socio Economic Profile 2024

GDPR Per Capita

An increase in real Gross Domestic Product (GDP) per person, or GDP per capita, indicates that the economy is growing at a faster pace than the population. This is likely to show positive results in a number of social and economic indicators, as well as overall well-being. This positive result was seen in the Cape Agulhas area in 2023, where the area's GDPR per capita of R74 066 was recorded - higher than any other area in the District, where the District's overall per capita GDPR was significantly lower at R56 469.

While a higher GDP per capita is generally desirable and can signal overall improvements in well-being, it does not imply equal income distribution across the population. Income distribution remains a critical factor, particularly in high-GDPR regions like Cape Agulhas, where it is important to address income disparities and ensure that economic growth benefits all segments of the community.

Income Inequality

South Africa contends with one of the highest levels of income inequality globally. Inequality, which is commonly measured by the Gini index, reflects the uneven distribution of income, limited access to opportunities and economic disparities across regions. The National Development Plan (NDP 2030) has established an ambitious goal of reducing income inequality in South Africa, aiming to lower the Gini coefficient from 0.7 in 2010 to 0.6 by 2030.

In the Cape Agulhas area, the overall Gini coefficient remained at 0.57 in 2022 and 2023, following its high of 0.60 in 2020. The reduction and stabilising suggests progress toward reducing inequality, with potential benefits for social equity, economic stability, and community well-being.

Poverty Line

Together with inequality, poverty affects the social development of communities through lower life expectancy, malnutrition and food insecurity, higher exposure to crime and substance abuse, lower educational attainment and poor living conditions. Different measures of poverty are used as indicators to assess and quantify the extent of poverty within a population or region. They provide insights into the economic well-being and living conditions of individuals or households. The Upper Bound Poverty Line (UBPL) head count ratio is one such measure, quantifying the proportion of the population living below the UBPL that cannot afford to purchase adequate levels of food and non-food items. The UBPL in South Africa is R1 684 (2024) per person per month.

In 2023, 61.8 per cent of Cape Agulhas' population fell below this UBPL. This figure improved somewhat from 63.2 per cent recorded for 2020 and appears to be a declining trend over the last couple of years. This represented the lowest proportion within the region, in contrast with the high of 74.0 per cent experienced within the Overstrand area.

1.3 BASIC SERVICE DELIVERY OVERVIEW

Government policy places specific emphasis on the provision of basic services, which entail the provision of electricity, water, sanitation, and waste collection. These services also underlie the delivery of housing, which is a concurrent Provincial and National Government competency. The following paragraphs provide an overview of basic service delivery highlights and challenges in respect of each service. Full detail on basic service delivery for the year under review are contained in Chapter 3.

1.3.1 BASIC SERVICE DELIVERY PERFORMANCE HIGHLIGHTS

The following paragraphs provide an overview of the Municipality's service delivery highlights.

TABLE 5 BASIC SERVICE DELIVERY HIGHLIGHTS

SERVICE	DESCRIPTION
Water	- Installing new bulk water meters - ongoing - Securing of infrastructure through fencing - Replacement of water main in Kloof Street - Commencement of the EIA for the new reservoir in L'Agulhas - Water quality results indicate that the Municipality's water quality is generally good and complies with SANS 241
Wastewater (Sanitation)	- Refurbishment of sewer pump station (Mech & Electrical) in Arniston - Napier Sewer Pumpstation rehabilitation - Sewer pumpstation security and fencing - New conservancy tanker
Electricity	- Maintenance of streetlights in the Eskom supply areas in accordance with an agreement concluded with ESKOM - The Municipality is part of the MEMS (Municipal Energy Management System) program, and all internal energy consumption is collated monthly in a purpose-built tool and dashboard, that tracks trends and clearly indicates any problem account. The dashboards are located at the bottom of this section. - Distribution losses are limited to 9.01% which when compared with the industry standard of 10% is an achievement and can be attributed to the increase in SSEG applications - Continuous upgrading of ageing infrastructure in accordance with the Municipality's 20-year master plans for the towns within our area of supply. - Ongoing exploration of alternative energy generation projects.
Waste management	- The implementation of a successful pilot organic waste diversion pilot project in Bredasdorp that can be continued in the new financial year and eventually be rolled out to all towns.
Roads and storm water	- A portion of Brand Street and Kloof Street have been resurfaced. Landa Street and a portion of Malvern Drive in Struisbaai have also been resurfaced. - Sidewalks have been upgraded in the Bergsig development in Ward 6, Bredasdorp. - Stormwater structures have been repaired in Napier which were damaged during flooding. - Phase 4 of the Suiderstrand Road has been upgraded to a paved surface. (±400m) - Most of the roads in Struisbaai-North have been resurfaced to the amount of ±R10m funded by the MIG

1.3.2 BASIC SERVICE DELIVERY CHALLENGES

The following paragraphs provide an overview of the Municipality's service delivery challenges.

TABLE 6 BASIC SERVICE DELIVERY CHALLENGES

SERVICE	DESCRIPTION	REMEDIAL ACTIONS
General infrastructure	- Ageing infrastructure.	- Infrastructure master plans are in place.
Water	- The peak water demand during the summer holiday season in coastal towns remains a challenge. - Increase in water losses (still within acceptable norm)	- Implementation of the Smart City Water monitoring project. - Water infrastructure is equipped with generators so that pumping is not disrupted by loadshedding, and reservoir levels can be maintained. This is extremely costly.

SERVICE	DESCRIPTION	REMEDIAL ACTIONS
	- Although there is an improvement, the sudden onset of load shedding, particularly the higher stages have an impact on reservoir levels.	
Wastewater (Sanitation)	- Maintenance of communal sanitation infrastructure in informal settlements. - Load shedding, particularly the higher stages - Although there is an improvement, the sudden onset of load shedding has an impact on pump stations	- Planned upgrades to plants to improve quality - Sewer infrastructure is equipped with generators so that pumping is not disrupted by loadshedding, and reservoir levels can be maintained. This is extremely costly.
Electricity	- Eskom performing shutdown maintenance on weekdays and the associated difficulties of getting all communities reconnected to electricity after sustained outages, due to the massive demand on capacity during a cold start. Rotational demand shedding is unfortunately unavoidable when resuming service after long outages. - The differing service levels between the Eskom areas of supply and Municipal areas of supply - Increasing incidents of copper theft. - Increasing incidents of vandalism. - Eskom's ageing infrastructure in the rural areas causing quality of supply issues and continuity of supply problems. - A decline in revenue from electricity sales due to increasing SSEG installations - Although there is a great improvement the occasional sudden onset of loadshedding impacts on our ability to keep pumps, boreholes and purification plants running. - Fires that damage electrical infrastructure.	- The bulk of the challenges are attributable to Eskom and difficult to mitigate. - The Municipality has an approved energy management policy - Review the SSEG policy
Waste management	- Illegal dumping. - Compliance with permit conditions remains an ongoing challenge.	- Recycling is encouraged to lengthen the lifespan of the landfill sites. - Law enforcement and awareness campaigns are ongoing to address illegal dumping
Roads and storm water	- A large percentage of roads are in a poor condition. - Funds are limited to eradicate the backlog. - Storm water infrastructure in numerous areas in Struisbaai is inadequate and needs to be upgraded urgently.	- Ongoing process of submitting funding applications to source additional funding. - Council will have to make more funds available to prevent the further deterioration of assets
Human settlement	- Living conditions of backyard dwellers and people living in informal settlements	- An Informal Settlement Management Plan was reviewed during 2025 - The project in Napier in process

1.3.3 HOUSEHOLD ACCESS TO BASIC SERVICES

The Municipality is providing basic services at the prescribed level to all urban households within its area of jurisdiction and there are no backlogs. The ongoing increase of indigent households is placing ever-increasing financial pressure on the Municipality to fulfill its obligations.

Basic services are a package of services necessary for human well-being and typically include water, sanitation, electricity and refuse removal.

TABLE 7 PROPORTION OF HOUSEHOLDS WITH MINIMUM LEVEL OF BASIC SERVICES

DESCRIPTION	2022/23	2023/24	2024/25
Electricity - service connections	100%	100%	100%
Water - available within 200m from dwelling	100%	100%	100%
Sanitation - Households with at least VIP service	100%	100%	100%
Waste collection - kerbside collection once a week	100%	100%	100%

1.4 FINANCIAL HEALTH OVERVIEW

The following paragraphs provide an overview of the financial performance highlights and challenges and key trends. Full detail on financial performance for the year under review is contained in Chapter 5.

1.4.1 FINANCIAL VIABILITY HIGHLIGHTS

TABLE 8 FINANCIAL VIABILITY HIGHLIGHTS

HIGHLIGHT	DESCRIPTION
Clean audit	The Municipality received its twelfth consecutive clean audit for the 2024/25 financial year
Liquidity ratio	The Cape Agulhas Municipality's liquidity position has fluctuated over the review period and the liquidity position declined during 2024/25 financial year. While the decline is of concern, the liquidity position remains reasonably healthy. The predominant driver of this decline is the reduced collection rate as compared to the prior year. This also contributed to the decline in liquidity. However, Cape Agulhas Municipality should remain in a position to cover its short-term obligations and be reasonably prepared to absorb the impact of potential financial shocks
Creditor payments	Creditors are generally being paid within the 30-day limit
Long term financial viability	The financial viability for the year 2024/25 was concerning since liquidity ratios have declined. The Long-Term Financial Plan (LTFP) has been updated with amended targets for implementation.
Implementation of mSCOA regulations	The Municipality is mSCOA compliant aligned with National Treasury's set targets. Ongoing challenges relating to implementation of annual mSCOA updates / releases which place huge pressure on financial system development to keep up with new requirements.
Increasing of reserves	By applying an ongoing mix of other sources for capital funding aligned with the Municipality's LTFP recommendations, the Municipality continued with a process to seek external funding and additional Grants as an additional source of funding for infrastructure-related capital projects.
Debt collection	The Municipality debt collection rate decreased in comparison to the previous financial year but is at an acceptable level of 97.04% despite the negative economic outlook.

1.4.2 FINANCIAL VIABILITY CHALLENGES

TABLE 9 FINANCIAL VIABILITY CHALLENGES

CHALLENGE	REMEDIAL ACTIONS
Employee related costs	Employee related costs of 36.84% are just inside the National Treasury good practice norm of 35-40%. However, as the second biggest cost driver it remains one of the biggest challenges for the Municipality and the principle is to only consider the filling of legislatively required and / or service

	delivery orientated vacant positions. The ratio has slowly deteriorated over the last 2 financial years. The Municipality is currently busy with an Organisation re-design process which might have a positive impact on how to deal with streamline organigram structure based on the principles of effectiveness and efficiency. The new Organisational structure is already approved by Council.
Increasing costs of bulk purchases of electricity from ESKOM coupled limitations on tariffs imposed by NERSA	Ongoing review and update of the current tariff structure aligned with NERSA's tariff benchmark guideline for electricity and other services continues to ensure more transparent, fair and equitable tariffs. ESKOM electricity loadshedding had a negative impact on the selling of electricity units which resulted in a decrease compared to the previous financial year as well as additional costs relating to fuel and the rental of equipment (Generators)
Long term financial sustainability of the Municipality	The Municipality reviews its Long-Term Financial Plan on an annual basis to stay abreast with any new developments to ensure financial sustainability as one of its most critical performance indicators.

1.4.3 FINANCIAL VIABILITY (RATIO'S)

The following table indicates the Municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001. These key performance indicators are linked to the National Key Performance Area of Municipal Financial Viability and Management.

TABLE 10 NATIONAL KPI'S FOR FINANCIAL VIABILITY AND MANAGEMENT

KPA & INDICATOR	2022/23	2023/24	2024/25
% Debt to Revenue *(Financial viability measured in terms of the Municipality's ability to meet its service debt obligations as at 30 June (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue) (TL 15)*	18.30%	13.74%	10.70%
Service debtors to revenue *(Financial viability measured in terms of the outstanding service debtors as at 30 June (Total outstanding service debtors/ revenue received for services) (Target is maximum)) (TL 16)*	10.55%	10.98%	11.22%
Cost coverage (Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June (Cash and Cash Equivalents)) (TL 17)	3.63	1.76	1.29

1.4.4 FINANCIAL OVERVIEW

TABLE 11 FINANCIAL OVERVIEW

DETAILS	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL
Income			
Grants - Operational	59 267 000	61 372 000	59 079 894
Grants - Capital	27 266 478	23 608 779	18 683 745
Taxes, Levies and tariffs	378 601 454	384 701 454	384 045 305
Other	59 530 208	59 530 208	54 842 175
Sub Total	524 665 140	529 212 441	516 651 119
Less: Expenditure	496 815 966	488 330 031	509 186 271

Net Total*	27 849 174	40 882 410	7 464 848

1.4.5 OPERATING RATIO'S

TABLE 12 OPERATING RATIOS

DETAIL	EXPECTED NORM	ACTUAL	VARIANCE
Employee Cost (Inclusive of temporary workers – GRAP 1 disclosure requirements according to the nature of function performed)	<35-40%	36.84%	Within the norm
Finance charges & depreciation	<10%	8.02%	1.98% below norm

The Municipality's expenditure on employee related costs is within the national norm. The finance charges are well below the norm due to the Municipality's conservative approach to taking up new external loans to fund capital investment.

1.4.6 TOTAL CAPITAL EXPENDITURE

TABLE 13 TOTAL CAPITAL EXPENDITURE

DETAIL	2022/23	2023/24	2024/25
	R'000	R'000	R'000
Original Budget	67 590	59 933	72 876
Adjustment Budget	67 362	60 140	58 609
Actual	64 139	54 121	61 418
% Spent	95.22%	89.99%	104.79

1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW

The Cape Agulhas Municipality currently employs 356 permanent employees (excluding the Municipal Manager and 4 Directors) which brings the total to 360. Non-permanent employees are excluded. Our employees individually and collectively contribute to the achievement of the Municipality's objectives. The primary objective of the Human Resource Division is to render an innovative human resource service that addresses both strategic human resource development and human resource administration.

The following paragraphs provide an overview of organisational development highlights and challenges. Full detail on organisational development for 2024/25 is contained in Chapter 4.

1.5.1 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT HIGHLIGHTS

TABLE 14 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT HIGHLIGHTS

HIGHLIGHT	DESCRIPTION
Implementation of the Municipal Systems Act Municipal Staff Regulations (2021)	- All HR policies were reviewed in line with the regulations
EPWP	- We created 384 jobs and (90 full time equivalents) during the financial year through the Expanded Public Works Programme.
Organisational Structure	- Fully functioning top management structure through innovation, attraction of scarce and critical skills and employment strategies. - We concluded the process of an organisational re- design to ensure compliance with the Municipal Staff Regulations and the new structure was approved by Council
Skills Development	- Ongoing implementation of training in accordance with the workplace skills plan - Increasing utilisation of Anene Booysen Skills Centre through partnerships with private business and other Government Departments.
Salary	- Full Integration of biometric time and attendance linked to the electronic payroll system –PAYDAY
Vacancy Rate	- The Department of the Public Service and Administration states that the public vacancy rate should be below 10%. The 5.02% vacancy rate of Cape Agulhas Municipality is stable and well below the norm.

1.5.2 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT CHALLENGES

TABLE 15 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT CHALLENGES

CHALLENGE	DESCRIPTION	REMEDIAL ACTIONS
Implementation of the Employment Equity Plan	- Although some improvement was observed in 2024/25, Employment Equity remains a challenge due to scarcity of experienced candidates with core skills locally.	- Succession planning to be implemented in Departments where managers are reaching retirement age.
Skills Development	- The 2024/25 budget was under pressure due to the implementation of the ERRP allocation from CETA which resulted in stipend payments of unemployed learners. - Despite the Economic Reconstructive Recovery Programme (ERRP) allocation from CETA for specifically unemployed learners, the Municipality encountered challenges with regards to pathways (short skills) where stipends were linked to, having to pay stipends directly to learners and claim later. This impacted negatively on employed learners budget availability.	- Improved costing of planned training initiatives. - ERRP allocation can assist partially regarding the funding - A phased approach for RPL to continue based on priority trades - Training identified must be based on closing gaps in terms of performance and competencies required regarding the competency framework - ERRP Projects must have clear roles and responsibilities for all stakeholders to ensure successful project implementation
Employee related costs	- High employee related costs result in the Municipality being unable to provide additional positions on its organisational structure.	- Posts only filled that are legislative requirements or critical service delivery positions

		- Organisational redesign process completed, and new structure approved by Council.
Increase in labour relations matters	- Increased number of precautionary suspensions, investigations, disciplinary hearings and grievances, which have high-cost implications	- Strengthen labour relations processes to ensure timely and compliant handling of cases.

1.5.3 EMPLOYMENT EQUITY

Appointments were done in all occupational levels of the workforce, and the most suitable candidates appointed. A concerted effort is made to appoint people from previously disadvantaged groups.

The following tables provide an overview of achievement in terms of the Municipality's Employment Equity Plan for 2020-2025. Tables are all inclusive of Councillors.

TABLE16 2024/25 EMPLOYMENT EQUITY TARGETS/ACTUAL BY RACIAL CLASSIFICATION FOR TOP THREE LEVELS OF MANAGEMENT

AFRICAN			COLOURED			INDIAN			WHITE		
Target June	Actual June	Target reached	Target June	Actual June	Target reached	Target June	Actual June	Target reached	Target June	Actual June	Target reached
5	3	60%	4	3	75%	0	0	0%	1	1	100%

TABLE17 2024/25 EMPLOYMENT EQUITY TARGETS/ACTUAL BY RACIAL CLASSIFICATION (ALL EMPLOYEES AND COUNCILLORS)

AFRICAN			COLOURED			INDIAN			WHITE		
Target June	Actual June	Target reached	Target June	Actual June	Target reached	Target June	Actual June	Target reached	Target June	Actual June	Target reached
8	4	50%	4	10	250%	0	0	0%	2	2	100%

TABLE18 2024/25 EMPLOYMENT EQUITY TARGETS/ACTUAL BY GENDER CLASSIFICATION (ALL EMPLOYEES AND COUNCILLORS)

MALE			FEMALE			DISABLED		
Target June	Actual June	Target reached	Target June	Actual June	Target reached	Target June	Actual June	Target reached
4	7	175%	8	10	125%	2	0	0%

1.5.4 SKILLS DEVELOPMENT

TABLE 19 BUDGET ALLOCATED AND SPENT FOR SKILLS DEVELOPMENT

FINANCIAL YEAR	TOTAL EXPENDITURE SALARY AND ALLOWANCES R'000	TOTAL OPERATING EXPENDITURE R'000	PERCENTAGE %
2022/23	164 277 204	721 125	0.44%
2023/24	177 571 602	950 381	0.54%
2024/25	R185 2416 53	307 026	0.17%

1.6 AUDITOR GENERAL REPORT

The Municipality received an unqualified audit without findings for 2024/25, our twelfth consecutive clean audit. This emphasizes the Municipality's commitment to clean administration and good governance.

An action plan (OPCAR) with corrective measures was drawn up to address the findings from the 2023/24 audit. This plan is monitored, and progress evaluated monthly by the Internal Auditor and the Chief Financial Officer. This plan is submitted to Council during their monthly meetings, as well as the Audit Committee during their quarterly meetings.

1.6.1 AUDIT OUTCOMES

TABLE 20 AUDIT OUTCOMES

YEAR	2020/21	2021/22	2022/23	2023/24	2024/25
STATUS	Unqualified audit without findings	Unqualified audit without findings	Unqualified audit without findings	Unqualified audit without findings	Unqualified audit without findings

CHAPTER 2: GOVERNANCE

This Chapter provides an overview of the Municipality's performance in terms of the National Key Performance Area (KPA) of **good governance and public participation** as contained in the Local Government: Municipal Planning and Performance Management Regulations of 2001 read together with Section 43 of the MSA.

2.1 COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

Good governance has eight major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

2.1.1 GOVERNANCE STRUCTURE

2.1.1.1 POLITICAL GOVERNANCE STRUCTURE

Legislative and executive authority is vested in the Municipal Council. The Municipal Council has delegated executive functions to the Executive Mayor and the Mayoral Committee in accordance with a delegation framework in terms of Section 59 of the Municipal Systems Act. The last system of delegations was approved on 18 April 2018 (Resolution 42/2018).

Section 79 of the Municipal Structures Act empowers the Municipal Council to establish committees that are necessary for the effective and efficient performance of any of its functions or the exercise of any of its powers. It appoints the chairperson of such committees, determines the functions and may delegate powers and duties. Section 80 of the Municipal Structures Act makes provision for the appointment of committees to assist the Executive Mayor. These committees are commonly known as Portfolio Committees.

a) Municipal Council

The Municipal Council comprises eleven Councillors, six of whom are Ward Councillors and five of whom are Proportional Representation (PR) Councillors. Pre-election, the Council was led by the Democratic Alliance (DA) and post-election it is led by the DA in coalition with the Freedom Front Plus.

Section 37(c) of the Municipal Structures Act requires Municipal Councils to meet quarterly. During the financial year 15 Council Meetings took place. There were 6 ordinary meetings and 9 special meetings. We also used You Tube and Face Book Live to broadcast Council meetings where the IDP and Budget were discussed.

TABLE 21 COUNCIL MEETINGS

DATE	SPECIAL / ORDINARY
31 July 2024	Special - Virtual
5 Augustus 2024	Ordinary
29 August 2024	Ordinary
18 September 2024	Special
31 October 2024	Ordinary
12 December 2024	Ordinary
28 January 2025	Special
7 February 2025	Special

DATE	SPECIAL / ORDINARY
27 February 2025	Ordinary
28 March 2025	Special
30 April 2025	Special
30 May 2025	Ordinary
11 June 2025	Special
23 June 2025	Special (In-Committee)
27 June 2025	Special

The table below provides a list of Councillors, their office, and political affiliations. It also indicates whether they served as a ward or proportional Councillor for the 2024/25 financial year.

TABLE 22: COUNCILLOR REPRESENTATION AND MEETING ATTENDANCE

COUNCIL MEMBER	CAPACITY	POLITICAL PARTY	WARD / PROPORTIONAL	COUNCIL MEETING ATTENDANCE %	APOLOGIES FOR NON-ATTENDANCE %
Cllr R Ross	Executive Mayor Ward Councillor – Ward 1	DA	Ward 1	93%	7%
Ald GD Burger	Speaker / PR Councillor	FV+	Proportional	100%	0%
Cllr D Jantjies	Ward Councillor	Dienslewerings-Party	Ward 2	100%	0%
Cllr R Louw	Ward Councillor	ANC	Ward 3	80%	20%
Ald J Nieuwoudt	Ward Councillor / District Representative	DA	Ward 4	100%	0%
Cllr Ngxowa	PR Councillor Mayoral Committee	DA	Proportional	100%	0%
Cllr A Eksteen	Ward Councillor Mayoral Committee	DA	Ward 5	100%	0%
Cllr J August-Marthinus	Ward Councillor	ANC	Ward 6	93%	7%
Cllr K Donald	PR Councillor Mayoral Committee	DA	Proportional	93%	7%
Cllr R Mokotwana	PR Councillor	ANC	Proportional	93%	7%

b) Executive Mayoral Committee

The executive is headed by the Executive Mayor who is assisted by the Mayoral Committee. A total of 5 Mayoral Committee meetings were held in 2024/25.

TABLE 23 EXECUTIVE MAYORAL COMMITTEE

NAME OF MEMBER	CAPACITY	MEETING ATTENDANCE	MEETING DATES
Cllr R Ross	Executive Mayor	100%	23 July 2024 22 October 2024 5 December 2024 17 February 2025 20 May 2025
Cllr K Donald	Deputy Executive Mayor - Member of Mayoral Committee	100%	
Cllr S Ngxowa	Member of Mayoral Committee	80%	
Cllr A Eksteen	Member of Mayoral Committee	100%	

c) Portfolio Committees

Portfolio Committees are established in terms of the Municipal Systems Act to assist the Executive Mayor. The number of committees may not exceed the number of members of the Mayoral Committee. They advise the Executive Mayor on policy matters and make recommendations to the Executive Mayor. The tables below indicate the portfolio committees, their composition and meeting dates.

TABLE 24 PORTFOLIO COMMITTEES

COMMITTEE	MEMBERS	MEETING DATES
Infrastructure Services	**Cllr A Eksteen (Chairperson)** Cllr R Louw Cllr R Ross Cllr K Donald Ald D Jantjies	19 August 2024 8 October 2024 26 November 2024 4 February 2025 7 May 2025 18 June 2025
Management Services	**S Ngxowa (Chairperson)** Cllr J August-Marthinus Ald J Nieuwoudt Cllr K Donald Ald D Jantjies	19 August 2024 8 October 2024 27 November 2024 7 February 2025 7 May 2025 19 June 2025
Finance and ICT	**Cllr K Donald (Chairperson)** Cllr R Louw Cllr M Matthysen Cllr A Eksteen Ald D Burger	21 August 2024 9 October 2024 26 November 2024 5 February 2025 6 May 2025 18 June 2025

d) Municipal Public Accounts Committee

The Municipal Public Accounts Committee (MPAC) is a Committee of Council established in terms of section 79 of the Municipal Structures Act and performs an oversight function on behalf of Council. This Committee consists solely of Councillors appointed by the Council and is representative of all political parties on the Council. The Committee is chaired by one of the opposition political parties who is also appointed by the Council.

The primary functions of the Municipal Public Accounts Committees are as follows:

- To consider and evaluate the content of the annual report and to make recommendations to Council when adopting an oversight report on the annual report.
- To assist with the conclusion of matters that may not be finalized relating to past recommendations made on the Annual Report. This also relates to current in-year reports, including the quarterly, mid-year and annual reports.
- To examine the financial statements and audit reports of the Municipality and municipal entities, and in doing so, the committee must consider improvements from previous statements and reports and must evaluate the extent to which the Audit Committee's and the Auditor General's recommendations have been implemented.
- To promote good governance, transparency, and accountability on the use of municipal resources.
- To recommend or undertake any investigation in its area of responsibility, after reviewing any investigation report already undertaken by the Municipality or the Audit Committee; and
- To perform any other functions assigned to it through a resolution of Council within its area of responsibility.

TABLE 25: MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

NAME OF REPRESENTATIVE	CAPACITY	POLITICAL PARTY	MEETING DATES
D Jantjies	Chairperson	Diensleweringsparty	17 July 2024 – Special MPAC meeting 5 August 2024 18 September 2024 21 October 2024 31 October 2024 2 December 2024 12 December 2024 21 January 2025 (Special MPAC Meeting) 4 February 2025 (Special MPAC Meeting) 27 February 2025 12 March 2025 (Special MPAC Meeting) 30 May 2025 25 June 2025
R Louw	Member	ANC	
J Nieuwoudt	Member	DA	

2.1.1.2 ADMINISTRATIVE GOVERNANCE STRUCTURE

The Municipal Manager is the Accounting Officer of the Municipality. He is the Head of the Administration and is primarily responsible for service delivery and implementation of political priorities.

The administration comprises the Office of the Municipal Manager and four directorates. Each directorate is headed by a Director appointed in terms of Section 57 of the Municipal Systems Act. Previously, the Municipality operated with three directorates; but the revised organisational structure, approved in June 2024, introduced a fourth Corporate Services Directorate.

Although the new Corporate Services Directorate was provided for in the approved structure, the status quo remained in place operationally until the appointment of the new Director: Corporate Services on 3 March 2025. This appointment marked the commencement of the practical implementation of the new organisational structure.

The Municipal Managers and Directors all meet the minimum qualification requirements and competency levels as required by the MFMA and have performance agreements in place that align to the Municipality's top layer SDBIP.

TABLE 26 ADMINISTRATIVE GOVERNANCE STRUCTURE: SENIOR MANAGEMENT

NAME OF OFFICIAL	DIRECTORATE	PERFORMANCE AGREEMENT SIGNED
Mr E Phillips	Municipal Manager (1 July 2024-31 May 2025)	Yes
Mr G van der Westhuizen	Director Corporate Services (3 March 2025-30 June 2025)	Yes
Mr Werner Jonker	Director: Financial Services and Information Technology (1 July 2024 – 30 June 2025)	Yes
Mr H Krohn	Director: Infrastructure Services (1 July 2024 – 30 June 2025)	Yes
Mrs K Moodley	Director: Management Services (1 July 2024 – 30 June 2025)	Yes

Each Directorate comprises several Departments, which are indicated in the table below.

TABLE 27 ADMINISTRATIVE GOVERNANCE STRUCTURE: THIRD TIER

DIRECTORATE	DEPARTMENTS

Municipal Manager	▪ Internal Audit (Reports to Audit Committee)
	▪ Strategic Planning and Administration
	  o Town and Regional Planning
	  o Administrative Support
	▪ Human Resource and Organisational Development Services
	▪ Tourism and Economic Development

Infrastructure Services	▪ Water and Sanitation ▪ Roads and Storm water ▪ Waste Management ▪ Electro Technical Services ▪ Building Control
Financial Services and Information Technology	▪ Revenue ▪ Expenditure ▪ Budget and Treasury Office ▪ Supply Chain Management and fleet ▪ Information Technology
Management Services	▪ Library Services ▪ Traffic and Law Enforcement ▪ Public Services ▪ Human Settlement ▪ Human Development
The practical migration of Departments to the new Corporate Services Directorate only commenced on 1 July 2025	

2.2 COMPONENT B: INTERGOVERNMENTAL RELATIONS

In terms of the Constitution of South Africa, all spheres of government and all organs of state within each sphere must co-operate with one another in mutual trust and good faith fostering friendly relations. They must assist and support one another, inform and consult one another on matters of common interest, coordinate their actions, adhere to agreed procedures and avoid legal proceedings against one another.

All government functions are divided between the three spheres of government namely national, provincial and municipal. The Municipality therefore shares its area and community with a district Municipality as well as the other two spheres of government and their various sector departments.

2.2.1 JOINT PROJECTS AND FUNCTIONS WITH SECTOR DEPARTMENTS

The Municipality works closely with national and provincial departments to ensure the effective implementation of various projects and functions. The table below provides details of such projects and programmes:

TABLE 28 JOINT PROJECTS

NAME OF PROJECT/ FUNCTION	EXPECTED OUTCOME/S OF THE PROJECT	SECTOR DEPARTMENT/S INVOLVED	CONTRIBUTION OF SECTOR DEPARTMENT
Strategic Integrated Municipal Engagement (SIME)	Compliance	Provincial Treasury, DLG, Provincial Sector Departments, Municipality	Oversight, Planning, Assessment of budgets and IDPs
EGAP	Internet based tool to collect municipal financial and governance information that will allow the Provincial Government to improve the monitoring and support of the municipalities in the province	Provincial Treasury	Oversight and monitoring and support
MFMA Circular No. 88, Rationalization of Planning and Reporting Requirements	Aimed at revising the Local Government: Planning and Performance Management Regulation of 2001 and replacing various other reporting templates such as the Section 71 SDBIP and Back to Basics monthly questionnaire	Department Cooperative Governance	Oversight, monitoring and reporting
Joint District and Metro Approach (JDMA)	A geographical district and team based, citizen focused approach, with a single implementation plan to provide developmental initiatives and government services to the people.	Department Cooperative Governance	To enhance co-planning, co-budgeting and co-implementation to ensure the silo approach is minimized;

2.2.2 INTERGOVERNMENTAL STRUCTURES

To adhere to the principles of the Constitution the Municipality participates in the following intergovernmental structures:

TABLE 29 DISTRICT INTERGOVERNMENTAL STRUCTURES AND FORUMS

NAME OF STRUCTURE	PARTICIPANTS	PURPOSE
DWA Bi-Lateral Meetings	Overberg District Municipality and Overberg Water	Water and sanitation related topics
DCF (District Coordinating Forum)	Municipal Managers and Mayor	Inter-municipal co-operation, shared services
District LED/Tourism Forum	Overberg District Local Municipalities, LED and Tourism officials	LED and Tourism related topics
DCF Tech	Municipal Managers	Inter-municipal co-operation, shared services
District Skills Development Forum	Overberg District Municipality Local municipalities	Skills development related topics
District Expanded Public Works Programme Forum	Overberg District Municipality Local municipalities	EPWP related topics
Overberg Air Quality Officers Forum	Overberg District Municipality Local municipalities	Air Quality related issues
District CRO & CAE Forum	CRO Internal Auditors of Local Municipalities within the Overberg District	Risk and Audit related topics
Disaster Management Advisory Forum	Overberg District Municipalities Local Municipalities	Disaster related topics
Regional Waste Forum	Overberg District Municipality Local municipalities	Waste and Health related issues
Supply Chain Management District Forums	Supply Chain Managers Local Municipalities District Local Municipality	Municipal Supply Chain related topics
Overberg District ICT Managers Forum	Overberg District ICT Managers	ICT topics
Western Cape Planning Heads Forum	All Municipal Planning Heads, DEADP, Department of Land Affairs, Deeds Office, Surveyor General's Office	To discuss all town planning related matters in the Western Cape Province and also National Legislation
Municipal Coastal Committee (Overberg)	ODM, 4 B Municipalities, SANParks, CapeNature, Province and Estuary Forums	To discuss all Environmental related items in the Overberg
Heuningberg Estuary Forum	CapeNature, Provincial Departments and adjoining Farmers	To discuss the Management of the Heuningberg Estuary
SAPS Forum	SAPS, Municipal Officials (Town Planning, Building Control and Law Enforcement)	To discuss illegal activities in the Cape Agulhas Municipal area
District Safety Forum	SAPS, Municipal Officials (Protection services	To discuss illegal activities in the Cape Agulhas Municipal area
Western Cape Spatial Information forum	All Western Cape GIS officials on Municipal, Provincial and National level	To discuss current GIS trends, challenges and case studies
District IDP Managers Forum	District Municipality Overberg Local municipalities	IDP related issues

TABLE 30 NATIONAL AND PROVINCIAL INTERGOVERNMENTAL STRUCTURES AND FORUMS

NAME OF STRUCTURE	PARTICIPANTS	PURPOSE
SALGA	Western Cape Municipalities	All municipal service topics
Waste Forum	Western Cape Municipalities	Waste related topics
Blue and Green Drop Forum	Western Cape Municipalities	Water & sanitation related topics
MIG	Western Cape Municipalities	Infrastructure projects
IMESA	Southern Cape Engineers	Municipal related topics
EPWP	Provincial Government	EPWP related topics
MinMay	Municipal Managers and Mayor	Provincial Local Government driven agenda
MinMay Tech	Municipal Managers	Provincial Local Government driven agenda
PCF (Premier's Coordinating Forum)	Premier and Municipal Managers	Premier's Department responsible for agenda
Provincial IDP Managers Forum	Western Cape Municipalities, Directorate: Integrated Development Planning Department of Local Government, Provincial treasury	IDP related topics
Provincial LED Forum	Western Cape Local Government LED department, local municipalities LED officials	LED related topics
Provincial Public Participation and Communication Forum	Local municipalities: Public Participation- and Communication Officials, Provincial government: Communication and Public Participation, SALGA, GCIS	Public Participation, Communication matters
Western Cape Local Government Chief Audit Executive Forum	National Treasury, Provincial Treasury, Internal Auditors	Internal Auditing matters
Western Cape Local Government Chief Risk Forum	National Treasury, Provincial Treasury, Internal Auditors	Risk Management related topics
Western Cape ICT Managers Forum	Western Cape Local Government ICT Managers	ICT topics
Provincial Municipal Accounting Forum	Western Cape Local municipalities, Provincial Treasury	Accounting matters for local municipalities
Provincial Supply Chain Managers Forum	Provincial Treasury, Local municipalities SCM Managers	SCM matters
Provincial CFO Forum	Provincial Treasury, Local Municipalities CFO's	Accounting topics
Municipal Managers Forum	Municipal Managers HODs	Municipal related topics
Western Cape Spatial Information forum	Western Cape Local Municipalities DEADP	Spatial related topics
Southern African Revenue Protection Association (SARPA)	Provincial branches: Municipal Electrical Managers, WCPG, Eskom	Municipal Electrical Infrastructure, Metering, Billing, Revenue Protection
Association of Municipal Electricity Utilities (AMEU)	Provincial Branches: Municipal Electrical Departments, Infrastructure	Municipal Electrical Matters, Challenges
Municipal Infrastructure Forum	Municipal Infrastructure Directors Department of Local Government, Provincial treasury	Municipal Assets and Infrastructure/Projects related topics

NAME OF STRUCTURE	PARTICIPANTS	PURPOSE
Joint District and Metro Approach (JDMA)	National Government Provincial Government District Municipalities Local Municipalities	To enhance co-planning, co-budgeting and co-implementation to ensure the silo approach is minimized
Provincial SDF Forum	National Government Provincial Government District Municipalities Local Municipalities	To enhance co-planning, and co-implementation to ensure the silo approach is minimized

2.3 COMPONENT C: PUBLIC ACCOUNTABILITY

Section 16 of the Municipal Systems Act (MSA) refers to the development of a culture of public participation within municipalities. It states that a Municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. For this purpose, it must encourage and create conditions for the local community to participate in the affairs of the community. Participation is required for the following processes:

- the preparation, implementation and review of the IDP;
- establishment, implementation and review of the performance management system;
- monitoring and review of the performance, including the outcomes and impact of such performance; and
- the preparation of the municipal budget.

2.3.1 WARD BASED PUBLIC MEETINGS

The table below provides detail of public participatory initiatives held by the Municipality during the financial year under review. Ward based public meetings were held physically in every ward and the community were invited in the manner most appropriate to every ward including distribution of pamphlets, advertisements on the Cape Agulhas Municipality's Facebook page, advertisements on the Municipal App, and loud hailing with the with the assistance of the Community Development Workers.

TABLE 31 WARD BASED PUBLIC MEETINGS

WARD	DATE	PURPOSE	TARGET AUDIENCE
1	21 Aug 2024 (Napier)	Ward/IDP Feedback Meeting	All Ward residents
1	16 April 2025 (Napier)	Budget/IDP /Imbizo	All Ward residents
2	26 September 2024 (Bredasdorp)	Feedback Meeting	All Ward residents
2	14 April 2025 (Bredasdorp)	Budget/IDP /Imbizo	All Ward residents
2	14 April 2025 (Bredasdorp)	Budget/IDP /Imbizo	All Ward residents
2	23 April 2025-(Klipdale)	Budget/IDP /Imbizo	All Ward residents
3	24 July 2024	Feedback meeting	All Ward residents
3	17 April 2025 (Bredasdorp)	Budget/IDP /Imbizo	All Ward residents
4	30 July 2024 (Bredasdorp)	Feedback Meetings	All Ward Residents
4	31 July 2024 (Protem)	Feedback Meetings	All Ward Residents
4	15 April 2025 (Bredasdorp)	Budget/IDP /Imbizo	All Ward residents
4	24 April 2025 (Protem)	Budget/IDP /Imbizo	All Ward Residents
5	19 Aug 2024 (Struisbaai North)	Feedback Meetings	All Ward residents
5	28 Sept 2024- (Struisbaai)	Feedback Meetings	All Ward residents
5	08 April 2025 (Struisbaai)	Budget/IDP /Imbizo	All Ward residents
5	10 April 2025 (Struisbaai North)	Budget/IDP /Imbizo	All Ward residents
6	22 Aug 2024 (Bredasdorp)	Feedback Meetings	All Ward Residents
6	21 Aug 2024 (Arniston	Feedback Meetings	All Ward Residents
6	7 April 2025 (Arniston)	Budget/IDP /Imbizo (Bredasdorp)	All ward residents
6	9 April 2025 (Bredasdorp)	Budget/IDP /Imbizo (Bredasdorp)	All Ward residents

2.3.2 WARD COMMITTEES

This section of the Annual Report will reflect on the functionality and membership of ward committees in the year

2.3.2.1 ESTABLISHMENT, MEMBERSHIP AND FUNCTIONALITY OF WARD COMMITTEES

Functional Ward Committees are established for all six wards in the Cape Agulhas Municipal Area.

a) Functionality

The table below provides a summary of the functionality of ward committees during the year under review.

TABLE 32 FUNCTIONALITY OF WARD COMMITTEES

WARD	COMMITTEE ESTABLISHED YES / NO	NUMBER OF REPORTS SUBMITTED TO THE SPEAKER'S OFFICE	NUMBER WARD COMMITTEE MEETINGS HELD DURING THE YEAR	NUMBER OF PUBLIC WARD MEETINGS HELD DURING THE YEAR
1	Yes	4	8	4
2	Yes	4	10	4
3	Yes	4	10	4
4	Yes	4	8	4
5	Yes	4	9	4
6	Yes	4	9	4

b) Membership and meetings

The following tables provides an overview of the membership and meeting dates of ward committees.

TABLE 33 WARD COMMITTEE MEMBERSHIP AND FUNCTIONALITY

WARD 1: NAPIER, ELIM, SPANJAARDSKLOOF AND SURROUNDING FARMS

NAME OF REPRESENTATIVE	CAPACITY REPRESENTING	MEETING DATES
Cllr R Ross	**Ward Councillor**	07August 2024 10 Sept 2024 02 Oct 2024 12 Nov2024 11 Feb 2025 19 April 2025 13 May 2025 12 June 2025
Mr Ivan Boshoff	Napier Community Police Forum	
Ms Hilary Mellet	Napier Neighbourhood Watch	
Mr Mark Partington	Huis Klippe Drift Napier	
Kevin Poulter	Napier Residents Association (NRA)	
J De Kock	Overberg District Agricultural Association	
Kent Georgala	Cape Agulhas Business Association	
Mr Okko De Jamaer	Napier Heritage and Conservation Body (NHCB)	
Mr Aron Van Breda	Elim Opsienersraad	
Mr Sakhile Mlati	Napier Informal Area	
Ms Philana Bruintjies	Spanjaardskloof Residents	

WARD 2: PART OF BREDASDORP, KLIPDALE, HOUTKLOOF AND SURROUNDING FARMS

NAME OF REPRESENTATIVE	CAPACITY REPRESENTING	MEETING DATES
Ald D Jantjies	**Ward Councillor**	22 July 2024 19 Aug 2024 23 Sept 2024
Mr Bramwell Signeur	Albert Myburgh Senior Secondary School	
Mr Roger Oostendorp	De Heide Primary School	

Mr Lionel Japhta	Babbel en Krabbel Kleuterskool	21 Oct 2024 18 Nov 2024 17 Feb 2025 19 April 2025 19 May 2025 17 June 2025 30 June 2025
Fredericka January	Liefdesnessie Dienssentrum	
Mrs Rosemarie Lourens	Bredasdorp Rangers Football Club	
Mr Ernest White	Bredasdorp Community Police Forum	
Mr Hendrik Eksteen	Standards Rugby Club	
Mr Frederick Koeberg	Anglican Church Men Society	
Mr Igsaan Adams	Bredasdorp Cricket Club	
Mrs Eva Wilschutte	Klipdale Residents	

WARD 3: PART OF BREDASDORP (TUSSEN TREINE (SIMUNYE), KLEINBEGIN, ZWELITSHA AND KALKOONDE)

NAME OF REPRESENTATIVE	CAPACITY REPRESENTING	MEETING DATES
Cllr R Louw	**Ward Councillor**	24 July 2024 28 Aug 2024 26 Sept 2024 24 Oct 2024 26 Nov 2024 26 Feb 2025 20 April 2025 20 May 2025 5 June 2025 25 June 2025
Ms Dorothy Petersen	Blue Crane Disables	
Ms Bonganjalo Musoke	Lesedi Educare	
Jasmine Sarels	Realist Records	
Mr Xolisa Waxa	Bredasdorp Taxi Association	
Ms Wendy Kweyama	Cape Agulhas Local Football Association	
Ms Rachel Windvogel	Bredasdorp Nutrition & Development Centre	
Ms Theresia Adendolf	Little Angels Educare	
Mr Simon September	Bredasdorp Rangers Football Club	
Ms Charlotte Louw	Betanië Pentecostal Mission RSA	
Nombasa Phyllis	Zwelitsha Informal Area	

WARD 4: PART OF BREDASDORP (CBD), PROTEM, VAN DER STELSKRAAL AND SURROUNDING FARMS

NAME OF REPRESENTATIVE	CAPACITY REPRESENTING	MEETING DATES
Ald J Nieuwoudt	**Ward Councillor**	12 Aug 2024 09 Sept 2024 16 Oct 2024 19 Nov 2024 6 Feb 2025 12 April 2025 12 May 2025 17 June 2025
Mr Ferdi Pieterse	Suideroord Tehuis	
Ms Anna de Beer	Suidpunt Dienssentrum. Notuleerder	
Ms Mienie Sinclair Drever	ACVV Bredasdorp	
Ms Marlene Louw	Otto du Plessis Hospitaal Fasiliteitsraad	
Mr Tiaan Diedericks	Bredasdorp Highschool	
Mr J.S. Bester	NG Kerk Bredasdorp	
Mr Waldo Strydom	CABA	
Mr André Joubert	AGS van SA Bredasdorp	
Ms Eljoe Le Roux	Bredasdorp Community Police Forum	
Mr Andries Temmers	Protem Residents	

WARD 5: STRUISBAAI, L'AGULHAS, SUIDERSTRAND, HAASVLAKTE AND SURROUNDING FARMS

NAME OF REPRESENTATIVE	CAPACITY REPRESENTING	MEETING DATES
Cllr A Eksteen	**Ward Councillor**	23 July 2024 14 Aug 2024 11 Sept 2024 9 Oct 2024 13 Nov 2024 19 Feb 2025 14 April 2025
Mr N Van Der Sandt	Cape Agulhas Business Association	
Celia Lourens	Suidpunt Residents Association	
Mr Schalk Lourens	Struisbaai Community Police Forum	
Mr Frank Weighill	Suidpunt Bewarings Vereniging	
Mr Dhiraj Nariandas	SAN Parks	
Mr Giel de Kock	Agulhas Erfenis Vereniging	

Mr Heinrich Williams	NGK Suidpunt	14 May 2025 18 June 2025
Mr Antonie Fourie	Onse Hoop Dienssentrum	
Ms Miriam Van Rooy	Struisbaai Informele Area (Oukamp)	
Mr Pieter Albertyn	Overberg Landbou Vereniging	

WARD 6: BREDASDORP (SELFBOU AREA AND BERGSIG), ARNISTON AND SURROUNDING FARMS

NAME OF REPRESENTATIVE	CAPACITY REPRESENTING	MEETING DATES
Cllr J August-Martinus	**Ward Councillor**	24 July 2024 23 Oct 2024 27 Nov 2024 2 Dec 2024 27 Feb 2025 25 Sept 2025 29 April 2025 21 May 2025 26 June 2025
Ms Philinda Janse	Bredasdorp Community Police Forum	
Ms Elizabeth Spandiel	Selfbou Block	
Ms Karen Grandfield	Kleinbegin Block	
Ms Clarens Davids	Bergsig Block	
Ms Amelia Klaasen	V-Dub Club	
Mr Nicolas September	Volstruiskamp Block	
Mr James Murtz	Kassiesbaai Block	
Mr Godfrey Gertse	Sea Hawks Rugby Club	
Ms Jodine Davids	Selfbou Block	
Mnr Eksteen Lourens	Waenhuiskrans Vissersunie	

2.3.2.2 WARD COMMITTEE POLICY

The revised Ward Committee Policy was approved on 27 June 2025 (Resolution 44/2025)

2.3.2.3 WARD COMMITTEE HIGHLIGHTS AND CHALLENGES

a) Ward Committee Highlights

- Ward Committee members have a high level of involvement in social programmes within their wards
- Active involvement in participation in our local development planning processes which enable them to provide valuable inputs and suggestions for the compilation of our IDP and Budget
- Problem solving – ward committee members specially in ward 3, play a crucial role in identifying and addressing ward issues and challenges
- Community participation - Ward committees provide an opportunity for wards residents to actively engage on affairs of local government, and they make a significant contribution for improvement in the community

b) Ward committee challenges

- To improve the feedback from sector representatives on the Ward Committees.
- The quality of report writing
- The quality of minute taking
- Failure to attend meetings results in information not reaching respective wards, and this means that the community are unaware of the issues the Municipal Council wishes to communicate.

2.4 COMPONENT D: CORPORATE GOVERNANCE

Corporate Governance is the set of processes, practices, policies, laws and relationships affecting the way an institution is directed, administered or controlled.

2.4.1 RISK MANAGEMENT

Section 62(1) of the Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) stipulates that the *"Accounting Officer must take all reasonable steps to ensure that the Municipality has and maintains an effective, efficient and transparent system of financial and risk management and internal control"* This legislative prescript coupled with the obligation to ensure that the resources of the Municipality are used effectively, efficiently and economically underlie the implementation of risk management at Cape Agulhas Municipality.

The initiatives and actions performed by the Risk Management Unit (RMU) during 2024/25 include:

- A comprehensive quarterly departmental risk assessment, involving the heads of department, which contributed to the compilation of a detailed risk register.
- Compilation of mitigating risk actions for the departmental operational and strategic risks
- Continuous emphasis on fraud and corruption risks and the related risk action plans.
- Continuous awareness and development of an ethical culture within the Municipality.
- Published regular articles on Risk management, Fraud, Ethics and Business continuity in the Municipality's internal newsletter.
- Monitoring of the risk management implementation plan.
- Monthly updates on risk action plans by managers and monitoring by the Risk Management Unit.
- Annual review of Risk Management Statutory documents which includes Risk Management Strategy, Risk Management Policy, Fraud and Risk Management Charter and the Risk Management Implementation Plan.
- Participation in the Provincial Risk Management Forum.
- Participation in District Risk Management Forum.
- Improved co-operation between the RMU and Internal Audit, reducing duplication, increasing the sharing of risk information, and improving assurance coverage, while respecting Internal Auditor's independence.
- Fraud and Risk Management Committee (FARMCO) performance evaluation through individual assessments by the members in the form of a questionnaire.
- Adding value of "best practice" developments to the Fraud and Risk Management Committee. Review of the risk register, incident and emerging risks and corrupt, fraudulent, and unethical incidents are now standard agenda items for Fraud and Risk Management Committee meetings.
- A monthly strategic risk and risk action report is submitted to portfolio committees which gets tabled to council.

2.4.1.1 FRAUD AND RISK MANAGEMENT COMMITTEE

A Fraud and Risk Management Committee (FARMCO) was established by the Municipal Manager on 29 June 2015. The FARMCO is a high-level advisory body that assists the Accounting Officer to fulfil his/her responsibilities for Risk Management as set out in the MFMA, the Public Sector Risk Management Framework and corporate governance principles. The FARMCO operates within the parameters of a FARMCO Charter that is revised annually. The FARMCO also oversees the effective implementation of the risk management processes, effective management of identified risks and provides timely and useful enterprise risk management reports to the Municipal Manager and the Audit Committee of the Municipality.

The table below indicates the membership and meeting dates.

TABLE 34 FRAUD AND RISK MANAGEMENT COMMITTEE (FARMCO)

NAME	CAPACITY	MEETINGS
Mr A Kok	External Chairperson	18 October 2024 (1st quarter reporting) 16 January 2025 (2nd quarter reporting) 10 April 2025 (3rd quarter reporting) 14 June (Special FARMCO) 17 July 2025 (4th quarter reporting)
Mr W Jonker	Director: Financial Services and ITC	
Ms K Moodley	Director: Management Services	
Mr H Krohn	Director: Infrastructure Service	
Mrs T Stone	Division Head: Strategic Planning and Administration	
Mrs N Mhlati-Musewe	Division Head: Human Resources and Organisational Development (Until 30 January 2025)	
Ms J Schoeman	Division Head: Human Resources and Organisational Development (From 1 March 2025)	
Mr W van Zyl	Manager: ICT / Acting Manager Protection Services	
Mr S Cooper	Manager: Electrical Services (Until 31 August 2024)	
STANDING INVITEES		
Mr Z Baca	Chief Audit Executive of Cape Agulhas Municipality (Advisory and observation)	
Mrs L Stevens	Chairperson of the Audit Committee	
Mr N Davids	Risk Management Officer of the Cape Agulhas Municipality (Secretariat).	

2.4.1.2 RISK ASSESSMENTS

Risk assessments are systematic processes that quantify or qualify the level of risk associated with a specific event to enrich the risk intelligence available to the Municipality. Risk assessments are systematic processes that quantify or qualify the level of risk associated with a specific event to enrich the risk intelligence available to the Municipality. The main purpose of risk assessments is to help the Municipality prioritise the most important risks since it is not expected to have the capacity to deal with all risks in an equal manner. Risk assessments should be re-performed for the key risks in response to changes, but at least once a year, to ascertain the shift in the magnitude of risk and the need for further management action as a result thereof.

The risk assessment process for 2024/25 commenced every quarter of the financial year. The risks identified were classified into high, medium, and low risks to determine the inherent risk (impact risk before taking controls into consideration) as well as residual risks (after taking existing control measures into consideration).

Risk Assessment Focus Areas

- Capacity / Organisational Structure
- Primary Duties and Responsibilities
- Turnaround time
- Legal Compliance
- Possible risk fraudulent, corrupt, and unethical activities
- Budgetary Issues
- Record Management
- Reporting lines
- Current control weaknesses
- Inter-governmental / inter-departmental relations
- ICT related issues
- Asset Management & Contract Management
- Anomalies
- Findings
- Inefficiencies of Committee Structures

- Democratic Election Process
- POPI & PAIA, PAJA
- Reputational Harm / Damage

The risk assessment results were submitted to the FARMCO who workshopped the Strategic and Operational Risk registers. The operational risks were recommended for approval by the Municipal Manager who subsequently signed them off and the strategic risks were recommended for approval by Council.

The following table contains the Municipalities top strategic risks for 2024/25:

TABLE 35 STRATEGIC RISK REGISTER 2024/25

RISK DESCRIPTION	RESIDUAL RISK	CURRENT CONTROLS	RISK ACTIONS
Power Outages / Loadshedding	Medium	- Generators/standby generators at critical infrastructure and service sites & offices. - Provision has been made in capital and operational budget. - Advance and regular communication with public - Manual back-up processes - Use of laptops, cell phones - Two-way radios	1.Submit business plans to Western Cape Government for solar PV installation at Bredasdorp Wastewater treatment works. 2. Submit business plans to Department of Energy and Mineral Resources 3. PPP application 4. Retrofit program on all old motor control centres 5. Financial monitoring/forecasting on electricity 6. Increased capacity - two-way radios - Willem
Non- adherence to Restrictive Permit Conditions (Landfill Sites)	Low	- Monitoring of the run-off water - A contractor was appointed to transport cover material during lockdown - level 3 - Application to reduce the buffer zone to 200m - Implemented external recommendations regarding landfill audit - Upgraded Struisbaai drop off zone	1. Develop a new drop off site at Bredasdorp landfill - Phase 2. Medium security fencing 3. Stabilization of slopes
Financial viability of the Municipality	Medium	- LTFP adopted - June 2015 - Strategies adopted - December 2015 - Implemented Revenue Enhancement Strategy - Implementation of revised LTFP - Monthly report to finance portfolio committee of long-term financial plan and revenue enhancement framework - Productivity study - Updated LTFP - 2021.	1. (a) Execution of the revenue enhancement framework (execution of targets within planned periods) 1.2 (b) Cleansing and updating of indigents 1.3 (b) Cleansing and updating of informal settlements 2. Monthly Report to finance portfolio committee/council of long-term financial plan and revenue enhancement framework 3. Establishment of a Revenue Committee/working group
Illegal Erection of Informal Structures and Land invasions	Medium	- Incidents of illegal occupation reported to law-enforcement - Land invasion and squatter control policy - Ongoing training - Inter-departmental SOP (Housing and Law enforcement)	1. Integrated meeting with regards to displacement of foreign nationals with all stakeholders which includes, law enforcement, SAPS, Home Affairs, Department of Labor,

RISK DESCRIPTION	RESIDUAL RISK	CURRENT CONTROLS	RISK ACTIONS
		- 2 Law Enforcement officials - Informal settlement committee - Monitor activities and incident reporting of squatter control (law enforcement). - Implementation of Land invasion Policy - Planning phase to create service sites for possible relocation of the informal settlement - Upgrade of informal settlement program	Department of Justice, human rights commission and the NPA 2. Implementation of Land invasion Policy 3. Develop Draft by-law to address land invasions 4. Budget for Outsourcing to effectively deal with illegal structures.
Inadequate Provision of water supply - source and water quality	Medium	- Water demand management. Equipped 2 new boreholes Napier and Suiderstrand. - Monitoring of ground water levels. - Completed Groundwater management plan - 5-year new water services development plan - Complete the equipping of new pump and electricity for boreholes in Suiderstrand and Napier (2-year roll-over budget).	1. Verification and licensing of all ground water sources and drafting of a groundwater management plan. 2. Budget for new water pipe replacement
Failure to provide/render effective disaster management function	Medium	- Disaster Management Plan - Shared service agreement with ODM - Working in collaboration with other spheres of government i.e. JOC, SAPS, Provincial Disaster Management - Winter, summer and holiday readiness plans	1. Council to consider appointing a skilled disaster management official 2. Strengthen intergovernmental relations with all stakeholders with regards to disaster management
Protest action / Civil unrest	Medium	- Local Economic Development and Social - Development Departments in place to implement programs to improve the socio-economic conditions in Cape Agulhas. - Municipal Infrastructure Grants (MIG) - Traffic and Law Enforcement Units to respond to protest actions and civil unrest. Collaboration with the SAPS to plan for and deal with protests and riots. Utilization of an eviction contractor. - Court interdicts - -Business Continuity Framework - -Collaboration between councillors and municipal officials to engage with communities to find solutions to problems giving rise to protest actions. - -Indigent Policy and related subsidies - -District Safety Forum - -Quarterly report to Fraud and Risk Management Committee -CAM Safety plan	1. Traffic and Law Enforcement Units to respond to protest actions and civil unrest. 2. Collaboration with the SAPS to plan for and deal with protests and riots 3 Implement Law enforcement strategy. 4. Implement safety plan. 5. Budget for Outsourcing to effectively deal with protest actions
Social Conflict	Low	-Social Conflict plan -Safety forum -Safety Plan -Law Enforcement Strategy -Integrated support from intergovernmental Stakeholders	1. Implementation of Social conflict management plan

RISK DESCRIPTION	RESIDUAL RISK	CURRENT CONTROLS	RISK ACTIONS
		-Cross-border agreement within the Overberg District municipalities -Mediation Services	

2.4.1.3 RISK POLICIES AND STRATEGIES

The Fraud and Risk Management Committee (FARMCO) oversees the Municipality's Risk management. FARMCO has a Charter which sets out their roles and responsibilities which includes the review of the risk management governance documents namely the Risk Management Policy, Risk Management Strategy and Risk Management Implementation Plan and recommends these documents for Council's approval. These documents were reviewed by FARMCO on 19 July 2024. The charter, policy and strategy were later submitted to Council for approval on 5 August 2024 in line with the National Treasury Risk Management Framework.

TABLE 36 RISK POLICIES AND STRATEGIES

NAME OF DOCUMENT	DEVELOPED: YES/NO	COUNCIL APPROVAL
FARMCO Charter	Yes	5 August 2024 - Council Resolution 150/2024
Risk Management Policy	Yes	5 August 2024 - Council Resolution 150/2024
Risk Management Strategy	Yes	5 August 2024 - Council Resolution 150/2024

2.4.2 ANTI-CORRUPTION AND ANTI-FRAUD

Section 6(2)(c) of the Municipal Systems Act (MSA) states that the Municipality must take measures to prevent corruption, section 83(1)(c) of the MSA refers to the implementation of effective bidding structures to minimize the possibility of fraud and corruption and the Municipal Finance Management Act (MFMA), section 112(1)(m)(i) obligates the Municipality to institute supply chain measures to combat fraud and corruption, favouritism and unfair and irregular practices. The Prevention and Combating of Corrupt Activities Act defines corruption and specific corrupt activities and imposes a reporting obligation on the Accounting Officer.

The Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings regulates the reporting, investigation and disciplinary proceedings regarding allegations of financial misconduct, including fraud and corruption.

TABLE 37 ANTI CORRUPTION AND FRAUD STRATEGIES

NAME OF STRATEGY	DEVELOPED: YES/NO	DATE ADOPTED
Fraud Prevention and Anti-Corruption Strategy	Yes	29 August 2024- Council Resolution 182/2024
Fraud Prevention and Anti-Corruption Policy	Yes	29 August 2024- Council Resolution 182/2024
Fraud Prevention and Anti-Corruption Plan	Yes	29 August 2024- Council Resolution 182/2024

The following table provides an overview of the Municipality's implementation strategies:

TABLE 38 *IMPLEMENTATION STRATEGIES*

KEY RISK AREAS	KEY MEASURES TO CURB CORRUPTION AND FRAUD
Policy	A Fraud Prevention and Anti-Corruption Policy is a key defence mechanism because it emphasises that the Municipality has a formal framework in place to deal with fraud and corruption. It answers key questions such as: · What is fraud and corruption?

	· How do we deal with it when it arises? · What are the roles and responsibilities? · What are the sanctions?
Institutional arrangements	The creation of specific structures (e.g., a fraud and risk committee) and the definition of roles and responsibilities facilitate coordination and management of programme implementation. At municipal level, these would include structures such as internal audit and the external audit committees.
Systems and control	With well-structured and documented systems and controls in place, gaps and loopholes are nullified that are often used to perpetrate fraud and corruption. These systems and controls also enable monitoring and management mechanisms that will facilitate detection where there are attempts to override or circumvent such systems and controls. Importantly, systems and controls will ensure compliance with policies and regulations. Supply chain management is a good example of where systems and controls are crucial in preventing fraud and corruption. The risk management unit developed a fraud risk management tool to help better understand the Municipality's fraud exposure, the associated risks and to test the strength of existing controls.
Fraud and corruption risk management	All organisations have systems and controls in place with varying levels of structure and detail. Despite this, organisations are still vulnerable to fraud and corruption because systems and controls are not properly implemented, or their inherent gaps and weaknesses can be exploited. Conducting fraud and corruption risk assessments enables organisations to test the integrity and completeness of their systems and controls with a view to implementing measures that strengthen areas of weakness and closing gaps. This approach proactively allows the organisation to prevent fraud and corruption.
Training, awareness and communication	Making managers, staff, suppliers and customers aware of the risks of fraud corruption, how to deal with it, what the consequences are and why it is important to prevent and fight it are key weapons in building up an organisational culture that opposes fraud and corruption. Training will make managers and staff aware of what to watch out for so that they do not willingly or unwillingly participate in acts of fraud and corruption. Communicating successes in dealing with fraud and corruption serves as deterrent to others and builds the corporate image of an institution.

2.4.3 AUDIT COMMITTEE

Section 166(2) of the MFMA states that an Audit Committee is an independent advisory body, which must –

(a) advise the municipal council, the political office-bearers, the accounting officer and the management staff of the Municipality, on matters relating to –

- internal financial control;
- risk management;
- accounting policies;
- the adequacy, reliability and accuracy of financial reporting and information;
- performance management;
- effective governance;
- compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation;
- performance evaluation; and any other issues referred to it by Municipality.

Cape Agulhas Municipality has separate Audit and Performance Audit Committees due to the very different mandates of the Committees. The Audit Committee members also serve as members of the Performance Audit Committee. Although it is two Committees, the meetings are held on the same day and there are no additional costs for the Municipality.

2.4.3.1 FUNCTIONS OF THE AUDIT COMMITTEE

The main functions of the Audit Committee are prescribed in in Section 166(2) (a-e) of the MFMA and the Local Government Municipal and Performance Management Regulations and are as follows:

- To advise the Council on all matters related to compliance and effective governance.
- To review the annual financial statements, and to provide Council with an authoritative and credible view of the financial position of the Municipality, its efficiency and its overall level of compliance with the MFMA, the Annual Division of Revenue Act (Dora) and other applicable legislation.
- To respond to the council on any issues raised by the Auditor-General in the audit report.
- To review the quarterly reports submitted to it by Internal Audit.
- To evaluate audit reports pertaining to financial, administrative and technical systems.
- The compilation of reports to Council, at least twice during a financial year.
- To review the performance management system and make recommendations in this regard to Council.
- To identify major risks to which Council is exposed and determine the extent to which risks have been minimised.
- To review the annual report of the Municipality.
- To review the plans of the Internal Audit function and in so doing; ensure that the plan addresses the high-risk areas and ensure that adequate resources are available.
- Provide support to the Internal Audit function.
- Ensure that no restrictions or limitations are placed on the Internal Audit section.
- Evaluate the activities of the Internal Audit function in terms of their role as prescribed by legislation.

2.4.3.2 MEMBERS OF THE AUDIT COMMITTEE

The table below indicates the membership and meeting dates of the Audit Committee of the Cape Agulhas Municipality:

TABLE 39 MEMBERS OF THE AUDIT COMMITTEE

NAME	CAPACITY	PERIOD SERVED	MEETING DATES
Mrs. L. Stevens	Member (Chairperson from 1/02/2023)	26/08/2021 – 30/06/2025	22/07/2024 26/08/2024 21/10/2024 27/01/2025 25/04/2025 12/05/2025 20/06/2025
Mr. J. Gourrah	Member	1/07/2023 – 30/06/2025	
Mrs. Z. Abrahams	Member	1/07/2023 – 30/06/2025	
Prof. N.J.J. Olivier	Member	2/01/2024 – 30/06/2025	

In terms of the Provincial Treasury guidelines, members may only serve on the Committee for two terms but not for a period exceeding six years.

2.4.3.3 MUNICIPAL AUDIT COMMITTEE RECOMMENDATIONS AND RESOLUTIONS

- That fleet management policy be revised and communicated to everyone affected.
- That an investigation be done on payment of overtime to employees earning above the threshold.
- That clarity be provided on steps taken to recover money owed by the private vacuum tank operator for dropping at municipal facility.

2.4.4 PERFORMANCE AUDIT COMMITTEE

The Local Government Municipal and Performance Management Regulations require that the Performance Audit Committee comprise a minimum of three members, the majority of whom are external (neither a councillor nor an employee) of the Municipality. Section 14(2) (b) stipulates that the Performance Audit Committee must include at least one person who has expertise in performance management. It is also a requirement of Section 14(2)(d) that the Council of a Municipality designate a member of the Performance Audit Committee who is neither a councillor nor an employee of the Municipality as the Chairperson of the Committee.

2.4.4.1 FUNCTIONS OF THE PERFORMANCE AUDIT COMMITTEE

In terms of Section 14(4) (a) of the Local Government Municipal and Performance Management Regulations the performance Audit Committee has the responsibility to –

- review the quarterly reports produced and submitted by the internal audit division.
- review the Municipality's performance management system and make recommendations in this regard to the Council of the Municipality; and
- at least twice during each financial year submit a performance audit report to the Council of the Municipality.

2.4.4.2 MEMBERS OF THE PERFORMANCE AUDIT COMMITTEE

The table below indicates the membership and meeting dates of the Performance Audit Committee of the Cape Agulhas Municipality:

TABLE 40 MEMBERS OF THE PERFORMANCE AUDIT COMMITTEE

NAME	CAPACITY	PERIOD SERVED	MEETING DATES
Mrs. L. Stevens	Member (Chairperson from 1/02/2023)	1/07/2023 – 30/06/2025	22/07/2024
Mr. J. Gourrah	Member	1/07/2023 – 30/06/2025	26/08/2024
Mrs. Z. Abrahams	Member	1/07/2023 – 30/06/2025	21/10/2024
Prof. N.J.J. Olivier	Member	2/01/2024 – 30/06/2025	27/01/2025 25/04/2025 20/06/2025

2.4.4.3 MUNICIPAL PERFORMANCE AUDIT COMMITTEE RECOMMENDATIONS

TABLE 41 MUNICIPAL PERFORMANCE AUDIT COMMITTEE RECOMMENDATIONS

DATE OF COMMITTEE MEETING	COMMITTEE RECOMMENDATIONS DURING 2024/25	ACTIONS TAKEN ON RECOMMENDATIONS
22 July 2024	That management pre-plan projects and begin the procurement process early to avoid having projects that start in the middle or towards the end of the financial year resulting in funds having to be sent back to Treasury.	22 July 2024
21 October 2024	No additional recommendations required	21 October 2024
27 January 2025	No additional recommendations required	27 January 2025

25 April 2025	No additional recommendations required	25 April 2025

2.4.5 INTERNAL AUDITING

Section 165 of the MFMA requires that:
The internal audit unit of a Municipality must –

- prepare a risk-based audit plan and an internal audit program for each financial year; and
- advise the accounting officer and report to the audit committee on the implementation on the internal audit plan and matters relating to:
  - internal audit matters
  - internal controls
  - accounting procedures and practices
  - risk and risk management
  - performance management
  - loss control
  - compliance with laws and regulations

The role of internal audit is to assist the Municipality in achieving its objective by bringing a systematic and disciplined approach to the evaluation and improvement of effectiveness of risk management, internal control and governance processes. Its activities are, therefore, guided by a philosophy of adding value to improve the operations of the Municipality.

The Municipality has an in-house internal audit function that consists of the Chief Audit Executive and the Senior Internal Auditor.

The table below shows the functions that were performed during the financial year under review by the Internal Audit function:

TABLE 43 INTERNAL AUDIT FUNCTIONS

FUNCTION	DATE/NUMBER
▪ Execution of the Risk Based Audit Plan for 2023/24	▪ Ongoing during the financial year
▪ Attendance of various management, Mayco, Council and Portfolio Committee meetings to be knowledgeable in the municipal environment as well as challenges and risks facing the Municipality	▪ Ongoing during the financial year
▪ Monitoring the progress made with the implementation of the Auditor-General findings correction action plan	▪ Ongoing during the financial year
▪ Assisting with the annual risk assessment process	▪ Ongoing during the financial year
▪ Assisting the Divisional: Strategic Services with the Service Delivery Budget Implementation Plan through the quarterly auditing of performance	▪ Ongoing during the financial year
▪ Attending the Chief Audit Executive and Chief Risk Officers forums as well as local district internal audit forums where experiences and best practices are shared	▪ Ongoing during the financial year
▪ Auditing of and issuing audit reports on: - Performance measurements and achievement of the Municipality’s annual performance targets - Capital Contract Management - Grants received and expended in terms of the Division of Revenue Act, 2023/24	▪ Ongoing during the financial year ▪ In terms of the approved audit plan ▪ timelines

- Funding of personnel training and qualifications - Management of infrastructure maintenance material - Property Valuation and Revenue collection - Occupational Health and Safety - Staff attendance and absenteeism	

2.4.6 BY-LAWS, POLICIES, STRATEGIES AND PLANS

Section 11 of the Municipal Systems Act gives a Municipal Council the executive and legislative authority to pass and implement by-laws and policies. The tables below indicate the policies, strategies and plans and by-laws developed and reviewed during the financial year:

TABLE 44 POLICIES DEVELOPED AND REVIEWED

DATE	RESOLUTION NUMBER	POLICY	STATUS
5 August 2024	150/2024	Risk Management Policy (2024/25)	Review
5 August 2024	151/2024	Supply Chain Management Policy and Preferential Procurement Policy	Review
29 August 2024	182/2024	Cape Agulhas Municipality Anti-Corruption and Fraud Prevention Policy (2024/25)	Review
31 October 2024	219/2024	Placement policy	New
12 December 2024	243/2024	Event Management Policy	New
12 December 2024	244/2024	Small Scale Embedded Generation (SSEG) Policy	Review
27 February 2025	24/2025	Amendment of the Leave Policy	Review
28 March 2025	46/2025	Disaster Management Policy Framework	New
30 April	58/2025	Supply Chain Management Policy and Preferential Procurement Policy	Review
30 May 2025	87 / 2025	Naming and renaming of streets and public places	New
30 May 2025	79/2025	Risk Management Policy (2025/26)	Review
30 May 2025	78/2025	i. The final Borrowing policy ii. Cash and Investment policy. iii. Policy relating to the Long-term financial planning. iv. Policy related to the Management and Disposal of Immovable Assets. v. Policy relating to the dealing with capital projects and infrastructure development. vi. Policy relating to the budget Implementation and Management. vii. Budget and Virement Policy viii. Supply chain management policy. ix. Cost Containment Policy x. Indigent policy. xi. Credit control and debt collection policy. xii. Policy on Electricity tariffs. xiii. Policy on Property rates tariffs. xiv. Policy on Refuse Removal and Solid Waste Tariffs. xv. Policy on Water tariffs.	Review
27 June 2025	114/2025	Ward committee policy on establishment and operation of ward committees	Review

TABLE 45 STRATEGIES AND PLANS DEVELOPED AND REVIEWED

DATE	RESOLUTION NUMBER	STRATEGY	STATUS
5 August 2024	150/2024	Risk Management Strategy (2024/25).	Review
29 August 2024	182/2024	Anti-Corruption and Fraud Prevention Strategy (2024/25).	Review
28 March 2025	46/2025	Disaster Management Plan	Review
28 March 2025	47/2025	Human Settlements Plan (2025/2026)	Review
30 May 2025	79/2025	Risk Management Strategy (2025/26)	Review
27 June	113/2025	Heritage Strategy	New

TABLE 42 BY-LAWS DEVELOPED AND REVIEWED

DATE	RESOLUTION NUMBER	BY-LAW	STATUS
18 September 2025	192/2024	Cape Agulhas Municipality: Draft by-law for the keeping and impoundment of animals	Draft
18 September 2025	193/2024	Cape Agulhas Municipality: Draft nuisances, behaviour in public places and Crime prevention by-law	Draft
28 March 2025	43/2025	By Law On The Rules of Order for Meetings of Council and Committees (2025)	Approved and promulgated on 6 May 2025 (Gazette 9066)

The Municipalities By-laws can be accessed at: https://capeagulhas.gov.za/documents/by-laws/

2.4.7 COMMUNICATION

Communication falls within the office of the Municipal Manager and is done by the Principal Officer: External and Internal Communications and 1 Communication Officer (EPWP), they report to the Division Head: Strategic Planning and Administration. The communication unit participates actively in the District Public Participation and Communication Forum and Provincial Communicators Technical (COMMTECH) Forum.

CAM Communications was awarded the Most Innovative Communications Team for local municipalities in the country by SALGA during the Annual SALGA Communicators Forum.

The following are some of the initiatives undertaken by the communication unit during the year:

- Assisting with public participation campaigns like the IDP, SDF , Budget Imbizo's and Ward Feedback Meetings.
- Weekly and biweekly articles and photos published in local newspapers like Die Suidernuus, Hermanus Times, 2 Oseane Nuus and some others.
- Municipal Matters on Radio Overberg 101.8fm is broadcasted every Thursday at 14h30 with a repeat on Sundays on Sundays at 14hoo.
- Create content and publish on the Collab Citizen Engagement App.
- Developed content and managed the communication aspects of various internal and external campaign.

- Regular photographic coverage of different events ranging from ministerial visits, municipal events, service delivery in actions to public meetings has been done. These events are also used to record sound bites for the weekly radio-slot called municipal matters and articles for newspaper coverage.
- Doing live videos during various municipal and stakeholder events and conducting interviews for video and radio.
- Stakeholder relations with various government departments and media.
- Management of media relations during disasters and unrest.
- Regular stock photos for tourism and general communication purposes.
- Involved with the development of the Tourism website.
- Content creation and management of web and social media posts in the form of various advertisement and notices etc. is being done on a regular basis.
- Management of social media platforms: CAM Instagram, CAM Youth Facebook, Discover Cape Agulhas Facebook (Tourism) and CAM Libraries Facebook.
- Management and distribution of complaints received via social media (WhatsApp and Facebook).
- Formulation of responses to questions and comments on social media in conjunction with the relevant departments.
- Civic Education campaign in partnership with Western Cape Government: Public Participation and Civics Academy.
- Actively involved with the operations of the CAM Joint Operations Centre (CAM JOC).
- Develop content in aid of crises communication.

2.4.7.1 COMMUNICATION POLICIES AND STRATEGIES

The Communication Strategy and Implementation Plan Review was tabled to and approved by council in 2023 after consultation sessions with all municipal departments and council. GCIS and Western Cape Government DLG Communication facilitated the process in conjunction with CAM Communications

TABLE 43 COMMUNICATION RELATED POLICIES AND STRATEGIES

POLICY / STRATEGY	DATE APPROVED
Communication Strategy and Implementation Plan Review	31 May 2023

2.4.7.2 COMMUNICATION PLATFORMS

The Municipality has several communication platforms, which are detailed below. Additional measures such as flyers, loud hailing etc are also used as and when required.

TABLE 44 COMMUNICATION CHANNELS

CHANNEL	YES/NO	NUMBER OF PEOPLE REACHED 2024/25
Facebook (CAM)	Yes	21000 followers
Facebook (Tourism)	Yes	7300 followers
Instagram	Yes	803
SMS system	Yes	36814
Radio (weekly slot)	Yes	20 000 RAMS (6 months)
YouTube	Yes	555 subscribers

2.4.8 THE MUNICIPAL WEBSITE

Municipalities are required to develop and maintain a functional website that displays relevant information as per the requirements of Section 75 of the MFMA and Section 21A and B of the MSA as amended. The website serves as a mechanism to promote accountability and transparency to communities and therefore information posted should be accurate and timeously updated.

The municipal website is a key communication mechanism in terms of service offering, information sharing and public participation. A communication tool should allow easy and convenient access to relevant information. The municipal website should serve as an integral part of the Municipality's Communication Strategy.

The Municipality has developed a new website which was launched in December 2022.

The table below provides information on documents that are published on our website:

TABLE 45 WEBSITE CHECKLIST

DESCRIPTION OF INFORMATION AND/OR DOCUMENT	PUBLISHED YES/NO
Municipal contact details (Section 14 of the Promotion of Access to Information Act)	
Full Council details	Yes
Contact details of the Municipal Manager	Yes
Contact details of the CFO	Yes
Physical address of the Municipality	Yes
Postal address of the Municipality	Yes
Financial Information (Sections 53, 75, 79 and 81(1) of the MFMA)	
Budget	Yes
Adjusted Budget	Yes
Asset Management Policy	Yes
Masakhane - Debt Collection and Credit Control Policy	Yes
Funds and Reserves Policy	Yes
Investment Policy	Yes
Rates Policy	Yes
Supply Chain Management Policy	Yes
Budget & Virement Policy	Yes
Petty Cash Policy	Yes
Borrowing Policy	Yes
Top layer SDBIP	Yes
Integrated Development Plan and Public Participation (Section 25(4)(b) of the MSA and Section 21(1)(b) of the MFMA)	
Reviewed IDP	Yes
IDP Process Plan for (Time schedule of key deadlines)	Yes
Reports (Sections 52(d), 71, 72 &75(1)(c) and 129(3) of the MFMA)	
Annual Report	Yes
Oversight report	Yes
Mid-year budget and performance assessment (Approved 25 January 2022)	Yes
Quarterly reports	Yes
Monthly Budget Statements	Yes
Local Economic Development (Section 26(c) of the MSA)	
Local Economic Development Strategy	Yes
Performance Management (Section 75(1)(d) of the MFMA)	
Performance Agreements for employees appointed as per Section 57 of MSA	Yes
Assurance Functions (Sections 62(1), 165 & 166 of the MFMA)	
Internal Audit Charter	Yes
Audit Committee Charter	Yes

Risk Management Strategy & Implementation Plan	Yes

2.4.9 CLIENT SERVICES

In order to achieve the Municipality's mission statement *"to render excellent services through good governance, public ownership and partnership in order to create a safer environment that will promote socio-economic growth and ensure future financial sustainability in a prosperous southernmost community"* we strive to continuously develop ways to ensure that in dealing with customers we demonstrate our value system based on the national Batho Pele principles which has been translated as *"people first"* and emphasises the values of *"customers first"*.

Our aim is to improve on customer loyalty and customer satisfaction within our Municipality by placing all people at the centre of development. Furthermore, whenever customers contact us, we will make sure that they will consistently experience high standards of service excellence.

In order to achieve customer service excellence, our value system is based upon the eight Batho Pele Principles which brings services closer to the people and aims to serve. The name Batho Pele means "People First" and the eight principles set out in it are the foundation of our Government's approach to guide all interaction between Government institutions and the public. The eight Batho Pele Principles includes:

- **Consultation** - The public should be consulted about the level and quality of public services they receive and, where possible, should be given a choice about the service offered.
- **Service Standards** - The public should be informed what level and quality of public service they will receive, so that they are aware of what they can expect.
- **Courtesy** - The public should always be treated with courtesy and consideration.
- **Access -** All members of the public should have equal access to services they are entitled to.
- **Information -** The public should have accurate information about the services they are entitled to receive.
- **Openness and Transparency** - The public should be told how administrations are run, how much they cost and who is in charge.
- **Redress -** If the promised service is not delivered, the public should be offered an apology, a full explanation, and a speedy and effective remedy, and when complaints are made, the public should receive a sympathetic and positive response.
- **Value for money** - Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

The Batho Pele Principles are all about giving good customer services to the end-users of government services. All public servants are therefore required to practise the Batho Pele Principles throughout their various day-to-day functioning. Excellent service delivery leads to happier customers and employee satisfaction.

As an Organisation, Cape Agulhas Municipality constantly reminds its staff that there must be a commitment to the following values that will guide our interactions with customers. These values will be the cornerstone of our customer focused approach.

- Courtesy and Respect
- Good Customer Care
- Service Excellence
- Integrity and Professionalism
- Mutual trust and Understanding

TABLE 46 CLIENT SERVICE ACTIVITIES

CLIENT SERVICE ACTIVITIES	YES/NO	DATE /COMPLETED
Functional complaint management system	Yes	Continuous
Management of complaints and status reporting	Yes	Continuous
Customer satisfaction survey	No	No customer satisfaction survey was done in this financial year
Mini-Customer Care Surveys	No	No Mini-customer care survey was done in this financial year
Complaints quality assurance	Yes	Continuous
Client Services Charter review	No	The charter was not reviewed during this financial year
Functional after-hours emergency desk	Yes	Currently done in conjunction with the Overberg District Municipality - Continuous

Client Services uses alternative ways to improve service delivery in the community, which includes but are not limited to the following:

- Daily scanning of social media to identify issues raised. These issues are being logged on our Collaborator Service request system in order for the relevant department to resolve. The log number of any possible issues are being communicated to complainants, together with the contact details of the relevant department responsible for attending to the specific issue raised.
- Complaints reports submitted to all Directorates.
- Biweekly inspections are being conducted to identify issues and assess quality assurance of complaints. Reports are then prepared and submitted to the relevant departments to follow-up.
- The aforementioned forms part of pro-active measures implemented by us to ensure good service delivery.
- The Collab Citizen App integrates seamlessly with the Collaborator Service Requests System

The complaints report from the Collaborator system for 2024/25 is as follows:

TABLE 47 TOTAL COMPLAINTS STATUS

TOTAL COMPLAINTS	COMPLETED	NOT COMPLETED
5310	5229	81

FIGURE 5 COMPLAINTS REPORT SUMMARY 2024/25

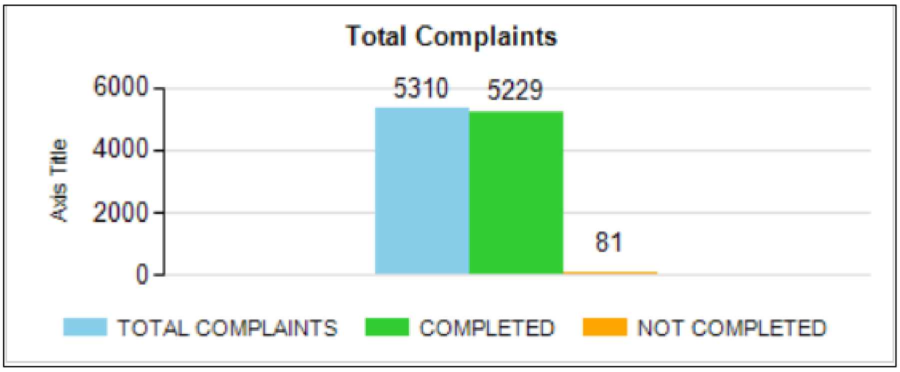


TABLE 48 COMPLAINTS PER TOWN

TOWNS	COMPLAINTS FINALISED	COMPLAINTS OUTSTANDING	Total 2024/25
Agulhas	328	8	336
Arniston	130	5	135

Bredasdorp	2665	35	2700
Elim	7	0	7
Klipdale	18	0	18
Napier	804	13	817
Protem	10	0	10
Struisbaai	1188	11	1199
Suiderstrand	74	1	75
Total	**5224**	**73**	**5297**

2.4.10 SUPPLY CHAIN MANAGEMENT

Supply Chain Management Unit (SCM) falls within the Financial Services and IT Directorate and is continuously improving its processes and procedures in order to ensure that the Municipality receives value for money in terms of demand and acquisition management.

2.4.10.1 SUPPLY CHAIN MANAGEMENT POLICY

The Supply Chain Management Policy was reviewed on 31 May 2024, as part of the annual budget policy review. The review addressed the latest legislative amendments; SCM Regulations, Treasury Circulars and recommendations made by the Auditor-General and Provincial Treasury to give enhance compliance. This will enable the Supply Chain Management Unit to streamline procedures and processes to promote more efficient and effective service delivery to all internal and external stakeholders.

2.4.10.2 BID COMMITTEES

The bid committees are established and are fully functioning according to Council's SCM Policy and the SCM Regulations. The committees are as follows:

- Bid Specification Committee (BSC)
- Bid Evaluation Committee (BEC)
- Bid Adjudication Committee (BAC)

The following table details the number of bid committee meetings held for the 2024/25 financial year:

TABLE 49 BID COMMITTEE MEETINGS

BID SPECIFICATION COMMITTEE	BID EVALUATION COMMITTEE	BID ADJUDICATION COMMITTEE
39	**42**	**25**

The attendance figures of members of the bid specification committee are as follows:

TABLE 50 ATTENDANCE OF MEMBERS OF BID SPECIFICATION COMMITTEE

MEMBERS	PERCENTAGE ATTENDANCE
There are no permanent members on the Bid Specification Committee. Members are allocated dependent on the type of bid	100%

The attendance figures of members of the bid evaluation committee are as follows:

TABLE 51 ATTENDANCE OF MEMBERS OF BID EVALUATION COMMITTEE

MEMBER	PERCENTAGE ATTENDANCE
There are no permanent members on the Bid Evaluation Committee. Members are allocated dependent on the type of bid	100%

The attendance figures of members of the bid adjudication committee are as follows:

TABLE 52 ATTENDANCE OF MEMBERS OF BID ADJUDICATION COMMITTEE

MEMBER	PERIOD	PERCENTAGE ATTENDANCE
W Jonker (Director: Finance & ITC Services)	1 July 2024 – 30 June 2025	96%
K Moodley (Director: Management Services)	1 July 2024 – 30 June 2025	84%
H Kröhn (Director: Infrastructure Services)	1 July 2024 – 30 June 2025	92%
G Van Der Westhuizen (Director Corporate Services) – March 2025	3 March 2024 – 30 June 2025	75%
R Sefoor (Manager Supply Chain Management)	1 July 2024 – 30 June 2025	100%
AD-HOC members		
N Kruger - Director: Financial Services (Overberg District Municipality)		
M Boyce - Director Community Services (Overberg District Municipality)		

a) Awards Made by the Bid Adjudication Committee

The following awards were made by the BAC:

TABLE 53 SUMMARY OF AWARDS MADE BY BAC

AWARDS	1ST QUARTER		2ND QUARTER		4TH QUARTER		4TH QUARTER		YEAR TO DATE	
	1 JULY – 30 SEPTEMBER 2024		1 OCTOBER – 31 DECEMBER 2024		1 JANUARY – 31 MARCH 2025		1 APRIL – 30 JUNE 2025		1 JULY 2024 – 30 JUNE 2025	
	QTY	AMOUNT	QTY	AMOUNT	QTY	AMOUNT	QTY	AMOUNT	QTY	AMOUNT
Competitive Bids	18	R 71 646 244,12	19	R 58 671 671,14	7	R 12 951 369,00	12	R 12 413 309,46	56	R 155 682 593,72
Formal Written Quotations	7	R 787 379,03	8	R 898 954,52	8	R 1 464 984,96	11	R 1 261 732,33	34	R 4 413 050,84
Sale Of Erven	2	R 186 300,00	0	R 0,00	0	R 0,00	0	R 0,00	2	R 186 300,00
Approvals in terms of SCM regulation 29 (5), (6) & (7), and MFMA section 114(1)	0	R 0,00	1	rates	0	R 0,00	0	R 0,00	1	rates
Cancelled Tenders/Formal Written Quotation	0		1		1		2		4	
Number of Disputes, Complaints, Enquiries and Objections Received	**2**		**13**		**1**		**2**		**18**	

b) Ten highest bids

The ten highest bids awarded by the bid adjudication committee are as follows:

TABLE 54 SUMMARY OF TEN HIGHEST BIDS

TENDER NR	DIRECTORATE	DEPARTMENT	DESCRIPTION	SUCCESSFUL TENDERER	CONTRACT AMOUNT
SCM28-2024-25	INFRASTRUCTURE SERVICES	SOLID WASTE	TRANSPORTATION OF CONTAINERISED MUNICIPAL SOLID WASTE FROM DROP OFF FACILITIES TO KARWYDERSKRAAL LANDFILL SITE	KHABOKEDI WASTE MANAGEMENT (PTY) LTD	R32 824 727,98
SCM24/2024/25	FINANCE & ICT SERVICES	ICT SERVICES	ICT ACCESS NETWORK AND VOIP SERVICES FOR A PERIOD OF 36 MONTHS	TWK COMMUNICATIONS PTY LTD	R13 948 709,43
SCM21/2024/25	FINANCE & ICT SERVICES	ICT SERVICES	ICT SUPPORT SERVICES AND LICENSING FOR A PERIOD OF 3 YEARS	DEON FERRIER & ASSOCIATES (PTY) LTD	R13 462 328,89
SCM38/2024/25	INFRASTRUCTURE SERVICES	ROADS & STROMWATER	REHABILITATION OF STREETS IN STRUISBAAI NORTH	AMS CIVILS PTY LTD	R9 927 110,50
SCM52/2024/25	INFRASTRUCTRUE SERVICES	ROADS & STORMWATER	RESURFACING OF STREETS BREDASDORP AND STRUISBAAI	KATSEN CONSTRUCTION (PTY) LTD	R5 995 272,00
SCM30/2024/25	MANAGEMENT SERVICES	PUBLIC SERVICES	SPORTSGROUND UPGRADE IN NAPIER & STRUISBAAI	BATSINI PTY LTD	R4 875 808,78
SCM59/2024/25	INFRASTRUCTURE SERVICES	WATER & SANITATION	UPGRADING OF EXISTING SEWER INFRASTRUCTURE IN THE CAM AREA	CAPE AGULHAS CIVILS CC	R3 185 865,13
SCM27-2024-25	INFRASTRUCTURE SERVICES	SOLID WASTE	APPOINTMENT OF A SERVICE PROVIDER FOR THE CHIPPING OF GREEN WASTE	WASTE CARRIERS(PTY) LTD	R2 780 000,00
SCM35/2024/25	INFRASTRUCTURE SERVICES	FLEET MANAGEMENT & MECHANICAL WORKSHOP	AUTO ELECTRICAL REPAIRS FOR A PERIOD ENDING 30 JUNE 2027	CROSS - ODENDAAL AUTO ELECT	R2 141 012,50
SCM51/2024/25	INFRASTRUCTRUE SERVICES	ROADS & STORMWATER	UPGRADING OF SUIDERSTRAND ROAD: PHASE 4	NKUTWALA CONSTRUCTION PTY LTD	R2 117 702,00

c) Reported bids over R100 000

In terms of MFMA Circular 34, all awards above R100 000 must be reported to Provincial and National Treasury within 15 days of the end of each month The Municipality awarded a total of 50 bids over the value of R100 000 during the 2024/25 financial year.

TABLE 55 REPORTED BIDS OVER R100 000

CONTRACT IDENTIFIER	COMMODITY DESCRIPTION	SUPPLIER	BEE STATUS	SOURCE METHOD	CONTRACT VALUE	LOWEST ACCEPTABLE BID VALUE	PREMIUM PAID VALUE
T140/2024	PROCESSING OF RECYCLED MATERIALS IN CAPE AGULHAS AREA FOR A PERIOD ENDING 30 JUNE 2027 - SCM22/2024/25	HK VAN DER WESTHUIZEN T/A OVERBERG MARINE (SCRAP & RECYCLING)	Non-Compliant Contributor	Competitive Bidding	R 1 807 573,82	R 1 807 573,82	-
T141/2024	SUPPLY & DELIVERY OF ROADSIGNS, PAINT & HARDWARE - GUARDRAILS FOR A PERIOD ENDING 30 JUNE 2027 - SCM16/2024/25	TAKE NOTE TRADING 245 CC T/A UNIVERSAL TRADING	Level 1	Competitive Bidding	R 645 144,25	R 645 144,25	-
T142/2024	CONSTRUCTION OF NEW STEEL ROOF ON EXISTING LIBRARY ROOF IN BREDASDORP - SCM35/2023/24	BATSINI PTY LTD	Level 1	Competitive Bidding	R 1 260 917,50	R 1 260 917,50	-
T167/2024	ICT SUPPORT SERVICES AND LICENSING FOR A PERIOD OF 3 YEARS - SCM21/2024/25	DEON FERRIER & ASSOCIATES (PTY) LTD	Level 1	Competitive Bidding	R 13 462 328,89	R 13 462 328,89	-
T195/2024	ICT ACCESS NETWORK AND VOIP SERVICES FOR A PERIOD OF 36 MONTHS - SCM24/2024/25	TWK COMMUNICATIONS PTY LTD	Level 6	Competitive Bidding	R 13 948 709,43	R 13 948 709,43	-
T144/2024	REHABILITATION OF FLETCHER STREET STORMWATER CULVERT COVER, BREDASDORP - Q21/2023/24	LUCOR CONSTRUCTION (PTY) LTD	Non-Compliant Contributor	Formal Written Quotation	R 128 035,25	R 128 035,25	-
Q8/2024/25	SUPPLY & DELIVERY OF AUTOMOTIVE BATTERIES FOR PERIOD 12 MONTHS - Q8/2024/25	MAWIELIES AUTO SPARES PTY LTD	Level 1	Formal Written Quotation	R 126 918,00	R 116 472,00	R 10 446,00
T3/2025	TRAFFIC- AND LAW ENFORCEMENT CONTRAVENTION SYSTEM - SCM48/2024/25	TOTAL COMPUTER SERVICES PTY (LTD)	Level 3	Competitive Bidding	R 1 300 650,00	R 1 300 650,00	-

CONTRACT IDENTIFIER	COMMODITY DESCRIPTION	SUPPLIER	BEE STATUS	SOURCE METHOD	CONTRACT VALUE	LOWEST ACCEPTABLE BID VALUE	PREMIUM PAID VALUE
T5/2025	DEVELOPMENT OF A COMPREHENSIVE LED AND A TOURISM STRATEGY - SCM40/2024/25	URBAN - ECO DEVELOPMENT ECONOMISTS	Level 2	Competitive Bidding	R 524 124,00	R 524 124,00	-
T8/2025	NAPIER DUMP SITE WALL REHABILITATION - **SCM49/2024/25**	NKUTWALA CONSTRUCTION PTY LTD	Level 1	Competitive Bidding	R 902 738,50	R 902 738,50	-
T13/2025	RESURFACING OF STREETS BREDASDORP AND STRUISBAAI - **SCM52/2024/25**	KATSEN CONSTRUCTION (PTY) LTD	Level 1	Competitive Bidding	R 5 995 272,00	R 5 995 272,00	-
Q22/2024/25	SUPPLY AND DELIVERY OF 25KG/ 30KG ASPHALT BAGS - **Q22/2024/25**	PLATINUM SUPPLIERS (PTY) LTD	Level 1	Competitive Bidding	R 242 190,00	R 242 190,00	-
T16/2025	REPAIR WORK TO BRIDGE STRUCTURES IN NAPIER - **SCM55/2024/25**	NKUTWALA CONSTRUCTION PTY LTD	Level 1	Competitive Bidding	R 2 110 882,50	R 2 110 882,50	-
T18/2025	UPGRADING OF SUIDERSTRAND ROAD: PHASE 4 - **SCM51/2024/25**	NKUTWALA CONSTRUCTION PTY LTD	Level 1	Competitive Bidding	R 2 117 702,00	R 2 117 702,00	-
Q23/2024/25	SUPPLY & INSTALLATION OF LIME FEEDER WITH AUTOMATIC IN-LINE PH-METER FOR STABILIZATION PURPOSES - **Q23/2024/25**	TESS ENGINEERS RSA (PTY) LTD	Level 2	Competitive Bidding	R 262 335,13	R 251 701,65	R 10 633,48
Q27/2024/25	DEVELOPMENT OF AN ELECTRICITY DISTRIBUTION COST OF SUPPLY STUDY FOR THE CAPE AGULHAS MUNICIPALITY - **Q27/2024/25**	MOTLA CONSULTING ENGINEERS	Level 2	Competitive Bidding	R 299 667,09	R 299 667,09	-
Q26/2024/25	SUPPLY AND DELIVERY OF CABLE LOCATER - **Q26/2024/25**	VEROTEST HOLDINGS (PTY) LTD	Level 2	Competitive Bidding	R 178 610,34	R 178 610,34	-
Q25/2024/25	SUPPLY, DELIVERY, INSTALL & COMMISSION OF 60	AK ELECTRICAL CONSULTANTS	Level 1	Competitive Bidding	R 293 951,50	R 293 951,50	-

CONTRACT IDENTIFIER	COMMODITY DESCRIPTION	SUPPLIER	BEE STATUS	SOURCE METHOD	CONTRACT VALUE	LOWEST ACCEPTABLE BID VALUE	PREMIUM PAID VALUE
	KVA 400V 1500 RPM GENERATOR - **Q25/2024/25**						
T226/2024	APPOINTMENT OF A SERVICE PROVIDER FOR THE CHIPPING OF GREEN WASTE - **SCM27/2024/25**	WASTE CARRIERS(PTY) LTD	Level 1	Competitive Bidding	R 2 780 000,00	R 2 780 000,00	-
T227/2024	TRANSPORTATION OF CONTAINERISED MUNICIPAL SOLID WASTE FROM DROP OFF FACILITIES TO KARWYDERSKRAAL LANDFILL SITE - **SCM28/2024/25**	KHABOKEDI WASTE MANAGEMENT (PTY) LTD	Level 1	Competitive Bidding	R 32 824 727,98	R 32 824 727,98	-
T228/2024	SERVER ROOM MAINTENANCE FOR A PERIOD OF 3 YEARS - **SCM20/2024/25**	TRACKOS PROJECTS (PTY) LTD	Level 4	Competitive Bidding	R 1 965 534,00	R 1 965 534,00	-
T231/2024	SUPPLY, DELIVERY & INSTALLATION OF OUTDOOR PLAYGROUND EQUIPMENT - **SCM29/2024/25**	A & M PRIMWOOD	Level 4	Competitive Bidding	R 487 094,00	R 487 094,00	-
T238/2024	AUTO ELECTRICAL REPAIRS FOR A PERIOD ENDING 30 JUNE 2027 - **SCM35/2024/25**	CROSS - ODENDAAL AUTO ELECT	Level 4	Competitive Bidding	R 2 141 012,50	R 2 141 012,50	-
T239/2024	UPGRADING OF THE EXISTING ABLUTION BUILDING AT CAPE AGULHAS CARAVAN PARK, L'AGULHAS - **SCM36/2024/25**	PPD ENGINEERING AND HARDWARE SUPPLIERS CC	Level 1	Competitive Bidding	R 323 201,75	R 323 201,75	-
	SUPPLY & DELIVERY OF LAWNMOWER & BRUSHCUTTER - **Q9/2024/25**	BEE TURF SUPPLIES (PTY) LTD	Level 2	Formal Written Quotation	R 235 704,00	R 235 704,00	-
T242/2024	SPORTSGROUND UPGRADE IN NAPIER & STRUISBAAI - **SCM30/2024/25**	BATSINI PTY LTD	Level 1	Competitive Bidding	R 4 875 808,75	R 4 875 808,75	-

CONTRACT IDENTIFIER	COMMODITY DESCRIPTION	SUPPLIER	BEE STATUS	SOURCE METHOD	CONTRACT VALUE	LOWEST ACCEPTABLE BID VALUE	PREMIUM PAID VALUE
T244/2024	REHABILITATION OF STREETS IN STRUISBAAI NORTH - **SCM38/2024/25**	AMS CIVILS PTY LTD	Level 1	Competitive Bidding	R 9 927 110,50	R 9 927 110,50	-
T245/2024	SUPPLY, DELIVERY AND INSTALL OF 2-WAY RADIOS FOR A PERIOD OF 36 MONTHS - **SCM41/2024/25**	BERNARDS ELECTRONICS AND COMMUNICATION PTY LTD	Non-Compliant Contributor	Competitive Bidding	R 813 438,50	R 813 438,50	-
T246/2024	WEB DEVELOPMENT AND MAINTENANCE FOR A PERIOD OF 36 MONTHS - **SCM42/2024/25**	MAX INTERNET TECHNOLOGIES CC T/A MAXITEC	Level 4	Competitive Bidding	R 743 750,07	R 743 750,07	-
T247/2024	LIFESAVING SERVICES - **SCM46/2024/25**	NATIONAL SEA RESCUE INSTITUTE OF SOUTH AFRICA	Non-Compliant Contributor	Competitive Bidding	R 606 117,60	R 606 117,60	-
T248/2024	BUSINESS PROCESS REDESIGN: ORGANISASIOTAL STRATEGIC LEADERSHIP DEVELOPMENT - **SCM26/2024/25**	MM SOLUTIONS ZONE (PTY) LTD	Level 1	Competitive Bidding	R 583 000,00	R 583 000,00	-
T254/2024	PROVISION OF SECURITY SERVICES AT ARNISTON RESORT - **SCM39/2024/25**	SIKAKULA TRADING PTY LTD	Level 1	Competitive Bidding	R 600 875,46	R 600 875,46	-
T255/2024	MAINTENANCE & REPAIRS OF MUNICIPAL BUILDINGS (PLUMBING SERVICES) - **SCM44/2024/25**	UMKAI BUILDING AND CIVIL WORKS PTY LTD	Level 1	Competitive Bidding	R 527 395,91	R 527 395,91	-
T256/2024	MAINTENANCE & REPAIRS OF MUNICIPAL BUILDINGS (ELECTRICAL SERVICES) - **SCM45/2024/25**	UMKAI BUILDING AND CIVIL WORKS PTY LTD	Level 1	Competitive Bidding	R 439 758,44	R 439 758,44	-
Q13/2024/25	CONSTRUCTION OF CONNECTING SEWER OCEANVIEW DRIVE	NKUTWALA CONSTRUCTION	Level 1	Formal Written Quotation	R 284 774,50	R 284 774,50	-

CONTRACT IDENTIFIER	COMMODITY DESCRIPTION	SUPPLIER	BEE STATUS	SOURCE METHOD	CONTRACT VALUE	LOWEST ACCEPTABLE BID VALUE	PREMIUM PAID VALUE
	- STRUISBAAI - **Q13/2024/25**						
Q16/2024/25	SUPPLY AND DELIVERY OF 2 STORAGE CONTAINERS - **Q16/2024/25**	MDIBI LOGISTICS AND PROJECTS	Level 1	Formal Written Quotation	R 105 165,20	R 105 165,20	-
T25/2025	APPOINTMENT OF SERVICE PROVIDERS FOR VARIOUS TRAININGS: OPERATING REGULATIONS FOR HIGH VOLTAGE SYSTEMS - **SCM47/2024/25**	EFFECTIVE HUMAN INTERVENTION PTY LTD	Level 2	Competitive Bidding	R 140 159,70	R 140 159,70	-
T28/2025	NEW TAXI PICK-UP & DROP-OFF POINTS IN NAPIER & STRUISBAAI - **SCM56/2024/25**	POTTS DEVCO (PTY) LTD	Level 1	Competitive Bidding	R 719 934,00	R 719 934,00	-
Q31/2024/25	REPAIR OF THE OFF-LOAD AREA WAENHUISKRANS -**Q31/2024/25**	TEAMWORK RL PTY LTD	Level 1	Formal Written Quotation	R 153 352,50	R 153 352,50	-
Q32/2024/25	APPOINTMENT OF A SERVICE PROVIDER TO REVIEW LONG TERM FINANCIAL PLAN / STRATEGY - **Q32/2024/25**	INCA PORTFOLIO MANAGERS	Level 2	Formal Written Quotation	R 172 270,00	R 172 270,00	-
T30/2025	SUPPLY AND DELIVERY OF PAD LOCKS - **SCM57/2024/25**	PATCH INDUSTRIAL SUPPLIES AND CONSULTING (PTY) LTD	Level 1	Competitive Bidding	R 620 470,14	R 620 470,14	-
T31/2025	PRINTING AND DISTRIBUTION OF MUNICIPAL ACCOUNTS - **SCM2/2025/26**	CAB HOLDINGS (PTY) LTD	Level 1	Competitive Bidding	R 234 924,30	R 234 924,30	
T33/2025	SUPPLY, INSTALLATION & DELIVERY OF ALUMINIUM DOORS ON SUBSTATION BUILDINGS - **SCM58/2024/25**	DC ZEEMAN	Level 1	Competitive Bidding	R 152 720,00	R 152 720,00	
T34/2025	UPGRADING OF EXISTING SEWER	CAPE AGULHAS CIVILS CC	Level 4	Competitive Bidding	R 3 185 865,13	R 3 185 865,13	

CONTRACT IDENTIFIER	COMMODITY DESCRIPTION	SUPPLIER	BEE STATUS	SOURCE METHOD	CONTRACT VALUE	LOWEST ACCEPTABLE BID VALUE	PREMIUM PAID VALUE
	INFRASTRUCTURE IN THE CAM AREA - **SCM59/2024/25**						
T35/2025	UPGRADING OF STORMWATER CHANNEL IN ALL SAINTS- AND BOND STREET, BREDASDORP - **SCM60/2024/25**	KATSEN CONSTRUCTION (PTY) LTD	Level 1	Competitive Bidding	R 1 171 670,60	R 1 171 670,60	
T36/2025	BULK WATER METER REPLACEMENTS AND BOREHOLE UPGRADES IN THE CAM AREA - **SCM61/2024/25**	TESS ENGINEERS RSA (PTY) LTD	Level 2	Competitive Bidding	R 1 595 115,34	R 1 595 115,34	
Q36/2024/25	SUPPLY, DELIVERY AND OFF-LOADING AND INSTALLATION OF PREBUILT ABLUTION FACILITIES FOR THE GLASKASTEEL NETBALL FACILITY - **Q36/2024/25**	CONTAINER CONVERSIONS (PTY) LTD	Level 1	Formal Written Quotation	R 157 377,55	R 157 377,55	
Q37/2024/25	TREE FELLING & SITE CLEARING AT PORTION A OF ERF. NUMBER 856, STRUISBAAI NORTH - **Q37/2024/25**	POTTS DEVCO (PTY) LTD	Level 1	Formal Written Quotation	R 298 856,25	R 298 856,25	-
Q38/2024/25	INVESTIGATION SERVICES - **Q38/2024/25**	MORAR INCORPORATED (PTY) LTD	Level 1	Formal Written Quotation	R 182 208,00	R 182 208,00	-
T38/2025	REPAIR WORK TO SW OUTLET AND STEPS IN ARNISTON - **SCM62/2024/25**	TESS ENGINEERS RSA (PTY) LTD	Level 1	Competitive Bidding	R 363 865,75	R 363 865,75	-
Total					**R 115 021 008,62**	**R 114 999 929,14**	**R 21 079,48**

**Zero expansion value on any of the contracts

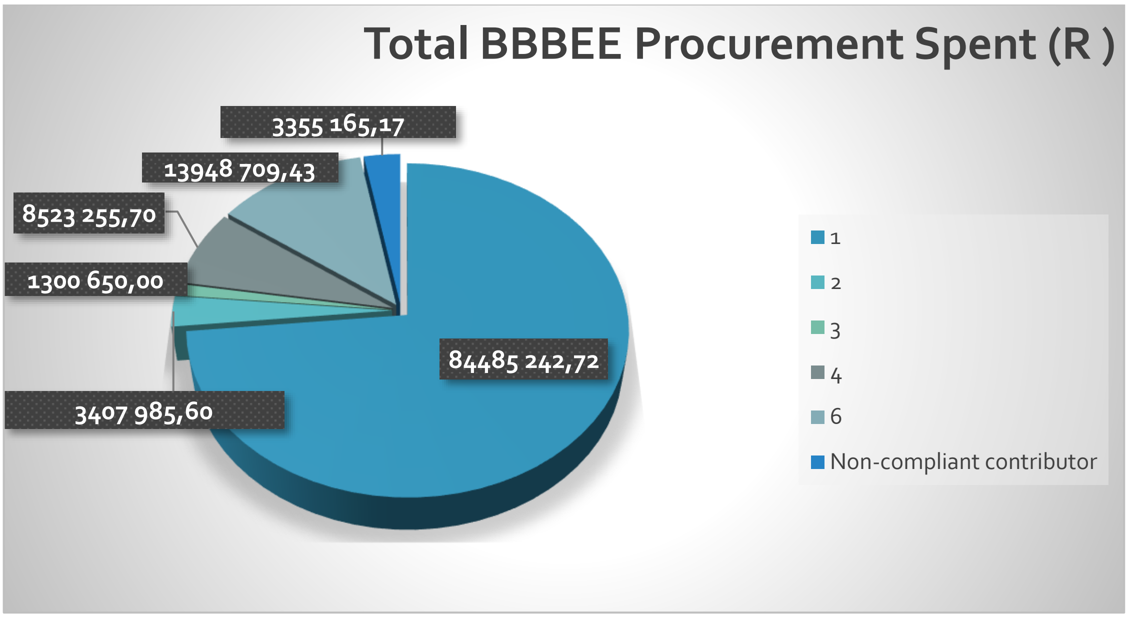
The following table indicates what the Municipality is spending in terms of BBBEE for the financial year.

TABLE 56 SUMMARY OF BBBEE SPENDING FOR THE FINANCIAL YEAR

BEE LEVEL	TOTAL SPENT (R)	NUMBER OF TRANSACTIONS

Level 1	31	R 84 485 242,72
Level 2	8	R 3 407 985,60
Level 3	1	R 1 300 650,00
Level 4	5	R 8 523 255,70
Level 6	1	R 13 948 709,43
Non-Compliant Contributor	4	R 3 355 165,17
Total	**50**	**R 115 021 008,62**

FIGURE 6 SUMMARY OF BBBEE SPENDING FOR THE FINANCIAL YEAR



d) Awards Made by the Accounting Officer

One bid was awarded by the Accounting Officer in terms of Section 144 MFMA 56 of 2003 during the 2024/25 financial year.

BID NUMBER	TITLE OF BID	DIRECTORATE AND SECTION	VALUE OF BID AWARDED
SCM33/2023/24	The Appointment Of Professional Service Providers For Solid Waste Services In The Cape Agulhas Municipality Area	Infrastructure Services	rates

2.4.10.3 DEVIATIONS FROM NORMAL PROCUREMENT PROCESSES

The following table provides a summary of deviations approved for the 2024/25 financial year:

TABLE 57 SUMMARY OF DEVIATIONS

NUMBER OF DEVIATIONS	VALUE OF DEVIATIONS
Deviations for amounts below R30 000:	

96	R943 241.78
Deviations for amounts above R30 000:	
28	R1 839 107.88
Deviations for amounts above R200 000:	
8	R4 238 349.67

TABLE 58 BREAKDOWN OF DEVIATIONS

Deviations from Minor Breaches of the Supply Chain Management Policy (SCM Regulations 36 (1) (a), (i) (ii), (iii), (iv)&(v))

DEVIATIONS FROM MINOR BREACHES OF THE SUPPLY CHAIN MANAGEMENT POLICY (SCM REGULATIONS 36 (1) (A), (I) (II), (III), (IV)&(V))		
Deviations below R30 000	**YTD 2023/24**	**YTD 2024/25**
36 (1) (a) (i): Emergency	R58 390,82	R131 845,20
36 (1) (a) (ii): Sole Provider	R163 600,42	R87 465,27
36 (1) (a) (iii): Special Works of art	R0,00	R0,00
36 (1) (a) (iv): Animals for zoos	R0,00	R0,00
36 (1) (a) (v): Impractical or Impossible	R29 500,00	R723 931,31
BELOW R30 000	**R251 491,24**	**R943 241,78**
Deviations above R30 000		
36 (1) (a) (i): Emergency	R162 803,20	R447 297,10
36 (1) (a) (ii): Sole Provider	R309 673,76	R35 086,50
36 (1) (a) (iii): Special Works of art	R0,00	R0,00
36 (1) (a) (iv): Animals for zoos	R0,00	R0,00
36 (1) (a) (v): Impractical or Impossible	R1 214 724,20	R1 356 724,28
ABOVE R30 000	**R1 687 201,16**	**R1 839 107,88**
Deviations above R200 000		
36 (1) (a) (i): Emergency	R0,00	R422 161,10
36 (1) (a) (ii): Sole Provider	R0,00	R0,00
36 (1) (a) (iii): Special Works of art	R0,00	R0,00
36 (1) (a) (iv): Animals for zoos	R0,00	R0,00
36 (1) (a) (v): Impractical or Impossible	R1 162 049,47	R3 816 188,57
ABOVE R200 000	**R1 162 049,47**	**R4 238 349,67**
TOTAL SUMMARISED DEVIATIONS:		
36 (1) (a) (i): Emergency	R221 194,02	R1 001 303,40
36 (1) (a) (ii): Sole Provider	R473 274,18	R122 551,77
36 (1) (a) (iii): Special Works of art	R0,00	R0,00
36 (1) (a) (iv): Animals for zoos	R0,00	R0,00
36 (1) (a) (v): Impractical or Impossible	R2 615 709,08	R5 896 844,16
TOTAL AMOUNT OF DEVIATIONS APPROVED	**R3 310 177,28**	**R7 020 699,33**

2.4.10.4 LOGISTICS MANAGEMENT

Inventory levels are set at the start of each financial year. These levels are set for normal operations. In the event that special projects are being launched by departments, such information is communicated timely to the stores section in order for them to gear them to order stock in excess of the normal levels.

Internal controls are in place to ensure that goods and services that are received are certified by the responsible person, which is in line with the general conditions of contract.

Regular checking of the condition of stock is performed. Quarterly stock counts are performed at which surpluses, deficits, damaged and redundant stock items are identified and reported to Council.

The annual stock count took place on Wednesday 25 June 2025. No surpluses or deficits was found during the stock count.

TABLE 59 STOCK VALUE AT MUNICIPAL STORES

STORE	OPENING VALUE	PURCHASES VALUE	ISSUES VALUE	BALANCE VALUE
Store A – Bredasdorp Stores	R 1 524 210,09	R 160 887,01	-R 144 795,44	R 1 540 301,66
Store B – Electrical Stores	R 493 809,50	R 0,00	R 0,00	R 493 809,50
Store C – Struisbaai Stores	R 152 106,93	R 5 165,86	-R 22 860,37	R 134 412,42
Total value of stock	**R 2 170 126,52**	**R 166 052,87**	**-R 167 655,81**	**R 2 168 523,58**

2.4.10.5 PROCUREMENT PLAN

One of the functions of SCM is to ensure that goods, works or services are delivered to the right place, in the right quantity, with the right quality, at the right cost and the right time in a normal procurement environment.

In order to fulfil the above function, the SCM unit, together with the end-user, must apply strategic sourcing principles to determine the optimum manner in which to acquire goods, works or services. A procurement plan is compiled at the beginning of each financial year to guide the procurement of all capital expenditure. This ensures that user departments spend their budgets effectively, efficiently and economically. The procurement plan is updated following the approval of the adjustment budget.

The following is a summary of the procurement statistics for the 2024/25 financial year.

TABLE 60 PROCUREMENT STATISTICS

REQUISITIONS PER DEPARTMENT	1ST QUARTER: 1 JULY - 30 SEPTEMBER 2024		2ND QUARTER: 1 OCTOBER - 30 DECEMBER 2024		3RD QUARTER: 1 JANUARY - 30 MARCH 2025		4TH QUARTER: 1 APRIL - 30 JUNE 2025		YTD SUMMARY	
	TOTAL NO	TOTAL VALUE	TOTAL NO	TOTAL VALUE	TOTAL NO	TOTAL VALUE	TOTAL NO	TOTAL VALUE	TOTAL NO	TOTAL VALUE
Administration	5	R92 044,85	2	R7 231,22	6	R71 864,70	15	R396 520,44	28	R567 661,21
Budget and Treasury	7	R9 639,22	0	R0,00	2	R5 924,45	0	R0,00	9	R15 563,67
Building Control	2	R4 559,13	2	R737,95	5	R7 368,34	1	R5 669,50	10	R18 334,92
Community Development	1	R27 000,00	4	R13 617,50	0	R0,00	1	R853,88	6	R41 471,38
Councillor and Ward Committee	7	R38 586,15	16	R188 499,01	5	R17 393,98	7	R25 190,15	35	R269 669,29
Economic Development	0	R0,00	1	R86 250,00	0	R0,00	6	R73 238,85	7	R159 488,85
Electrical Services	21	R521 928,10	42	R1 641 555,99	39	R3 931 177,48	53	R4 393 101,06	155	R10 487 762,63

REQUISITIONS PER DEPARTMENT	1ST QUARTER: 1 JULY - 30 SEPTEMBER 2024		2ND QUARTER: 1 OCTOBER - 30 DECEMBER 2024		3RD QUARTER: 1 JANUARY - 30 MARCH 2025		4TH QUARTER: 1 APRIL - 30 JUNE 2025		YTD SUMMARY	
	TOTAL NO	TOTAL VALUE	TOTAL NO	TOTAL VALUE	TOTAL NO	TOTAL VALUE	TOTAL NO	TOTAL VALUE	TOTAL NO	TOTAL VALUE
Expenditure	2	R20 198,00	1	R152 557,68	0	R0,00	0	R0,00	3	R172 755,68
Finance Administration	6	R593 629,95	8	R408 137,68	10	R881 318,14	11	R1 209 559,44	35	R3 092 645,21
Fleet Management	154	R684 102,01	168	R1 143 822,57	188	R2 265 985,20	140	R1 508 672,04	650	R5 602 581,82
Housing and Human Settlement	0	R0,00	0	R0,00	3	R13 566,50	4	R2 485,72	7	R16 052,22
Human Resources	8	R310 523,23	15	R435 032,87	13	R177 629,23	17	R466 061,78	53	R1 389 247,11
IDP and SDBIP	1	R1 180,59	3	R9 084,64	1	R1 500,00	3	R5 984,70	8	R17 749,93
Infrastructure Administration	5	R8 715,76	5	R16 468,71	6	R13 433,80	5	R4 984,48	21	R43 602,75
Internal Audit	0	R0,00	0	R0,00	0	R0,00	1	R1 969,50	1	R1 969,50
IT	48	R4 929 983,98	22	R686 068,87	37	R2 084 202,40	35	R1 108 219,35	142	R8 808 474,60
Library Services	1	R2 952,92	0	R0,00	0	R0,00	6	R21 027,50	7	R23 980,42
Management Services Administration	53	R244 025,93	72	R2 462 192,93	77	R1 906 670,41	27	R1 817 359,66	229	R6 430 248,93
Municipal Council	9	R42 789,66	8	R12 635,41	21	R196 967,16	17	R161 593,95	55	R413 986,18
Office of the MM: Administration	28	R230 429,51	16	R126 241,15	13	R146 251,66	7	R75 693,15	64	R578 615,47
Property Management	0	R0,00	0	R0,00	1	R0,00	0	R0,00	1	R0,00
Public Services	253	R1 254 107,06	287	R1 993 917,69	151	R665 860,24	145	R581 737,12	836	R4 495 622,11
Records	5	R12 551,78	3	R9 179,16	6	R20 416,64	4	R13 179,29	18	R55 326,87
Revenue Services	11	R274 574,40	29	R2 028 531,91	20	R936 994,48	31	R1 646 625,56	91	R4 886 726,35
Roads and Stormwater	33	R970 020,62	37	R1 851 929,55	49	R6 944 421,45	58	R10 006 225,24	177	R19 772 596,86
Sewerage Services	8	R86 969,53	5	R1 214 532,27	4	R1 397 681,25	6	R1 901 551,40	23	R4 600 734,45
Solid Waste and Landfill	38	R5 980 599,90	52	R6 026 189,72	45	R4 508 263,73	53	R5 649 711,83	188	R22 164 765,18
Strategic Services	3	R10 924,57	17	R228 178,58	19	R137 016,76	9	R869 954,66	48	R1 246 074,57
Supply Chain Management	49	R1 151 821,84	41	R874 055,72	33	R606 073,12	33	R401 801,07	156	R3 033 751,75
Tourism	15	R39 805,50	8	R45 450,64	9	R678 522,27	4	R24 931,65	36	R788 710,06
Town Planning	22	R403 507,37	18	R29 891,62	18	R113 701,25	25	R180 235,44	83	R727 335,68
Traffic and Law Enforcement	7	R83 914,39	19	R201 528,66	33	R488 839,85	29	R588 737,76	88	R1 363 020,66
Water and Sanitation	145	R4 529 895,53	143	R5 216 904,93	125	R4 076 295,63	97	R5 353 486,43	510	R19 176 582,52
Totals	**947**	**R22 560 981,48**	**1044**	**R27 110 424,63**	**939**	**R32 295 340,12**	**850**	**R38 496 362,60**	**3780**	**R120 463 108,83**

2.4.10.6 AWARDS TO CLOSE FAMILY MEMBERS OF PERSONS IN THE SERVICE OF THE STATE

In terms of Supply Chain Management Regulation 45, awards to close family members of persons in the service of the state must disclose particulars of awards of more than R2000 in the Annual Financial Statements. The following bids were awarded to a person who have family members in services of the state:

TABLE 61 DIRECT AWARDS TO CLOSE FAMILY MEMBERS IN SERVICE OF THE STATE (CAPE AGULHAS MUNICIPALITY)

SCM PROCESS FOLLOWED	BESKRYWING/ DESCRIPTION	AWARDED TO	RELATIONSHIP	NAME OF PERSON IN SERVICE OF THE STATE	AMOUNT PAID AS AT 30 JUNE 2025
DIRECT	REFRESHMENTS	SHOPRITE CHECKERS (CHECKERS BREDASDORP)	MANAGERS SPOUSE, CAM OFFICIAL MS E ZIEFF	MS E ZIEFF	**R 90 329,25**
SCM REG 11 (2) (a)	BULK WATER PURCHASES - SANDRIFDAM	J.P VAN ZYL	PARENT OF CAM OFFICIAL MR WILLEM VAN ZYL	MR . W VAN ZYL	**R 104 132,62**
3 QUOTES	DJ AT Cape Agulhas Community Market Day - LED Office Aug 2022	CARLTON MICHEAL HOPLEY	CHILD OF CAM OFFICIALS URLENE JANTJIES & NATHAN ARENDS	URLENE JANTJIES & NATHAN ARENDS	**R 1 950,00**
					R 196 411,87

TABLE 62 INDIRECT AWARDS TO CLOSE FAMILY MEMBERS IN SERVICE OF THE STATE

SCM PROCESS FOLLOWED	TENDER DESCRIPTION	TENDERER	RELATIONSHIP TO PERSON IN SEVICE OF THE STATE	NAME OF PERSON IN SERVICE OF THE STATE	EXPENDITURE TO DATE
3 QUOTES	SUPPLY & INSTALLATION OF ALUMINIUM PANELS, SUPPLY & DELIVERY OF ALUMINIUM WINDOWS AT ARNISTON RESORT (Q10/2024/25), VERVANG ALUMINIUM DEUR BY STRUISBAAI KANTOOR, VERVANG DEUR BY BESTUURSDIENSTE GEBOU	DC ZEEMAN T/A ALUMINIUM DESIGNS	**V ZEEMAN**(SPOUSE) OF OWNER IS IN SERVICES OF THE STATE (OVERBERG DISTRICT MUNICIPALITY	MS. V ZEEMAN	R 137 626,00
SCM6/2022/23	FINANCIAL SERVICES – UNBUNDLING OF INFRASTRUCTURE ASSET ACCORDING TO GRAP 17 FOR A PERIOD OF 3 YEARS (1 JANUARY 2023 - 30 DECEMBER 2025)	MUBESKO AFRICA PTY LTD	MS LIEZLE SPOUSE OF MANAGER BART SAAIMAN IS IN SERVICE OF WESTERN CAPE DEPARTMENT OF EDUCATION	MS. L SAAIMAN	R 1 567 214,78

SCM PROCESS FOLLOWED	TENDER DESCRIPTION	TENDERER	RELATIONSHIP TO PERSON IN SEVICE OF THE STATE	NAME OF PERSON IN SERVICE OF THE STATE	EXPENDITURE TO DATE
VARIOUS TENDERS	SUPPLY & DELIVERY OF ROAD CONSTRUCTION MATERIALS & CONSTRUCTION PROJECTS	CAPE AGULHAS CIVILS CC	**TL DU TOIT** SPOUSE-**AT THE** DEPT OF HEALTH WESTERN CAP E& SISTER AT THE BREDASDORP CLINIC	MRS TL DU TOIT	R4 112 695,31
SCM8/2024/25	SUPPLY & DELIVERY OF WATER PURIFICATION CHEMICALS& TESTING OF WATER & SEWER SAMPLES. SECTION 1: Liquid Aluminium Sulphate (per ton)	KEMANZI (PTY) LTD	**J.N. DU TOIT (SPOUSE)**-IS AN INSPECTOR FOR DRIVERS LICENCES AT THE CITY OF CAPE TOWN, TRAFFIC SERVICES	J.N. DU TOIT (SPOUSE)	R 466 525,63
SCM3-2022-23	UPGRADING OF NAPIER WASTEWATER TREATMENT WORKS MECHANICAL INSTALLATION	ALVEO WATER (PTY) LTD	**YAZEED DANIELS** - SPOUSE OF DIRECTOR FINANCE & RECORDS OFFICER AT WESTERN CAPE GOVERNMENT EDUCATION DEPARTMENT	YAZEED DANIELS	R 426 398,89
T249/2024	SUPPLY & DELIVERY OF ELECTRICAL CABLE	ACTOM	TANYA LUBBE, SPOUSE, GAUTENG EDUCATION DEPARTMENT - INA NEL CITY OF CAPE TOWN	TANYA LUBBE & INA NEL	R 1 047 449,44
SCM42-2024-25	WEB DEVELOPMENT AND MAINTENANCE FOR A PERIOD OF 36 MONTHS	MAX INTERNET TECHNOLOGIES CC T/A MAXITEC	**RIANA STEENEKAMP** - OVERSTRAND MUNICIPALITY - ASSISTANT MEDIA OFFICER	RIANA STEENEKAMP	R 297 634,00
SCM3-2024-25	COURIER SERVICES	BRIMA LOGISTICS	**MATSIETSI MEKOA - SPOUSE, THE PRESIDENCY**	MATSIETSI MEKOA	R 4 233,84
3 QUOTES	SUPPLY & DELIVERY OF ELECTRICAL MATERIAL	CONLOG (PTY) LTD	**NIRVASHA MOODLEY-SPOUSE** WORKS FOR THE DEPARTMENT OF HEALTH. THE RELATIONSHIP IS NOT DISCLOSED.	NIRVASHA MOODLEY	R 50 174,50
SCM33-2023-24	APPOINTMENT OF PROFESSIONAL SERVICES PROVIDERS FOR CIVIL ENGINEERING	JPCE PTY LTD	SPOUSE OF JORINA MINNIE - CITY OF CAPE TOWN - OPERATIONS CENTRE AND	JORINA MINNIE	R 269 369,10

SCM PROCESS FOLLOWED	TENDER DESCRIPTION	TENDERER	RELATIONSHIP TO PERSON IN SEVICE OF THE STATE	NAME OF PERSON IN SERVICE OF THE STATE	EXPENDITURE TO DATE
	SERIVCES(SOLID WASTE)		SYSTEMS INTEGRATION		
TOTAL					**R 8 379 321,49**

2.4.10.7 MONITORING OF CONTRACTS & PERFORMANCE

The monitoring and performance of contracts was identified as an area requiring attention, and a Performance Management system for Contracts was implemented. The performance of all vendors is now reviewed on the collaborator system.

2.4.10.8 HUMAN RESOURCES

The staff component of the Supply Chain Management unit is as follows:

- Manager Supply Chain Management
- Accountant Supply Chain Management
- Accountant Demand & Aquisitions
- Accountant SCM Compliance & Administration
- SCM Buyer
- Storekeeper
- Stores Clerk x 2

SCM staff undertook the following training in 2024/25

TABLE 63 SCM TRAINING 2024/25

TRAINING	DATE	VENUE
Change Management Training	10 - 11 March 2025	Nekkies Holiday Resort Worcester
Competition Commission Training Session	3 December 2024	MS TEAMS

2.4.10.9 PARTICIPATION IN INTERGOVERNMENTAL FORUMS

The Manager SCM's participation in Provincial and District SCM Forums ensures valuable inputs which enable Cape Agulhas Municipality to implement equitable, transparent, competitive and cost-effective supply chain management procedures. The following meetings took place during the 2024/25 financial year:

- SCM Forum Meeting – 29 August 2024
- SPF Awareness Webinar – 19 September 2024
- Public Procurement Act 2024 Webinar - Western Cape Province 25 September 2024
- SCM Forum Meeting – 19 & 20 November 2024
- Mini SCM Forum Meeting: Discussion on AG Findings - 29 November 2024
- Asset Management Maturity Development & Capacity Assessments 5 March 2025
- SCM Forum Meeting -15 April 2025
- SCM Smart Procurement Conference – 28 & 29 May 2025

2.4.11 INFORMATION COMMUNICATION TECHNOLOGY

a) Introduction to Information Communication Technology

The Chief Information Officer of Cape Agulhas Municipality is responsible for the following areas of control and effective management thereof.

- ICT Infrastructure
- ICT Software and Systems
- ICT Governance and Administration
- Manage, plan, directs and oversee and control systems alignments, integration, and Smart City initiatives.

- **ICT Infrastructure**

No significant changes occurred in the ICT infrastructure space over the past financial year. The focus was on maintenance, safeguarding and replacement of existing infrastructure that came to the end of their useful life. The only additional focus area was by assisting the Water Department with the safeguarding of their Infrastructure by installing additional CCTV cameras.

- **ICT Software and Systems**

No new or additional systems were procured during the financial year. The focus was on the protection of the Information System environment of the Municipality. A lot of effort did go into the reconfiguration of security systems and software to monitor the ICT environment and the testing thereof.

- **ICT Governance and Administration**

Governance as always played a vital role in all aspects of the ICT environment over the past year. The focus was on infrastructure, systems, security, risk management, and the human aspects.

Most of the time was focused on business processes of user departments where ICT directly affect or had the ability to enhance these processes. A business impact analysis was completed and strategic alignment and inputs into the Municipal IDP and other approved, and draft strategies of other Departments was done and planning on the way forward is still underway.

The focus was on various strategies like, cloud migration strategies, digitization strategies, and compliance in terms of various legislations. Furthermore, this unit serves various committees like the Fraud and Risk Management Committee (FARMCO), Business Continuity Committee (BCC) and the ICT Steering Committee.

The Municipality also embarked on various Shared Services agreement or joint / Transversal Tenders, especially with the Overberg District Municipality, focusing on ICT related services namely, webhosting and management and ICT network infrastructure.

- **Smart City Initiative**

SMART THINKING, SMART PRACTICES AND SMART MEASUREMENT

The primary goal of this long-term project is to ensure adequate infrastructure is available to reach the goals of the Municipality as set out in the approved IDP. This includes the availing of Wi-Fi as well as CCTV cameras in the Municipal

Area, as well as ensuring that the approved initiatives of the ICT Strategy are achieved through Smart thinking, Smart practices, and Smart measurement.

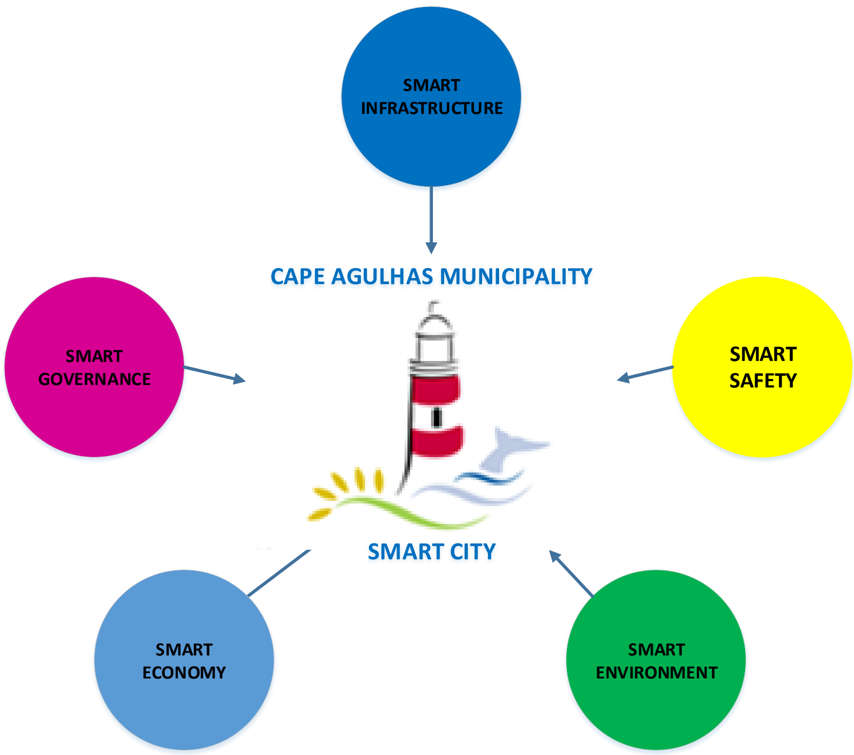
The impact of such a journey must be measured in terms of its feasibility, and therefore all possibilities and opportunities related to implementation have to be considered as well as the possible risks and benefits that can derive therefrom.

Expected outcomes to achieve through this process are to ensure that better services are available to the communities we serve, as well as potential investors who want to invest in our Municipal Area. We also want to improve the management and utilization of our resources to the point where we always have a holistic view of all occurrences in our area.

Furthermore, we wish to create an environment where the Municipality can engage with its citizens and government so that information can be shared across Departments, as well as back and forth between citizens and the Municipality. This will make the whole system more effective, efficient, and more sustainable in order to enable us to achieve our vision of: Together in excellence!

We identified the following five initiatives that are key to the Cape Agulhas Smart City:

FIGURE 7 SMART CITY INITIATIVES

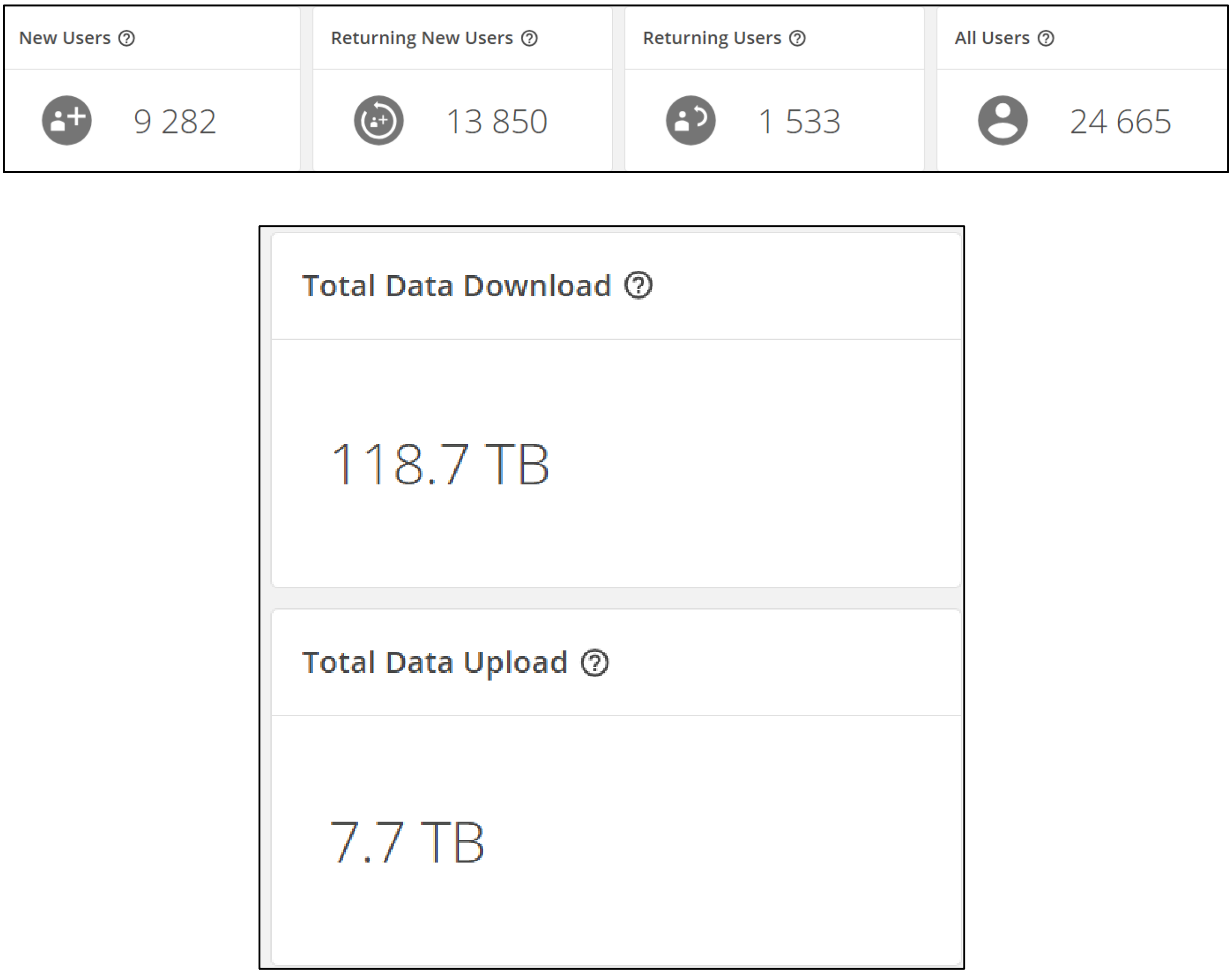


- **Public Wi-Fi and CCTV cameras**

This financial year we installed additional CCTV cameras with LPR functionality in Napier at the exit to Elim and Spanjaardskloof. A few more of the Municipal infrastructure assets are now also monitored by CCTV.

The Access Points utilization increased from last year from 23 794 to 24 758 users for this financial year, obviously one need to consider that a single user can use more than one device over the period, there were an increase in data from 98.7TB in 2023 to 125.4TT in 2024 to 126.4TB in 2025.

FIGURE 8 WIFI USERS



As mentioned above over the 12-month period 1 July 2024 to 30 June 2025, 24 758 devices accessed the Free public Wi-Fi. The public downloaded 118.7TB of data during this period.

The cost to the Municipality to avail this service to the public equates to around R 900 000 for the financial year but considering that data cost reduced to around R85 per gigabyte and taking into account the 118.7TB of data that was used over the financial year, the public did not have to spent around R 10 331 648 out of their own pocket on data.

The sites identified for the first two phases of the Smart City project is as follows:

TABLE 64 SMART CITY INSTALLATION SITES

SITE / TOWN	DEVICE	QTY	WARD	TOWN
Arniston Library	AP	1	6	Arniston
Checkers Shopping Centre	AP	1	4	Bredasdorp
Anine Booysen Skill Centre	AP	1	3	Bredasdorp

SITE / TOWN	DEVICE	QTY	WARD	TOWN
Nuwerus Bredasdorp Library	AP	1	2	Bredasdorp
Lesedi Play School	AP	1	3	Bredasdorp
Bredasdorp Informal Settlement	AP	1	3	Bredasdorp
Elim Library	AP	1	1	Elim
Klipdale Library	AP	1	2	Klipdale
L`Agulhas Resort	AP	1	5	L`Agulhas
Nuwerus Library	AP	1	1	Napier
C/O Adam & Joseph Street	AP	1	1	Napier
Napier Informal Settlement	AP	1	1	Napier
Protem Library	AP	1	4	Protem
Struisbaai Library	AP	1	5	Struisbaai
Arniston	CAMERA	3	6	Arniston
Bredasdorp	CAMERA	14	4	Bredasdorp
Bredasdorp	CAMERA	3	3	Bredasdorp
Bredasdorp	CAMERA	3	5	Bredasdorp
Elim	CAMERA	7	1	Elim
Klipdale	CAMERA	2	2	Klipdale
Napier	CAMERA	6	1	Napier
Napier / Klipdale	CAMERA	2	1	Napier
Napier / Elim exit	CAMERA	3	1	Napier
Protem	CAMERA	2	4	Protem
Rural Area	CAMERA	8	4	Bredasdorp
Spanjaardskloof / Blomkloof	CAMERA	3	1	Spanjaardskloof

- AP = Access Point / Wi-Fi
- Camera is the sites where mostly LPR (License plate recognition) cameras are installed.

The LPR cameras made a significant difference in crime prevention and has been used for investigations and crime prevention over the past financial year by both the Protection Services unit of the Municipality as well as by the SAPS.

- **Boreholes / Ground water intervention project**

This project has a direct link to section 7.1.2 B & C of the Smart City Strategy.

Continuous engagements related to the monitoring of the Boreholes in Struisbaai is underway with the Water and Sanitation Department. This project consists of various components and is the first project falling in the IOT space, but ultimately the intent is to work towards a single management approach for water in Cape Agulhas Municipality.

The past year a lot was done around the refinement of the system and implementations, specifically around water balance and other probable information that could be extrapolated from the data generated. We also started with the installation of smart water meters in Suiderstrand that will give us a better understanding of the water demand requirements in the town.

One of the key deliverables in this and similar projects is to provide information either by means of reporting or in the form of a dashboard where the public can follow the water levels in Cape Agulhas Municipality and in doing so, not only be more transparent, but also getting citizens involved in taking responsibility in using this scares resource responsible. In addition to the advantage of better water management, the implementation of Variable Speed drives (VSD`s) will further contribute to the monitoring of Internal Municipal electrical consumption. One of the key drivers for the VSD implementation is to assess if the maximum demand can be reduced especially in of peak periods.

By the end of the financial year the following sites were included in the project.

TABLE 65 BOREHOLE / RESERVOIR MONITORING SITES

BOREHOLES				
BD3	1	1	1	1
BD7	1	1	1	1
BD10	1	1	1	1
BD11	1	1	1	1
BD12	1	1	1	1
LA1	1	1	1	1
LA2	1	1	1	1
NA6	1	1	1	1
NA8	1	1	1	1
NA9	1	1	1	1
NA10	1	1	1	1
SB1	1	1	1	1
SB2	1	1	1	1
SB3	1	1	1	1
SB4	1	1	1	1
SB6	1	1	1	1
SB8	1	1	1	1
SS1	1	1	1	1
SS2	1	1	1	1
RESERVOIRS				
BD1	1	1	1	
BD2	1	1	1	
LA1	1	1	1	
LA2	1	1	1	
LA1MEG	1	1	1	
NA1	1	1	1	
NA2	1	1	1	
NA3	1	1	1	
NAHP	1	1	1	
SB1	1	1	1	
SB2	1	1	1	
SB3	1	1	1	
SSTR	1	1	1	
WHK1	1	1	1	
WHK2	1	1	1	
Residential meters				
Suiderstrand	85 meters			
Dams				
Sanddrif				1
Vleikloof				1

We also rolled out control meters to the biggest water consumers in the Municipal area, and these are now monitored electronically as per the Water Master plan. With the implementation we already identified numerous risks and losses.

One needs to consider that there is no fit for purpose solution and a lot of planning, testing, acquisition of hardware and building of trust in data generated, must take place. We are however confident that during the initial planning and development of the Smart City roadmap we included all relevant stakeholders in working towards the achievement of a a fully implemented water monitoring and management solution. We will however still submit business plans to keep as closely as possible to the implementation plan for the coming financial year.

- **Noise pollution**

This implementation is linked to section 7.3.2 of the Smart City Strategy.

By the end of the financial year, we acquired 3 noise sensors as a Proof of Concept to monitor the impact of noise pollution in the Municipal area. Although we are starting small the intent is to understand what can be done in terms of noise pollution and how, by considering the data collected over time, we can provide management with information on future risk and environmental management decisions.

The three implementations were done in Napier, Bredasdorp and Struisbaai.

- **Sewage Pump Stations**

This implementation is linked to section 7.3.2 of the Smart City Strategy.

During the financial year the Manager: Water and Sanitation, identified a shortcoming at the Napier Sewage pump station, where they could not easily assess the status of the sewage pit at any given time due to the location thereof.

Part of this project now includes the monitoring of Sewage pits in the Municipal area of which one in Napier and 2 in Struisbaai is now monitored.

The ICT Department assisted in implementing a solution where they can now remotely monitor the status of the pit and receive notification depending on their requirements.

- **Conclusion**

As one may derive, the Smart City Project can be very challenging in its implementation and encompasses a lot of aspects both relating to the internal operations of the Municipality and to services rendered to communities.

Therefore, the ICT Division with the inputs and support of Management, strive to meet the goals of the Municipality by not only supporting officials, systems and infrastructure in order to deliver services to Communities, but also add value to the IDP and public requests during IDP engagements. But still doing so in a responsible and secure manner to contribute to the sustainability of Cape Agulhas Municipality.

CHAPTER 3: SERVICE DELIVERY PERFORMANCE

3.1 INTRODUCTION

Chapter 3 and 4 constitute the Annual Performance Report of the Cape Agulhas Municipality for 2024/25 which has been compiled in accordance with Section 46 of the Local Government Municipal Systems Act, Act 32 of 2000, and which is submitted to the Auditor General for audit.

This report provides an overview of the actual performance of the Cape Agulhas Municipality for the period 1 July 2024 to 30 June 2025 as measured against the strategic objectives that are set out in the Integrated Development Plan (IDP) and the Key Performance Indicators (KPI's) contained in the approved Service Delivery Budget Implementation Plan (SDBIP). It also includes a comparison of the Municipality's actual 2024/25 performance in relation to the actual 2023/24 performance.

This Chapter aligns to the National Key Performance Areas (KPA's) of **basic service delivery** and **local economic development** as contained in the Local Government: Municipal Planning and Performance Management Regulations of 2001 read together with Section 43 of the MSA.

3.2 LEGISLATIVE FRAMEWORK

Organisational performance management is regulated by Chapter 6 of the Municipal Systems Act (MSA), Act 32 of 2000 read together with the Municipal Planning and Performance Management Regulations, 796 of August 2001 as well as the Municipal Finance Management Act (MFMA), Act 56 of 2003.

Section 46 of the Municipal Systems Act, Act 32 of 2000, provides that:
"46. (1) A Municipality must prepare for each financial year; a performance report reflecting:

a) the performance of the Municipality and of each external service provider during that financial year:

b) a comparison of the performances referred to in paragraph (a) with targets set for and performances in the previous financial year: and

c) measures taken to improve performance.

(2) An annual performance report must form part of the Municipality's annual report in terms of Chapter 12 of the Municipal Finance Management Act."

Section 38 of the Municipal Systems Act requires municipalities to establish a performance management system. Section 7(1) of the Municipal Planning and Performance Management Regulations states that *"A Municipality's Performance Management System entails a framework that describes and represents how the Municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the responsibilities of the different role players."* This framework, inter alia, reflects the linkage between the IDP, Budget, SDBIP and individual and service provider performance.

Performance Management uses the approved Service Delivery Budget Implementation Plan (SDBIP) as its basis. Section 1 of the MFMA defines the service delivery and budget implementation plan 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:

- *Projections for each month of revenue to be collected by source and operational and capital expenditure by vote*
- *Service delivery targets and performance indicators for each quarter".*

- *Budget processes and related matters"*

3.3 OVERVIEW OF PERFORMANCE MANAGEMENT WITHIN THE MUNICIPALITY

Performance is measured on an organisational (strategic) level as well as an individual level in accordance with a new performance management and development policy that was adopted on 14 June 2022. (R133/2022). This policy was developed in line with the Local Government Municipal Staff Regulations (MSR) that were published under Government Notice 890 on 20 September 2021. Chapter 4 of these regulations deals with Performance Management and Development and requires all Municipalities to implement a compliant Performance Management and Development System which must integrate with the Municipal IDP and SDBIP, as well as the senior managers performance plans and all human resource policies.

The IDP, budget and performance management processes are integrated, and on 31 May 2024, the Municipal Council adopted the IDP Review with amendments for the period 2024 – 2025 (Resolution 88/2024). This annual report reflects on the performance of the Municipality in implementing this IDP cycle.

3.3.1 ORGANISATIONAL PERFORMANCE MANAGEMENT

a) Top Layer SDBIP (The municipal scorecard)

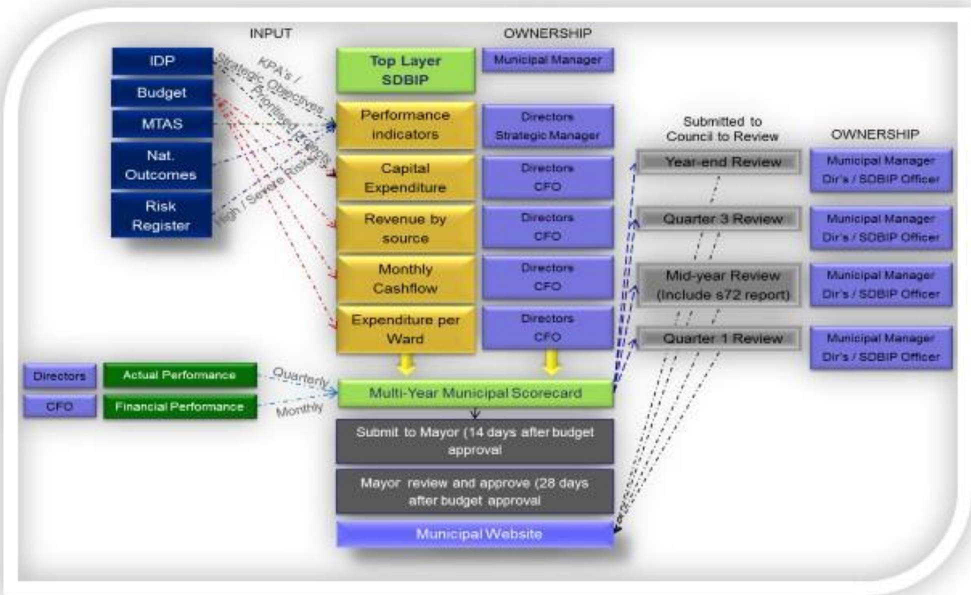
The SDBIP is a layered plan comprising a Top Layer SDBIP and Departmental SDBIPs. The Top Layer SDBIP comprises quarterly, high-level service delivery targets. It is a public document, which was approved by the Executive Mayor on 28 June 2024. Reporting on the Top Layer SDBIP is done to the Mayoral Committee and Council on a quarterly, half yearly (Mid-year Budget and Performance Assessment Report) and annual basis (Annual Report). Any amendments to the Top Layer SDBIP must be approved by Council following the submission of the Mid-year Budget and Performance Assessment Report and the approval of the adjustment budget. The Municipal Council approved an amended Top Layer SDBIP on 07 February 2025 (Resolution 15/2025).

The 5 components of the SDBIP are:

- 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
- Detailed capital project plan broken down by ward over three years

The following diagram illustrates the establishment, components and review of the Municipal scorecard (Top Layer SDBIP):

FIGURE 9 COMPONENTS OF THE MUNICIPAL SCORECARD



3.3.2 INDIVIDUAL PERFORMANCE MANAGEMENT

a) Municipal Manager and Managers directly accountable to the Municipal Manager

The Municipal Systems Act requires the Municipality to conclude performance-based agreements with all Section 57-employees. It also requires that their performance be reviewed annually. This process and the format thereof are regulated by Regulation 805 (August 2006) as amended by Regulation 21 (January 2014).

All performance agreements for the 2024/25 financial year were signed by 30 July 2024. The appraisal of the actual performance in terms of the singed agreements takes place twice per annum as regulated. The mid-year performance evaluations (1 July 2024 to 31 December 2024) were concluded by 31 January 2025, and the final evaluation of the 2024/25 financial year (1 January 2025 to 30 June 2025) is pending.

The appraisals were done by an evaluation panel as prescribed by Regulation 805 and the signed performance agreements and consisted of the following people:

- Executive Mayor;
- Portfolio Chairpersons;
- Municipal Manager (in case of the performance reviews of a Director);
- Chairperson of the Audit Committee;
- External Municipal Manager;
- Member of the Community (Ward Committee Member).

b) Other employees (excluding the Municipal Manager and Section 56/57 Managers

The performance of other employees is managed in terms of the Local Government Municipal Staff Regulations (MSR) that were published under Government Notice 890 on 20 September 2021. Organisational goals, objectives and targets must be cascaded down to management and employees. The performance of a Municipality is integrally linked to that of its staff, and it is therefore important to link organisational performance to individual performance and to manage them in an integrated manner. Regulation 9(2) provides that *"In setting key performance indicators, a Municipality must ensure that the key performance indicators inform the indicators set for all its administrative units and employees.*

It is a legal requirement that Individual Performance Agreements to be concluded by 30 July. The Municipality complied fully with this requirement. Mid-year performance assessments must be concluded by 31 January, and all were completed. The final evaluation must be completed by 31 August and are in process.

Regulation *39(1)* requires the establishment of two Moderation Committees which were constituted as follows:

- **Departmental Performance Moderating Committee**

  The Municipal Manager must establish departmental performance moderation committees which consist of:
  - The head of department (Director) - Chairperson
  - All the managers are directly accountable to the head of department
  - A senior human resource management practitioner

- **Municipal Performance Moderating Committee**

  The municipal council must establish municipal performance moderation committees which consist of:
  - Municipal manager - Chairperson
  - All heads of departments
  - Head of municipal planning and organisational performance
  - Head of Internal Audit
  - A senior human resource management practitioner
  - A performance specialist

  Additional members
  - Representative from Finance and Governance
  - Performance Specialist (for Departmental Committee to provide technical input)

3.3.3 THE PERFORMANCE MANAGEMENT SYSTEM

The Municipality utilizes an electronic web-based system on which KPI owners update actual performance on a monthly basis. KPI owners report on the results of the KPI by documenting the following information on the performance system:

- The actual result in terms of the target set.
- The calculation of the actual performance reported (If %).
- A performance comment on actual achievement with full explanations if targets were not achieved.
- Actions to improve the performance against the target set, if the target was not achieved.

It is the responsibility of every KPI owner to maintain a portfolio of evidence to support actual performance results updated.

3.3.4 SERVICE PROVIDER STRATEGIC PERFORMANCE

Section 76(b) of the MSA states that KPIs should inform the indicators set for every municipal entity and service provider with whom the Municipality has entered into a service delivery agreement.

- A service provider means "a person or institution or any combination of persons and institutions which provide a municipal service"
- An external service provider means *"an external mechanism referred to in Section 76(b) which provides a municipal service for a Municipality"*

- A service delivery agreement means *"an agreement between a Municipality and an institution or person mentioned in Section 76(b) in terms of which a municipal service is provided by that institution or person, either for its own account or on behalf of the Municipality"*

The Cape Agulhas Municipality did not utilise the services of any such service provider during the financial year.

3.4 STRATEGIC PERFORMANCE 2024/25

3.4.1 OVERVIEW

The Cape Agulhas Municipality has six key performance areas, which derive from the national key performance areas of local government. The 6 strategic goals and 12 strategic objectives of the Municipality align to these key performance areas.

TABLE 66 *ALIGNMENT OF KEY PERFORMANCE AREAS TO STRATEGIC GOALS AND OBJECTIVES*

NATIONAL KPA	MUNICIPAL KPA	STRATEGIC GOAL	STRATEGIC OBJECTIVE
KPA1: Good Governance and Public Participation	MKPA1: Good Governance and Public Participation	SG1: To ensure good governance	SO1: To create a culture of good governance
			SO2: To create a culture of public participation and empower communities to participate in the affairs of the Municipality
KPA2: Municipal Institutional Development and Transformation	MKPA2: Municipal Institutional Development and Transformation	SG2: To ensure institutional sustainability	SO3: To create an administration capable of delivering on service excellence.
KPA3: Local Economic Development	MKPA3: Local Economic Development and Tourism	SG3: To promote local economic development in the Cape Agulhas Municipal Area	SO4: To create an enabling environment for economic growth and development
			SO5: To promote tourism in the Municipal Area
KPA4: Municipal Financial Viability and Management	MKPA4: Municipal Financial Viability and Management	SG4: To improve the financial viability of the Municipality and ensure its long-term financial sustainability	SO6: To provide effective financial, asset and procurement management
KPA5: Basic Service Delivery	MKPA5: Basic Service Delivery	SG5: To ensure access to equitable affordable and sustainable municipal services for all citizens	SO7: Provision of equitable quality basic services to all households
			SO8: To maintain infrastructure and undertake development of bulk infrastructure to ensure sustainable service delivery.
			SO9: To provide community facilities and services
			SO10: Development of sustainable vibrant human settlements
KPA5: Basic Service Delivery	MKPA6: Social and youth development	SG6: To create a safe and healthy environment for all citizens and visitors to the Cape Agulhas Municipality	SO11: To promote social and youth development
			SO12: To create and maintain a safe and healthy environment

3.4.2 PERFORMANCE PER NATIONAL KEY PERFORMANCE AREA

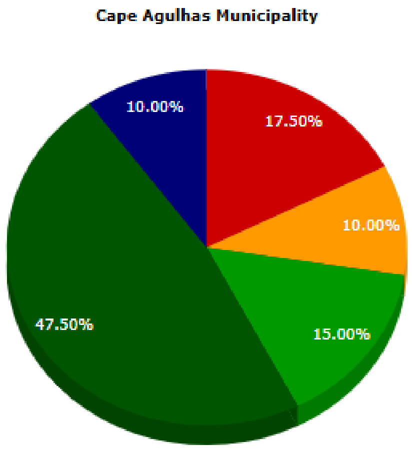
The following section provides an overview of the Municipality's overall performance for the 2024/25 financial year. The Municipality set 40 Key Performance Indicators (KPI's) for the financial year and met 29 (72.5%) of its targets. It failed to meet 11 (27.5%) by the due date, which is a significant improvement on the previous years performance.

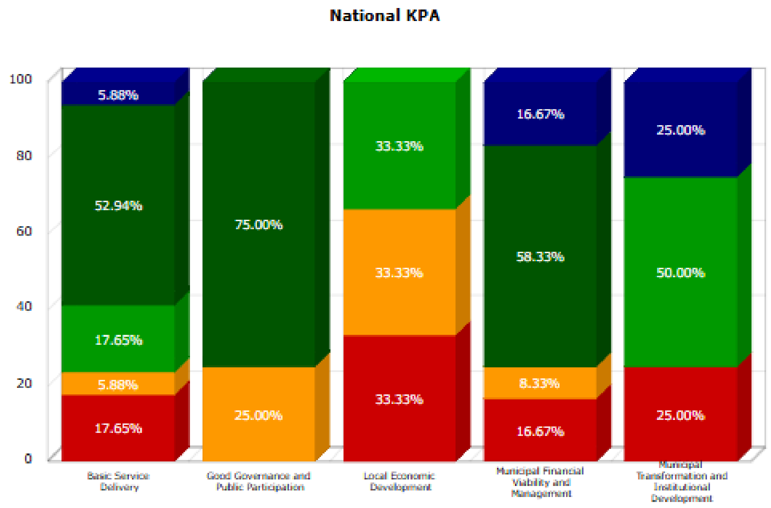
The following table explains the method by which the overall assessment of actual performance against target set for each KPI's of the SDBIP is measured.

TABLE 67 SDBIP MEASUREMENT CATEGORIES

RATING	CATEGORY	EXPLANATION
N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.
R	KPI Not Met	0% <= Actual/Target <= 74.999%
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%
G	KPI Met	Actual meets Target (Actual/Target = 100%)
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%
B	KPI Extremely Well Met	150.000% <= Actual/Target
N/A	KPI Did Not Occur	KPIs with a target which did not materialise

FIGURE 10 ***PERFORMANCE OVERVIEW 2024/25***





	Cape Agulhas Municipality	National KPA					
		Basic Service Delivery	Good Governance and Public Participation	Local Economic Development	Municipal Financial Viability and Management	Municipal Transformation and Institutional Development	[Unspecified]
Not Yet Applicable	-	-	-	-	-	-	-
Not Met	7 (17.50%)	3 (17.65%)	-	1 (33.33%)	2 (16.67%)	1 (25.00%)	-
Almost Met	4 (10.00%)	1 (5.88%)	1 (25.00%)	1 (33.33%)	1 (8.33%)	-	-
Met	6 (15.00%)	3 (17.65%)	-	1 (33.33%)	-	2 (50.00%)	-
Well Met	19 (47.50%)	9 (52.94%)	3 (75.00%)	-	7 (58.33%)	-	-
Extremely Well Met	4 (10.00%)	1 (5.88%)	-	-	2 (16.67%)	1 (25.00%)	-
Did Not Occur	-	-	-	-	-	-	-
Total:	40	17	4	3	12	4	-
	100%	42.50%	10.00%	7.50%	30.00%	10.00%	-

3.4.3 DETAILED PERFORMANCE FOR 2024/25 PER NATIONAL KEY PERFORMANCE AREA

The following tables provide an overview of the Municipalities performance in terms of the National Key Performance Areas of Local Government.

3.4.3.1 NATIONAL KPA 1: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KPI Ref	Strategic Goal	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	Past Year Performance	Q1	Q2	Q3	Q4	Performance Comment	Corrective Measures	Overall Performance for year ending June 2025		
								Target	Target	Target	Target			Target	Actual	R
TL2	To ensure good governance	Implement 85% of the RBAP by 30 June {(Number of audits and tasks completed for the period/ Number of audits and tasks identified in the RBAP)x100}	% of audits and tasks completed in terms of the RBAP	85%	Quarterly Internal Audit progress report to the MM and Audit Committee	85%	92.11%	12%	30%	55%	85%	Risk based audit plan is 87,65% complete.	None required.	**85%**	**87.65%**	G2
TL19	To ensure good governance	95% of the budget allocated for the implementation of the SMART CITY project spent and committed by 30 June*	% of the financial years project budget spent and committed	95%	Report generated from the financial system	95%	96.95%	0%	0%	37%	95%	99.36% of the Smart City Water Monitoring Capital Budget Spent. Budget R 315000,00 Spent R 312 972,40.	None required.	**95%**	**99.36%**	G2
TL32	To ensure good governance	95% of water samples comply with SANS241 micro biological indicators {(Number of water samples that comply with SANS241 indicators/Number of water samples tested)x100}	% of water samples compliant	95%	Lab results	95%	92.53%	95%	95%	95%	95%	Average compliance of water samples with SANS241 for the year is 94,37%. Spanjaardskloof samples were not always compliant. The plant is reliant on Eskom supply and frequent power outages have a major effect on the effective functioning of valves, river	Corrective measures being implemented at Spanjaardskloof plant by service provider. Liaise with Eskom management with regards to consistent power supply and the risks and impact on water quality. Budget for membranes in the next financial year.	**95%**	**94.38%**	O

KPI Ref	Strategic Goal	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	Past Year Performance	Q1	Q2	Q3	Q4	Performance Comment	Corrective Measures	Overall Performance for year ending June 2025		
								Target	Target	Target	Target			Target	Actual	R
												levels and ageing infrastructure like the membranes. These factors are not within the control of Cape Agulhas Municipality				
TL33	To ensure good governance	70% average compliance of the Bredasdorp WWTW water quality to SANS 241 for the financial year	% average compliance of the quarterly wastewater test results	70%	Lab results	70%	79.65%	70%	70%	70%	70%	Average compliance of the Bredasdorp wastewater treatment plant water quality to SANS241 for the year is 83,33%	None required.	**70%**	**83.33%**	G2

Summary of Results: Good Governance and Public Participation

N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.	0
R	KPI Not Met	0% <= Actual/Target <= 74.999%	0
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%	1
G	KPI Met	Actual meets Target (Actual/Target = 100%)	0
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%	3
B	KPI Extremely Well Met	150.000% <= Actual/Target	0
N/A	KPI Did Not Occur	KPIs with a target which did not materialise	0
	Total KPIs:		**4**

3.4.3.2 NATIONAL KPA 2: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

KPI Ref	Strategic Goal	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	Past Year Performance	Q1	Q2	Q3	Q4	Performance Comment	Corrective Measures	Overall Performance for year ending June 2025		
								Target	Target	Target	Target			Target	Actual	R
TL1	To ensure institutional sustainability	The percentage of the Municipality's personnel budget actually spent on implementing its Workplace Skills Plan by 30 June in terms of the WSDL Act. {(Actual amount spent on training/total personnel budget)x100}. (Reg 796)	% of the personnel budget spent on training	0.55%	Report from financial system	0.50%	0.72%	0%	0%	0%	0.50%	0.17% (R307 026.00) of the Municipality's personnel budget was spent on training and development of staff. Total employee costs were R185 2416 53. Funding had to be virimented from the training vote to pay stipends for the CETA ERRP Short Skills participants during the year.	Invoices were submitted to CETA to refund the stipends. Improved management of CETA Programme to ensure that they meet their obligations to learners in time.	**0.50%**	**0.17%**	R
TL4	To ensure institutional sustainability	Number of people from employment equity target groups employed in vacancies on the three highest levels of management in compliance with a Municipality's approved employment equity plan for	Number of people from employment equity target groups employed in vacancies that arise in the three highest levels of management	0	Letter of appointment	1	2	0	0	0	1	5 people from employment equity target groups were employed in vacancies on the three highest levels of management for the financial year. Manager Revenue	None required.	1	5	B

KPI Ref	Strategic Goal	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	Past Year Performance	Q1	Q2	Q3	Q4	Performance Comment	Corrective Measures	Overall Performance for year ending June 2025		
								Target	Target	Target	Target			Target	Actual	R
		the financial year. (Reg 796)										Manager Human Resources Manager Socio Economic Development Manager Building Control Manager Parks and Recreation				
TL39	To ensure institutional sustainability	Conduct a comprehensive audit of municipal agricultural land and submit a report to Council by 30 June	Agricultural land audit completed and report submitted	0	Council agenda where report is submitted	1	New KPI	0	0	0	1	Municipal agricultural land audit completed and submitted to Council on 27 June 2025 Resolution 110/2025	None required.	1	1	G
TL40	To ensure institutional sustainability	Develop a Heritage Strategy and submit to Council by 30 June	Number of strategies developed	0	Council agenda where Strategy is submitted	1	New KPI	0	0	0	1	The Heritage Strategy was approved on 27 June 2025. Resolution 113/2025.	None required.	1	1	G

Summary of Results: Municipal Transformation and Institutional Development

N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.	0
R	KPI Not Met	0% <= Actual/Target <= 74.999%	1
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%	0
G	KPI Met	Actual meets Target (Actual/Target = 100%)	2
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%	0
B	KPI Extremely Well Met	150.000% <= Actual/Target	1
N/A	KPI Did Not Occur	KPIs with a target which did not materialise	0
	Total KPIs:		4

3.4.3.3 NATIONAL KPA 3: LOCAL ECONOMIC DEVELOPMENT

KPI Ref	Strategic Goal	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	Past Year Performance	Q1	Q2	Q3	Q4	Performance Comment	Corrective Measures	Overall Performance for year ending June 2025		
								Target	Target	Target	Target			Target	Actual	R
TL3	To promote local economic development in the Cape Agulhas Municipal Area	Create FTE's through government expenditure with the EPWP by 30 June. (Reg 796)	Number of FTE's created	107	Provincial report issued	91	106	0	0	0	91	90 FTEs were created for the 2024/25 financial year.	Ensure that when recruitment is done for EPWP, that priority is given to achievement of the target for FTEs. More stringent adherence to EPWP guidelines and policies.	**91**	**90**	O
TL5	To promote local economic development in the Cape Agulhas Municipal Area	Develop a LED and Tourism Strategy and submit to Council for consideration by 30 June	Number of LED and Tourism strategies submitted to Council	0	Council agenda where Strategy developed is submitted	1	1	0	0	0	1	The LED and Tourism Strategy was developed over the course of the year following a rigorous consultation process. It is in draft form pending a workshop with the Municipal Council.	Convene a workshop with the Municipal Council to present the LED and Tourism Strategy, whereafter it will be submitted to Council for consideration. Improve project planning timeframes.	**1**	**0**	R
TL21	To promote local economic development in the Cape Agulhas Municipal Area	Obtain full Blue Flag status for Duiker Street Beach Struisbaai by 30 December	Number of beaches for which full blue flag status is achieved.	1	Full Blue flag status certificate	1	1	0	1	0	0	Blue Flag status was received for Duiker Street Beach on 28 October 2024.	None required.	**1**	**1**	G

Summary of Results: Local Economic Development

N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.	0
R	KPI Not Met	0% <= Actual/Target <= 74.999%	1
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%	1
G	KPI Met	Actual meets Target (Actual/Target = 100%)	1
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%	0
B	KPI Extremely Well Met	150.000% <= Actual/Target	0
N/A	KPI Did Not Occur	KPIs with a target which did not materialise	0
	Total KPIs:		3

3.4.3.4 NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

KPI Ref	Strategic Goal	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	Past Year Performance	Q1	Q2	Q3	Q4	Performance Comment	Corrective Measures	Overall Performance for year ending June 2025		
								Target	Target	Target	Target			Target	Actual	R
TL14	To improve the financial viability of the Municipality and ensure its long term financial sustainability	The percentage of the Municipality's capital budget spent and committed by 30 June {(Actual amount spent on projects /Total amount budgeted for capital projects)X100}.(Reg 796)*	% of the municipal capital budget spent and committed	95%	Report generated from the financial system	95%	89.99%	8%	20%	54%	95%	98,01% of the total Capital Budget spent Total capital budget R 58 609 037,00. Spent R 61 418 313,78	None required.	**95%**	**98.01%**	G2
TL15	To improve the financial viability of the Municipality and ensure its long term financial sustainability	Financial viability measured in terms of the Municipality's ability to meet it's service debt obligations as at 30 June (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue). (Reg 796)	% Debt to Revenue	25%	Annual Financial Statements and calculation sheet	21.90%	13.74%	0%	0%	0%	21.90%	Debt to Revenue is 11% for the financial year.	None required.	**21.90%**	**11%**	B
TL16	To improve the financial viability of the Municipality and ensure its long term financial sustainability	Financial viability measured in terms of the outstanding service debtors as at 30 June (Total outstanding service debtors/ revenue received for services) (Target is maximum)), (Reg 796)	% Service debtors to revenue	12%	Annual Financial Statements and calculation sheet	12%	10.98%	0%	0%	0%	12%	Service debtors to revenue is 13% for the financial year	Strict enforcement of Credit Control and Debt Collection Policies and a structured programme of early intervention to engage with defaulters before debts accumulate.	**12%**	**13%**	R

KPI Ref	Strategic Goal	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	Past Year Performance	Q1	Q2	Q3	Q4	Performance Comment	Corrective Measures	Overall Performance for year ending June 2025		
								Target	Target	Target	Target			Target	Actual	R
TL17	To improve the financial viability of the Municipality and ensure its long term financial sustainability	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)). (Reg 796)	Cost coverage	1.50	Annual Financial Statements and calculation sheet	1.50	1.76	0	0	0	1.50	Cost coverage is 1,31 for the financial year	Implementation of the long-term financial plan as well as revenue enhancement and cost containment initiatives.	**1.50**	**1.31**	O
TL18	To improve the financial viability of the Municipality and ensure its long term financial sustainability	Achieve a debtors payment percentage of at least 98% by 30 June {(Gross Debtors opening Balance + Billed Revenue - Gross Debtors closing Balance - Bad Debts Written Off)/Billed Revenue) x 100}	% debtors payment ratio achieved	97.84%	Annual financial statements and calculation sheet	95%	91.21%	95%	95%	95%	95%	The debtors payment rate was 97% as at 30 June 2025.	None required	**95%**	**97%**	G2
TL22	To improve the financial viability of the Municipality and ensure its long term financial sustainability	95% of the total approved management services capital budget spent and committed by 30 June*	% of management services budget spent and committed	95%	Report generated from the financial system	95%		5%	15%	51%	95%	97,78 % of the Management Services Capital Budget spent. Budget R8 098 819. Spent R7 919 307,90.	None required.	**95%**	**97.78%**	G2

KPI Ref	Strategic Goal	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	Past Year Performance	Q1	Q2	Q3	Q4	Performance Comment	Corrective Measures	Overall Performance for year ending June 2025		
								Target	Target	Target	Target			Target	Actual	R
TL28	To improve the financial viability of the Municipality and ensure its long term financial sustainability	95% of the roads and storm water capital budget spent and committed by 30 June {(Actual expenditure divided by the total approved roads and stormwater capital budget) x 100}*	% of roads and storm water capital budget spent and committed	95%	Report from financial system	95%	99.63%	2%	8%	69%	95%	100.12 % of the Roads and Stormwater Capital Budget spent. Budget R 20 039 786,00 Spent R 20 063 046,62. All projects complete.	None required.	**95%**	**100.12%**	G2
TL29	To improve the financial viability of the Municipality and ensure its long term financial sustainability	95% of the approved refuse removal capital budget spent and committed by 30 June{(Actual expenditure divided by the total approved refuse removal capital budget) x 100}*	% of refuse removal capital budget spent and committed	95%	Report from financial system	95%	71.73%	41%	60%	86%	95%	96,68 % of the refuse removal Capital Budget Spent. Budget: R8 587 926.00 Spent R 8 302 950,90. All projects completed.	None required.	**95%**	**96.68%**	G2
TL30	To improve the financial viability of the Municipality and ensure its long term financial sustainability	95% of the approved water capital budget spent and committed by 30 June {(Actual expenditure divided by the total approved water capital budget) x 100}*	% of water capital budget spent and committed	95%	Report from financial system	95%	74.62%	0%	8%	19%	95%	101,95 % of the Water Capital Budget spent. Budget R 5 787 307,00. Spent R 5 900 033,45. All projects completed.	None required.	**95%**	**101.95%**	G2
TL31	To improve the financial viability of the Municipality and ensure its long term financial sustainability	Limit unaccounted for water to less than 20 % by 30 June {(Number of Kiloliters Water Purchased or Purified - Number of Kiloliters Water Sold (incl free basic water) / Number of Kiloliters Water	% unaccounted water	20%	Annual Financial Statements, monthly water balance and calculation sheet	20%	19.60%	20%	20%	20%	20%	Water losses for the financial year ending 30 June 2025 are 17.39%.	None required.	**20%**	**17.39%**	B

KPI Ref	Strategic Goal	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	Past Year Performance	Q1	Q2	Q3	Q4	Performance Comment	Corrective Measures	Overall Performance for year ending June 2025		
								Target	Target	Target	Target			Target	Actual	R
		Purchased or Purified /100}														
TL34	To improve the financial viability of the Municipality and ensure its long term financial sustainability	Limit unaccounted for electricity to less than 8% by 30 June {(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold (incl Free basic electricity)) / Number of Electricity Units Purchased and/or Generated) X 100}	% unaccounted electricity	8%	Monthly account from Eskom, Report from the financial system and ONTEC report	8%	6.95%	8%	8%	8%	8%	Electricity losses for the financial year ending 30 June 2025 are 9.01%. The increase in SSEG applications and the negative readings after investigations have impacted on electricity losses.	Interrogation of the loss reports. Investigate billing reports against actual meters in the field. Arrange training for all technical staff to identify tampers and normalize connections. Audit all meters subject to funding. Investigate if there are illegal solar customers feeding back into the grid and request funding for meters to be installed. Install check meters at Eskom intake points subject to funding Medium to Long Term plans to include implementing smart metering on all meters to ensure effective monitoring of all electrical meters.	**8%**	**9.01%**	R
TL35	To improve the financial viability of the Municipality	95% of the electricity capital budget spent and committed by 30 June {(Actual	% of electricity capital budget spent and committed	95%	Report from financial system	95%	76.14%	6%	37%	68%	95%	95.25% of the total electricity capital budget spent.	None required.	**95%**	**95.25%**	G2

KPI Ref	Strategic Goal	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	Past Year Performance	Q1	Q2	Q3	Q4	Performance Comment	Corrective Measures	Overall Performance for year ending June 2025		
								Target	Target	Target	Target			Target	Actual	R
	and ensure its long term financial sustainability	expenditure divided by the total approved capital budget) x 100}*										Budget R 6 605 649.00 Spent R 6 292 088,9. All projects completed.				

Summary of Results: Municipal Financial Viability and Management

N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.	0
R	KPI Not Met	0% <= Actual/Target <= 74.999%	2
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%	1
G	KPI Met	Actual meets Target (Actual/Target = 100%)	0
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%	7
B	KPI Extremely Well Met	150.000% <= Actual/Target	2
N/A	KPI Did Not Occur	KPIs with a target which did not materialise	0
	Total KPIs:		**12**

3.4.3.5 NATIONAL KPA 5: BASIC SERVICE DELIVERY

KPI Ref	Strategic Goal	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	Past Year Performance	Q1	Q2	Q3	Q4	Performance Comment	Corrective Measures	Overall Performance for year ending June 2025		
								Target	Target	Target	Target			Target	Actual	R
TL6	To create a safe and healthy environment for all citizens and visitors to the Cape Agulhas Municipality	95% of the available budget (grant) spent and committed for the implementation of the RSEP Programme by 30 June	% of RSEP grant allocation for financial year spent and committed	95%	Report from financial system	95%	0%	0%	0%	26%	95%	95.76 % of the RSEP Grant spent. There was an approved roll over of R 130 000 from the previous year plus a grant of R770 000 for the 2024-25 financial year, bringing the total grant to R 900 000. A total of R 861 837,02 was spent. The feasibility study and taxi pick up points in Napier and Struisbaai were completed.	None required.	**95%**	**95.76%**	G 2
TL7	To ensure access to equitable affordable and sustainable municipal services for all citizens	Number of formal residential properties that receive piped water that is connected to the municipal water infrastructure network and billed for the service as at 30 June (Reg 796)	Number of formal residential properties which are billed for water	9 995	Report generated from the financial system	10 158	10105	9 995	9 995	10 158	10 158	10192 residential properties received piped water, are connected to the municipal water infrastructure network and billed for the service as at 30 June 2025.	None required.	**10 158**	**10 192**	G 2
TL8	To ensure access to equitable affordable and sustainable municipal services for all citizens	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June (Reg 796)	Number of formal residential properties which are billed for electricity or have pre paid meters (Excluding Eskom areas)	10 116	Report generated from the financial system	10 297	10234	10 116	10 116	10 297	10 297	10375 formal residential properties were connected to the municipal electrical infrastructure network and were billed for the service as at 30 June 2025.	None required.	**10 297**	**10 375**	G 2

KPI Ref	Strategic Goal	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	Past Year Performance	Q1	Q2	Q3	Q4	Performance Comment	Corrective Measures	Overall Performance for year ending June 2025		
								Target	Target	Target	Target			Target	Actual	R
TL9	To ensure access to equitable affordable and sustainable municipal services for all citizens	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service (inclusive of septic tanks), irrespective of the number of water closets (toilets) and billed for the service as at 30 June (Reg 796)	Number of residential properties which are billed for sewerage	10 027	Report generated from the financial system	10 252	10204	10 027	10 027	10 252	10 252	10283 formal residential properties were connected to the municipal wastewater sanitation/sewerage network for sewerage service (inclusive of septic tanks) and were billed for the service as at 30 June 2025.	None required.	**10 252**	**10 283**	G2
TL10	To ensure access to equitable affordable and sustainable municipal services for all citizens	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June. (Reg 796)	Number of formal residential properties which are billed for refuse removal	10 003	Report generated from the financial system	10 221	10176	10 003	10 003	10 221	10 221	10252 formal residential properties had refuse removed once per week and were billed for the service as at 30 June 2025.	None required.	**10 221**	**10 252**	G2
TL11	To ensure access to equitable affordable and sustainable municipal services for all citizens	Provide 6kl free basic water per month to registered indigent / poor households in terms of the equitable share requirements during the financial year (Reg 796)	Number of registered indigent / poor households receiving free basic water in terms of Councils indigent policy	3 214	Report generated from the financial system on registered indigents.	2 718	2422	3 214	3 214	2 718	2 718	3839 indigent / poor households received free basic water as at 30 June 2025.	None required.	**2 718**	**3 839**	G2
TL12	To ensure access to equitable affordable and sustainable municipal services for all citizens	Provide 50 kwh free basic electricity per month to registered indigent / poor households in terms of the equitable share requirements during the financial year. (Reg 796)	Number of registered indigent / poor households receiving free basic electricity in terms of Councils indigent policy	33 475	Report generated from the financial system on registered indigents.	2 718	2676	3 214	3 214	2 718	2 718	3002 indigent / poor households received free basic electricity as at 30 June 2025.	None required.	**2 718**	**3 002**	G2
TL13	To ensure access to	Provide free basic sanitation and	Number of registered	3 214	Report generated	2 718	2422	3 214	3 214	2 718	2 718	3820 indigent / poor households	None required.	**2 718**	**3 820**	G2

KPI Ref	Strategic Goal	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	Past Year Performance	Q1	Q2	Q3	Q4	Performance Comment	Corrective Measures	Overall Performance for year ending June 2025		
								Target	Target	Target	Target			Target	Actual	R
	equitable affordable and sustainable municipal services for all citizens	refuse to registered indigent / poor households in terms of the equitable share requirements during the financial year. (Reg 796)	indigent / poor households receiving free basic sanitation and refuse in terms of Councils indigent policy		from the financial system on registered indigents.							received free basic sanitation and refuse as at 30 June 2025.				
TL20	To create a safe and healthy environment for all citizens and visitors to the Cape Agulhas Municipality	Review the Municipality's Disaster Management Plan annually by 31 March	Number of Disaster Management Plan reviews submitted for approval	1	Council agenda where review is submitted	1	1	0	0	1	0	The Disaster Management Plan was reviewed on 28 March 2025. Council Resolution 46/2025.	None required.	1	1	G
TL23	To ensure access to equitable affordable and sustainable municipal services for all citizens	Review the Human Settlement Plan and submit to Council by 30 March	Revised Human Settlement Plan submitted to Council	1	Agenda of Council meeting where revised plan is submitted.	1	0	0	0	1	0	Human Settlement Plan reviewed on 28 March 2025. Council Resolution 48/2025	None required.	1	1	G
TL24	To create a safe and healthy environment for all citizens and visitors to the Cape Agulhas Municipality	Report on the implementation of the ICLD / Umea partnership youth development project in accordance with the approved project plan	Number of reports on project progress submitted to Council	1	Council agenda	2	New KPI	0	1	0	1	Council noted a report on the implementation of the ICLD / Umea Partnership Programme and first visit on 31 October 2024. The Mayor gave a report on the implementation of ICLD / Umea partnership and second visit at the Council meeting 30 May 2025	None required.	2	2	G

KPI Ref	Strategic Goal	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	Past Year Performance	Q1	Q2	Q3	Q4	Performance Comment	Corrective Measures	Overall Performance for year ending June 2025		
								Target	Target	Target	Target			Target	Actual	R
TL25	To create a safe and healthy environment for all citizens and visitors to the Cape Agulhas Municipality	Implement 4 quarterly operations between CAM, SAPS and other relevant stakeholders by 30 June.	Number of operations implemented	4	Report on joint action submitted to the portfolio committee	4	5	1	1	1	1	Quarter 1 operations took place on 2 July and 6 August 2024. (Reported at Portfolio of 8 October 2024). Quarter 2 operations took place on 10 October 2024 and 29-30 December 2024. (Reported at Portfolio on 4 February 2025). Quarter 2 operations took place on 10 October 2024 (Reported at Portfolio of 26 November 2024) as well as 29-30 December 2024. (Reported at Portfolio on 4 February 2025). Quarter 3 operations took place on 24 and 25 January 2025, 6 February 2025 and 19-20 March 2025 (Reported at Portfolio on 7 May 2025). Quarter 4 operations took place on 3,4 and 10 April 2025, 14 May 2025(2), 16 May 2025, 21 May 2025 (2) and 22 May 2025. (Reported at Portfolio of 18 June 2025)	None required	4	16	B

KPI Ref	Strategic Goal	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	Past Year Performance	Q1	Q2	Q3	Q4	Performance Comment	Corrective Measures	Overall Performance for year ending June 2025		
								Target	Target	Target	Target			Target	Actual	R
TL26	To create a safe and healthy environment for all citizens and visitors to the Cape Agulhas Municipality	Implementation of the Protection Services Turnaround Strategy	Quarterly progress reports on the implementation of the Protection Services Turnaround Strategy	1	Council agenda	4	New KPI	1	1	1	1	A report on the close out of Phase 1 was submitted to Council (in committee) on 5 August 2024. Reports on phase 2 were submitted to Council on 28 March 2025 (Resolution 27/2025) and 30 May 2025 (Resolution 88/2025). Phase 2 only commenced in December 2025 due to unforeseen delays in awarding the tender and there was therefore no report for the second quarter.	Streamlining of the SCM process	**4**	**3**	O
TL27	To create a safe and healthy environment for all citizens and visitors to the Cape Agulhas Municipality	Bi annual submission of seasonal readiness plans by 30 April (Winter) and 30 October (Summer)	Number of seasonal readiness plans submitted	1	Council agenda	2	1	0	1	1	0	Summer readiness plan approved on 31 October 2024. (Resolution 221/2024). An Easter readiness plan was prepared and discussed at a Management Meeting on 16 April 2025 and successfully implemented.	Ensure timeous submissions to Council.	**2**	**1**	R
TL36	To ensure access to equitable affordable and sustainable municipal services for all citizens	95% of the MIG Streets capital budget spent and committed by 30 June {(Actual expenditure divided by the total approved capital budget) x 100}*	% of MIG Grant budget spent and committed	95%	Report from financial system	95%	95.18%	0%	4%	64%	95%	100,36% of the MIG streets project spent. Budget R 9 977 416,00 Spent R 10 013 551,74. All projects completed.	None required.	**95%**	**100.36 %**	G 2

KPI Ref	Strategic Goal	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	Past Year Performance	Q1	Q2	Q3	Q4	Performance Comment	Corrective Measures	Overall Performance for year ending June 2025		
								Target	Target	Target	Target			Target	Actual	R
TL37	To ensure access to equitable affordable and sustainable municipal services for all citizens	Report on the implementation of the Water Service Development plan in terms of section 18 of the Water Services Act by the end of October	Number of reports submitted to relevant organs of state	1	Proof of submission	1	1	0	1	0	0	Report could not be submitted due to delays in the award of the civil services professional tender which was submitted to the BAC in August 2024. Consultants were appointed on the 1 November which was after the due date.	The Municipal Manager invoked Section 114 of the MFMA to award the tender. An application was made for extension. An implementation plan for the development of a new WSDP was compiled.	1	0	R
TL38	To ensure access to equitable affordable and sustainable municipal services for all citizens	Basic assessment completed for the Struisbaai / L'Agulhas reservoir by 30 June.	Number of Basic Assessments completed	95	Record of Decision	1	New KPI	0	0	0	1	Basic Assessment commenced, but it was found that the footprint of the Agulhas reservoir development is in a Critical Biodiversity Area 1 (Overberg Dune Strandveld) which is endangered. It is now necessary to complete an "Offset Investigation Report" for inclusion in the Draft Basic Assessment Report (DBAR). This will take about 3 months. After the draft is submitted to the Department of Environmental Affairs there is a mandatory 30-day comment period before the final Basic Assessment Report can be	As part of the CBA offset requirement, it will be necessary for the Municipality to acquire approximately 10,2Ha of land with the same original undisturbed biodiversity, or set aside municipal owned undisturbed land of the same size. It will also be necessary for the Municipality to set aside funding to manage this area for the next 30 years.	1	0	R

KPI Ref	Strategic Goal	KPI	Unit of Measurement	Baseline	Source of Evidence	Annual Target	Past Year Performance	Q1	Q2	Q3	Q4	Performance Comment	Corrective Measures	Overall Performance for year ending June 2025		
								Target	Target	Target	Target			Target	Actual	R
												submitted which has a mandatory period of 107 days for a decision.				

Summary of Results: Basic Service Delivery

N/A	KPI Not Yet Applicable	KPIs with no targets or actuals in the selected period.	0
R	KPI Not Met	0% <= Actual/Target <= 74.999%	3
O	KPI Almost Met	75.000% <= Actual/Target <= 99.999%	1
G	KPI Met	Actual meets Target (Actual/Target = 100%)	3
G2	KPI Well Met	100.001% <= Actual/Target <= 149.999%	9
B	KPI Extremely Well Met	150.000% <= Actual/Target	1
N/A	KPI Did Not Occur	KPIs with a target which did not materialise	0
	Total KPIs:		**17**

3.5 MUNICIPAL FUNCTIONS

The functions of municipalities are set out in Schedules 4B and 5B of the Constitution, and municipalities must perform these functions in a manner that enables them to achieve their Constitutional objectives. Section 84 of the Municipal Structures Act regulates the division of functions between district, and local municipalities and the following table indicates the functions that Cape Agulhas Municipality is authorised to perform.

TABLE 68 MUNICIPAL FUNCTIONS

MUNICIPAL FUNCTION	MUNICIPAL FUNCTION (YES / NO)
Constitution Schedule 4, Part B functions	
Air pollution	Yes (currently run-in conjunction with the Overberg District Municipality (ODM) due to capacity constraints. The ODM is also responsible for the licensing function)
Building regulations	Yes
Childcare facilities	No
Electricity and reticulation	Yes
Firefighting services	No (run by ODM)
Local tourism	Yes
Municipal airports	No
Municipal planning	Yes
Municipal health services	No
Municipal public transport	No
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	No
Storm water management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to potable water supply systems and domestic wastewater and sewage disposal systems	Yes

MUNICIPAL FUNCTION	MUNICIPAL FUNCTION (YES / NO)
Constitution Schedule 5, Part B functions:	
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	Yes (burials done by the veterinarian)
Fencing and fences	Yes
Licensing of dogs	No
Licensing and control of undertakings that sell food to the public	No (managed by the District Municipality)
Local amenities	Yes
Local sport facilities	Yes
Markets	No
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes

Noise pollution	Yes
Pounds	Yes
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

3.6 OVERVIEW OF PERFORMANCE PER WARD / TOWN

The Municipal Area was delimited into six wards for purposes of the 2021 municipal elections. The following sections provide a summary of basic service delivery per town, the most significant capital projects per ward as well as community needs identified and addressed per ward during the IDP process.

3.6.1 BASIC SERVICE DELIVERY PER TOWN

The table below gives the detail of basic service delivery per town:

TABLE 69 BASIC SERVICE PROVISION PER TOWN

SERVICE LEVEL	TOWN	WATER	SANITATION	ELECTRICITY	REFUSE
Formal Households with minimum service delivery	Bredasdorp	4570	4747	10375	4736
	Napier	1183	1162		1166
	Struisbaai	2818	2793		2787
	L'Agulhas	779	759		755
	Waenhuiskrans	611	608		595
	Protem	7	23		22
	Klipdale	22	22		23
	Suiderstrand	202	169		168
Subtotal: Formal households		10192	10283	10375	10252
All informal areas (Communal)		767	767	0	767
Households with access to minimum levels of service delivery		**10959**	**11050**	**10375**	**11019**
Households without minimum levels of service delivery		0	0	0	0
TOTAL HOUSEHOLDS		**10959**	**11050**	**10375**	**11019**

3.6.2 BASIC SERVICE PRIORITIES AND DELIVERY PER WARD

The following tables depict the most significant capital projects per ward as well as the top four priority needs of each ward and the extent to which they were addressed during the 2024/25 financial year.

3.6.2.1 WARD 1

Ward 1 comprises Napier, Elim, Spanjaardskloof, Houtkloof and surrounding farms

TABLE 70 PRIORITY CAPITAL PROJECTS OF WARD 1

PROJECT NAME AND DETAIL	START DATE	END DATE	TOTAL VALUE (R)
Napier New Boreholes	July 2024	June 2025	588 424,97
Sewer Pumpstation: Security Fencing STW [Napier]	July 2024	June 2025	999 994,36
Roads Construction: Stormwater Damage repair (Napier)	July 2024	June 2025	1 999 715,21
Construction of a pick-up and drop- off point	May 2025	July 2025	430 918.50

TABLE 71 TOP FOUR SERVICE DELIVERY PRIORITIES FOR WARD 1

NO	PRIORITY NAME AND DETAIL	PROGRESS DURING 2024/25
1	Upgrade and ongoing maintenance of Napier's roads.	No provision made on budget.
2	Tarring of all gravel roads, Engel, part of Hertzog, Joseph and Adam Road, Roads in Tamatie kraal,	No provision made on budget.
3	Provision for indoor ablution facilities for the indigent, who still has outside toilets	No provision made on budget.
4	Bus Stops at Protea Primary	An intensive public participation process was followed as part of a feasibility study to determine the best placement of pick up and drop off areas. Protea Primary was found to be unsuitable and as an alternative two alternate sites were identified. The first of these bus stops was constructed at the cemetery. Completed.

3.6.2.2 WARD 2

Ward 2 comprises part of Bredasdorp (Including Mill Park and Parkview) and Klipdale.

TABLE 72 PRIORITY CAPITAL PROJECTS OF WARD 2

PROJECT NAME AND DETAIL	START DATE	END DATE	TOTAL VALUE (R)
Construction: New Conservancy Tank (Klipdale)	July 2024	June 2025	400 000,00
Sidewalks - Longstreet Bredasdorp / Ou Meule	July 2024	June 2025	425 951,00
Bredasdorp - Sewerage Overflow 112 Park St	July 2024	June 2025	184 401,97

TABLE 73 FOUR SERVICE DELIVERY PRIORITIES FOR WARD 2

NO	PRIORITY NAME AND DETAIL	PROGRESS DURING 2024/25
1	Indoor bathrooms Bredasdorp	No provision made on budget.
2	Additional toilets for Klipdale Informal Settlement	No provision made on budget.
3	Recreation facilities for youth (Ou Pype)	No provision made on budget
4	Raised table (c/o Magnolia & Ou Meule)	No provision made on budget.

3.6.2.3 WARD 3

Ward 3 comprises part of Bredasdorp, which include the low-cost housing scheme (Kleinbegin), Zwelitsha and Simunye.

TABLE 74 PRIORITY CAPITAL PROJECTS OF WARD 3

PROJECT NAME AND DETAIL	START DATE	END DATE	TOTAL VALUE (R)
Community Infrastructure: Playpark	July 2024	June 2025	105 890,00
Roads Infrastructure: Upgrading of Informal Roads	July 2024	June 2025	299 117,58

TABLE 75 FOUR SERVICE DELIVERY PRIORITIES FOR WARD 3

NO	PRIORITY NAME AND DETAIL	PROGRESS DURING 2024/25

1	Flood light (Dorothy Nyembe Street (Zwelitsha)	No provision made on budget.
2	Pavements upgrade - Kleinbegin (Rand, Blombos, Sabat, Geel, Riverside, Volhou streets)	Completed
3	CCTV Cameras - Kleinbegin entrance	Completed
4	Land for vegetable garden (Nelson Mandela Hall)	NGO to apply for additional land with the Municipality

3.6.2.4 WARD 4

Ward 4 comprises part of Bredasdorp including the Central Business District, Protem and surrounding farms.

TABLE 76 PRIORITY CAPITAL PROJECTS OF WARD 4

PROJECT NAME AND DETAIL	START DATE	END DATE	TOTAL VALUE (R)
Glaskasteel – Ablution	July 2024	June 2025	136 850,00
Replacement of Watermain (Kloof street)	July 2024	June 2025	899 954,56
New Conservancy Tank – Protem	July 2024	June 2025	500 000.00

TABLE 77 FOUR SERVICE DELIVERY PRIORITIES FOR WARD 4

NO	PRIORITY NAME AND DETAIL	PROGRESS DURING 2024/25
1	Upgrading of sidewalks at Suideroord	Upgrade of sidewalks in Matthee street is completed
2	Fix potholes	Operational and ongoing
3	Shelter for scholars at Bredasdorp Primary school in Buitekant street	No provision made on budget
4	Water security	Machinery & Equipment: Replacement of Watermain (Kloofstr)

3.6.2.5 WARD 5

Ward 5 comprises Suiderstrand, L'Agulhas, Struisbaai and Haasvlakte

TABLE 78 PRIORITY CAPITAL PROJECTS OF WARD 5

PROJECT NAME AND DETAIL	START DATE	END DATE	TOTAL VALUE (R)
Upgrade Suiderstrand Road	July 2024	June 2025	1 996 004,00
Roads Infrastructure: Upgrading of Struisbaai North Roads (MIG)	July 2024	June 2025	9 275 830,48
Construction of Spookdraai Road Struisbaai	July 2024	June 2025	385 080,50

TABLE 79 FOUR SERVICE DELIVERY PRIORITIES FOR WARD 5

NO	PRIORITY NAME AND DETAIL	PROGRESS DURING 2024/25
1	Relocation of Ou Kamp Informal Settlement	In planning phase
2	Residential erven needed in Struisbaai North	No provision made on budget
3	Develop washing facilities in informal settlement (Reduce water wastage)	Completed

4	Upgrade pavements: Priorities: Dolphin Ave, Rondomskrik, 1st-7th Ave (and kerbs)	Streets and sidewalks were upgraded in Struisbaai North, with 9 275 830,48 spent of MIG funds.

3.6.2.6 WARD 6

Ward 6 comprises Arniston and surrounding farms, Overberg Test Range, and part of Bredasdorp (Selfbou and Bergsig)

TABLE 80 PRIORITY CAPITAL PROJECTS OF WARD 6

PROJECT NAME AND DETAIL	START DATE	END DATE	TOTAL VALUE (R)
Community Infrastructure: Playpark (Ward 6 Bredasdorp)	July 2024	June 2025	105 890,00

TABLE 81 FOUR SERVICE DELIVERY PRIORITIES FOR WARD 6

NO	PRIORITY NAME AND DETAIL	PROGRESS DURING 2024/25
1	Welcome board at Arniston entrance	No provision made on current budget
2	Upgrading of sidewalks – Selfbou area, Bredasdorp (October, Meyer, Plaatjies, Baatjes streets)	Completed
3	Cleaning of Arniston entrance – Kamp Street	Completed
4	Taxi shelter (Bredasdorp and Arniston)	Arniston was identified as a site for the construction of a pick-up and drop-off point on the RSEP Programme, but funding was not allocated during the financial year as an alternative site needs to be identified that is not traversed by Eskom cables.

3.7 COMPONENT A: BASIC SERVICES

Basic services are a package of services necessary for human well-being and typically include water, sanitation, electricity and waste management. An overview will also be provided of human settlement (housing) which differs from the services in that it is a concurrent National and Provincial competence. It is included as there is a direct correlation between the provision of basic services and housing. Detail will also be provided on the provision of free basic services through the Municipality's indigent support programme.

3.7.1 WATER

a) Introduction to water

The Municipality supplies water to consumers in its area of jurisdiction through the Uitvlucht Spring, Sanddrif Dam, Vleikloof Dam and various boreholes. Additional boreholes will have to be developed to keep up with future increased water demand.

The Municipality supplies potable water to the entire municipal area through a network and infrastructure consisting of 32 reservoirs and a 7 water pump stations. Reservoir levels are monitored by a telemetry system. Currently the Municipality operates an 8Ml/day water purification plant in Bredasdorp and one purification plant in Spanjaardskloof. Arniston and Suiderstrand receive purified water from reverse osmosis plants operated by private operators.

The water network in some areas is very old causing pipe bursts.

TABLE 82 DAM LEVELS AS AT 30 JUNE

FINANCIAL YEAR	SANDDRIF	VLEIKLOOF
2022/23	25%	80%
2023/24	100%	100%
2024/25	60%	64%

To date 2024 has been a very wet year and dams were at a 100% level by the end of June. Most of the boreholes in Bredasdorp were switched off so that ground water levels could recover for abstraction during summer.

The Municipality has a water master plan to improve water demand management and provide a greater level of control over the constraints related to limited water resources. These plans ensure improved management and decision-making to enable economic development and growth.

- **Service delivery highlights for 2024/25**

  - Installing bulk water meters - ongoing
  - Fencing of Bredasdorp water treatment works
  - Construction of bulk water main as part of the L'Agulhas reservoir project
  - Provision of new motor control centres for various pumpstations and boreholes
  - Equipping of existing ground water boreholes
  - Water quality results indicate that the Municipality's water quality is generally good and complies with SANS 241

- **Service delivery challenges for 2024/25**
  - The peak water demand during the summer holiday season in coastal town's remains a challenge.
  - Increase in water losses (still within acceptable norm)
  - Load shedding, particularly the higher stages have an impact on reservoirs and dams. Although it has been less in the year under review it remains unpredictable.
  - Water supply security and availability
  - Bulk capacity constraints
  - Water storage constraints
  - Raw water supply constraints
  - Non-compliance issues
  - Budget and staffing constraints

b) Service statistics

- **Unaccounted for water (Losses)**

Non-revenue or unaccounted for water has decreased to 18.24% from 19.60 %, in the previous year. This is below the target set by the Municipality and well within the national norm. The Municipality has implemented various measures to monitor its water losses more accurately. The Municipality's ageing infrastructure contributes significantly to the increased figure as pipe bursts occur on a regular basis.

TABLE 83 UNACCOUNTED FOR WATER

YEAR	PURIFIED (KL)	LOSSES (KL)	%	RAND VALUE
2022/23	2 346 561	406 014	17.30%	R1721 499
2023/24	2 576 353.00	504 969.00	19.60	R2 509 696
2024/25	2467472	429005	17.39	2243696

- **Household access to water**

All households in the Municipal Area have access to minimum water standards. Access to minimum water standards is defined as access to 25 litres of potable water per day supplied within 200m of a household and with a minimum flow of 10 litres per minute. Access to piped water is defined as 6,000 litres of potable water supplied per formal connection per month. National policy also requires that poor households should receive 6 kl of free basic water per month.

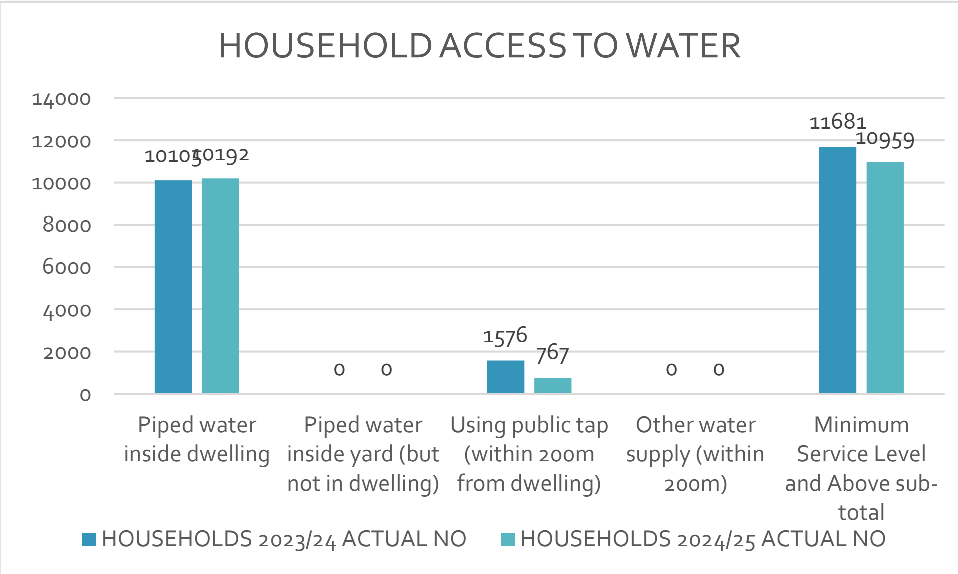
TABLE 84 ACCESS TO WATER

FINANCIAL YEAR	PROPORTION OF HOUSEHOLDS WITH ACCESS TO WATER POINTS	PROPORTION OF HOUSEHOLDS WITH ACCESS TO PIPED WATER	PROPORTION OF HOUSEHOLDS RECEIVING 6 KL FREE
2022/23	7.6%	92.4%	100%
2023/24	13.5%	86.5%	27.7%
2024/25	7.5%	92.47%	35.0%

TABLE 85 WATER SERVICE DELIVERY LEVELS: HOUSEHOLDS

DESCRIPTION	HOUSEHOLDS	
	2023/24 ACTUAL NO	2024/25 ACTUAL NO
Water: (above min level)		
Piped water inside dwelling	10105	10192
Piped water inside yard (but not in dwelling)	0	0
Using public tap (within 200m from dwelling)	1576	767
Other water supply (within 200m)	0	0
Minimum Service Level and Above sub-total	**11681**	**10959**
Minimum Service Level and Above Percentage	**100%**	**100%**
Water: (below minimum level)		
Using public tap (more than 200m from dwelling)	0	0
Other water supply (more than 200m from dwelling)	0	0
No water supply	0	0
Below Minimum Service Level sub-total	0	0
Below Minimum Service Level Percentage	0	0
Total number of households	**0**	**0**

FIGURE 11 WATER SERVICE DELIVERY LEVELS



c) Human resources

TABLE 86 EMPLOYEES WATER SERVICES

JOB LEVEL	POSTS 2023/24	POSTS 2024/25	EMPLOYEES	VACANCIES	VACANCIES (%)
0 to 3	16	17	17	0	0%
4 to 8	32	31	31	0	0%
9 to 13	10	11	11	0	0%
14 to 18	1	1	1	0	0%
TOTAL	**59**	**60**	**60**	**0**	**0%**

These employees also perform the sanitation function.

d) Financial performance: Capital expenditure

TABLE 87 CAPITAL EXPENDITURE: WATER SERVICES

PROJECT	ORIGINAL BUDGET	ADJUSTMENT BUDGETS	TOTAL BUDGET	YEAR TO DATE	VARIANCE
Water: Infrastructure - Water Replacement meter (No4)	320 000,00	-	320 000,00	320 000,00	0%
Water Infrastructure: Zwelitsha Housing water supply	100 000,00	- 100 000,00	-	-	-
Replacement of Watermain (Kloof street)	900 000,00	-	900 000,00	899 954,56	0%
Machinery & Equipment: PH Meters (No6) [All Towns]	130 000,00	- 8 500,00	121 500,00	74 260,47	39%
Water Meter Replacement (No1) Arniston	80 000,00	-	80 000,00	80 000,00	0%
Fencing: Bredasdorp WWTW	750 000,00	- 750 000,00	-	-	-
Infrastructure: Replace Fencing WTW (Bredasdorp)	750 000,00	- 3 449,00	746 551,00	746 550,14	0%
Water Treatment Instrumentation	50 000,00	- 33 572,00	16 428,00	30 665,71	-87%
Replacement of Fridge / Microwave	7 500,00	5 610,00	13 110,00	11 396,53	13%
PPE Hand radio's	5 000,00	- 700,00	4 300,00	4 300,00	0%
PPE Water pump Bredasdorp	20 000,00	- 6 272,00	13 728,00	130 310,06	-849%
PPE Generator (mobile) - Maintenance Team BD	6 000,00	- 1,00	5 999,00	5 999,00	0%
PPE Pipe-cutter (Maintenance team) BD	20 000,00	- 3 598,00	16 402,00	16 402,61	0%
PPE Electric Jack Hammer	5 000,00	- 929,00	4 071,00	4 071,91	0%
PPE High Pressure Spray Guns	15 000,00	- 3 600,00	11 400,00	8 008,61	30%
Machinery & Equipment: Slurry Dosing Pump at WTW BD	160 000,00	68 118,00	228 118,00	228 117,50	0%
Machinery & Equipment: Wacker	45 000,00	-	45 000,00	23 000,00	49%
Water Infrastructure: Backwash Pipe WTW Napier	100 000,00	- 80 459,00	19 541,00	19 541,53	0%
Reservoir Project (SB) WSIG	10 000 000,00	- 7 848 841,00	2 151 159,00	2 209 030,20	3%

PROJECT	ORIGINAL BUDGET	ADJUSTMENT BUDGETS	TOTAL BUDGET	YEAR TO DATE	VARIANCE
Water: Bulk Mains - Upgrade and replace Bulk Water Meters	250 000,00	250 000,00	500 000,00	499 999,65	0%
New Motor control centre for pumpstation and boreholes	250 000,00	- 250 000,00	-	-	-
MPP: Napier New Boreholes	500 000,00	90 000,00	590 000,00	588 424,97	0%
Roads Access: Boreholes & Reservoirs [All Towns]	250 000,00	- 250 000,00	-	-	-
High Efficiency Pumps WTW [BD]	36 600,00	- 36 600,00	-	-	-
TOTAL	**14 750 100,00**	**-8 962 793,00**	**5 787 307,00**	**5 900 033,45**	**1.9%**

3.7.2 SANITATION

Bredasdorp has a full waterborne sewerage system in place. The lower income areas in Napier, Arniston and Struisbaai also have a full waterborne sewerage system, but the higher income areas are serviced with septic tanks. A sewer tanker is available for the rural areas and in urban areas where septic tanks are still being used. Various Wastewater Treatment Works (WWTW) are operational throughout the Municipal Area.

- **Service delivery highlights for 2024/25**

  - Provision of toilets in informal settlements
  - Fencing at the Bredasdorp Wastewater Treatment Works
  - Fencing of Napier Wastewater Treatment Works
  - Fencing of various pump stations
  - Purchase of new vacuum tanker
  - Addressing various sewage overflow problem areas

- **Service delivery challenges for 2024/25**

  - The quality of the effluent from Arniston WWTW is below standard.
  - Maintenance of communal sanitation infrastructure in informal settlements.
  - Load shedding, particularly the higher stages
  - Treatment capacity constraints
  - Bulk capacity constraints
  - Raw water supply constraints
  - Non-compliance issues
  - Budget and staffing constraints

a) Service statistics

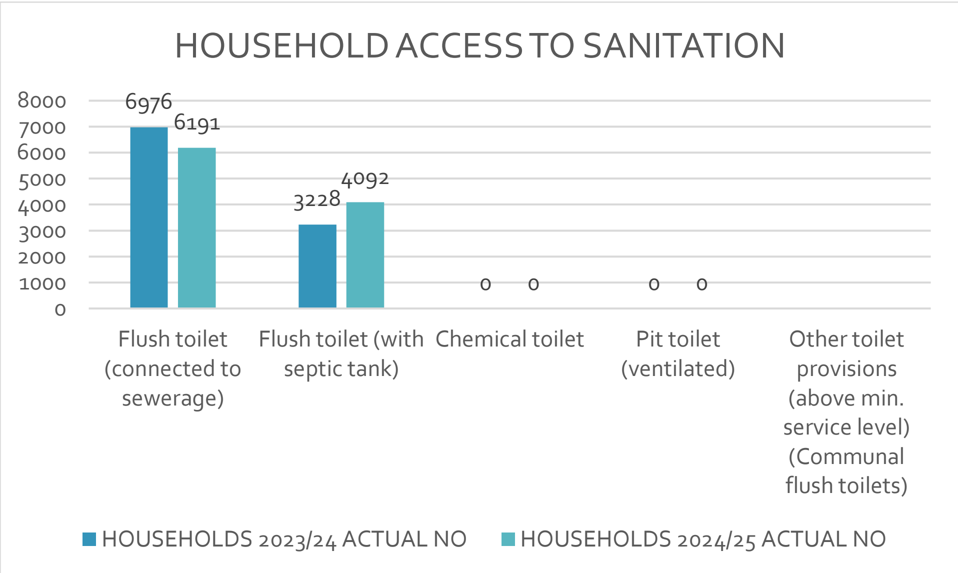
- **Household access to sanitation**

Access to minimum sanitation services is defined as a ventilated pit latrine (VIP). All urban households within the Municipality's area of jurisdiction have access to minimum sanitation levels.

TABLE 88 SANITATION SERVICE DELIVERY LEVELS

DESCRIPTION	HOUSEHOLDS	
	2023/24	2024/25
	ACTUAL NO	ACTUAL NO
Sanitation/sewerage: (above minimum level)		
Flush toilet (connected to sewerage)	6976	6191
Flush toilet (with septic tank)	3228	4092
Chemical toilet	0	0
Pit toilet (ventilated)	0	0
Other toilet provisions (above min. service level) (Communal flush toilets)		
Minimum Service Level and Above sub-total	**10204**	**10283**
Minimum Service Level and Above Percentage	**100%**	**100%**
Sanitation/sewerage: (below minimum level)		
Bucket toilet	0	0
Other toilet provisions (below min. service level)	0	0
No toilet provisions	0	0
Below Minimum Service Level sub-total	0	0
Below Minimum Service Level Percentage	0	0
Total number of households	**0**	**0**

FIGURE 12 SANITATION SERVICE DELIVERY LEVELS



b) Human resources

TABLE 89 EMPLOYEES SANITATION SERVICES

JOB LEVEL	POSTS 2023/24	POSTS 2024/25	EMPLOYEES	VACANCIES	VACANCIES (%)
0 to 3	16	17	17	0	0%
4 to 8	32	31	31	0	0%
9 to 13	10	11	11	0	0%
14 to 18	1	1	1	0	0%
TOTAL	**59**	**60**	**60**	**0**	**0%**

The same employees are utilised for the water service.

c) Financial performance: Capital expenditure

TABLE 90 CAPITAL EXPENDITURE: SANITATION SERVICES

PROJECT	ORIGINAL BUDGET	ADJUSTMENT BUDGETS	TOTAL BUDGET	YEAR TO DATE	VARIANCE
Sewer Pumpstation: Fencing: Bredasdorp WWTW	-	749 901,00	749 901,00	749 901,45	0%
Sewer Pumpstation: Construction of Sludge Drying beds	500 000,00	-425 000,00	75 000,00	75 000,00	0%
Sewer Pumpstation: Security Fencing STW [Napier]	1 000 000,00	-5,00	999 995,00	999 994,36	0%
Sewer Pumpstation: Rehabilitation station (Old) NP	780 800,00	-738 243,00	42 557,00	42 557,50	0%
Struisbaai - Relay gravity sewer on Oester Ave	392 150,00	-332 150,00	60 000,00	60 000,00	0%
Bredasdorp - Sewerage Overflow 112 Park St	518 250,00	-200 000,00	318 250,00	184 401,97	42%
Sewer Pumpstation: Fencing site [Arniston]	500 000,00	-204 638,00	295 362,00	261 988,74	11%
Housing Sanitation Zwelitsha (informal)	300 000,00	-300 000,00	-	-	-
Struisbaai - Oceanview Connection to Non-Existent Sewer	-	256 420,00	256 420,00	256 419,33	0%
Struisbaai - Construction New Manhole (3198 Santiestraat)	-	120 000,00	120 000,00	120 000,00	0%
Bredasdorp - Pumps in Ou Meule Rd SPS	-	136 528,00	136 528,00	-	100
Bredasdorp - Procure Sewer Rods	-	16 138,00	16 138,00	-	100%
Bredasdorp - Sewerage Overflows (Van Der Byl St)	-	250 000,00	250 000,00	250 000,00	0%
Refurbish Sewer pump station Arniston (Mech & Electrical)	500 000,00	-500 000,00	-	-	-
Construction: New Conservancy Tank (Klipdale)	-	400 000,00	400 000,00	400 000,00	0%
Informal toilet structure [All wards]	200 000,00	340 000,00	540 000,00	253 760,14	53%
New Conservancy Tank - Struisbaai	-	250 000,00	250 000,00	250 000,00	0%
New Conservancy Tank - Protem	-	500 000,00	500 000,00	500 000,00	0%

PROJECT	ORIGINAL BUDGET	ADJUSTMENT BUDGETS	TOTAL BUDGET	YEAR TO DATE	VARIANCE
New Conservancy Tanker	-	1 213 721,00	1 213 721,00	1 213 720,87	0%
New Conservancy Tanker - Struisbaai Skulphoek PS	-	250 000,00	250 000,00	250 000,00	0%
Sewer Reticulation - Sewerage pipe replacement	1 250 000,00	-1 250 000,00	-	-	-
TOTAL	**5 941 200,00**	**532 672,00**	**6 473 872,00**	**5 867 744,36**	**9,4%**

3.7.3 ELECTRICITY

a) Introduction to electricity

- **Distribution areas**

There are two distributors of electricity within the Municipal Area, namely the Cape Agulhas Municipality and Eskom. The following table shows the distribution areas of each.

TABLE 91 ELECTRICITY DISTRIBUTION AREAS

CAPE AGULHAS	ESKOM
- Bredasdorp	- Klipdale
- Napier	- Protem
- Struisbaai	- Struisbaai North
- L'Agulhas	- Kassiesbaai
- Waenhuiskrans	- Elim
- Suiderstrand	- Agricultural areas

- **Small Scale Embedded Generation (SSEG)**

The installation of SSEG projects is increasing rapidly within the Cape Agulhas Municipal supply area but still has a negligible effect on electrical sales, this trend will increase with the ever-increasing tariff increases granted to Eskom and will inevitably erode the Municipality's income from electrical sales. The cost of solar panels, inverters and batteries is restrictive to average households, but the costs are decreasing rapidly as the demand rises and will reach a level where the SSEG will be more cost effective than purchasing electricity from the Municipality. This will erode the Municipality's KWHr sales and the usage of Municipal infrastructure to be able to sell KWHr back to the Municipality must be carefully costed to benefit both parties in the long term, thus encouraging the uptake of renewable energy within the Municipality's area of supply. What must be borne in mind is that the Municipality must still maintain infrastructure to cater for the possible maximum demand if all SSEG fails. Approval and safe installation of SSEG installations are monitored and controlled by the Electricity Services department.

Cape Agulhas Municipality is supportive of alternative energy solutions to reduce the pressure and reliance on the national grid and promoting responsible energy generation. Cape Agulhas Municipality has an online SSEG platform for the application and approval of all systems, this eases the application process and allows for far lower Municipal processing times. The link to the site is: HTTPS://apply.sseg.org.za.

- **Service delivery highlights for 2024/25**

- Maintenance of streetlights in the Eskom supply areas in accordance with an agreement concluded with ESKOM
- The Municipality is part of the MEMS (Municipal Energy Management System) program, and all internal energy consumption is collated monthly in a purpose-built tool and dashboard, that tracks trends and clearly indicates any problem account. The dashboards are located at the bottom of this section.
- The Municipal Council approved an energy management policy
- Distribution losses increase to 9.% when compared with the industry standard of 10% is an achievement and can be attributed to the massive cold start loads experienced after loadshedding which is dissipated as heat losses in transformers and conductors.
- Continuous upgrading of ageing infrastructure in accordance with the Municipality's 20-year master plans for the towns within our area of supply.

- **Service delivery challenges for 2024/25**

  - The differing service levels between the Eskom areas of supply and Municipal areas of supply
  - Incidents of vandalism.
  - Eskom's ageing infrastructure in the rural areas causing quality of supply issues and continuity of supply problems.
  - A decline in revenue from electricity sales

b) Service statistics

- **Unaccounted for electricity (Losses)**

The Municipality's electricity losses increased to 9.01%, compared to the previous year's 6.95%. Our unaccounted electricity remains well below the norm.

TABLE 92 ELECTRICITY LOSSES

YEAR	UNITS PURCHASED (kwH)	LOSSES (kwH)	%	RAND VALUE (APPROXIMATE)
2022/23	62 770 111	4 152 849	6.62%	R 4 858 834
2023/24	65 232 345	4 534 957	6.95%	R 6 212 891
2024/25	69 547 773	6 266 136	9.01%	R9 775 172

- **Household access to electricity**

Access to minimum electricity standards is defined as an electricity connection at the dwelling. National policy also requires that poor households should receive 50kWh of free basic electricity per month. All formal households as well as households in informal settlements have access to electricity in the Cape Agulhas Municipal area of supply.

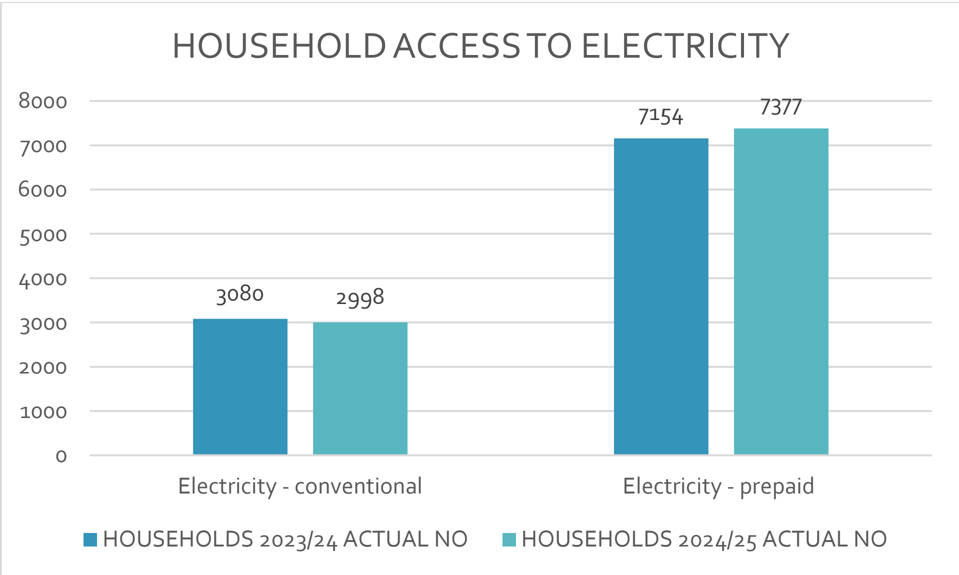
TABLE 93 ELECTRICITY SERVICE DELIVERY LEVELS

DESCRIPTION	HOUSEHOLDS	
	2023/24	2024/25
	ACTUAL NO	ACTUAL NO
Energy: (above minimum level)		

Electricity - conventional	3080	2998
Electricity - prepaid	7154	7377
Minimum Service Level and Above sub-total	**10234**	**10375**
Minimum Service Level and Above Percentage	**100%**	**100%**
Energy: (below minimum level)		
Electricity (< min. service level)	0	0
Electricity - prepaid (< min. service level)	0	0
Other energy sources	0	0
Below Minimum Service Level sub-total	0	0
Below Minimum Service Level Percentage	0	0
Total number of households	**0**	**0**

The table above indicates the level and tariff spread for domestic electricity supply and excludes the commercial and industrial tariff classes.

FIGURE 13 ELECTRICITY SERVICE DELIVERY LEVELS



c) Human resources

TABLE 94 EMPLOYEES: ELECTRICITY SERVICES

JOB LEVEL	POSTS 2023/24	POSTS 2024/25	EMPLOYEES	VACANCIES	VACANCIES (%)
0 to 3	5	6	5	1	17%
4 to 8	9	9	7	2	22%
9 to 13	12	13	12	1	8%
14 to 18	1	1	0	1	100%
TOTAL	27	29	24	5	17%

d) Financial performance: Capital expenditure

TABLE 95 CAPITAL EXPENDITURE: ELECTRICITY SERVICES

PROJECT	ORIGINAL BUDGET	ADJUSTMENT BUDGETS	TOTAL BUDGET	YEAR TO DATE	VARIANCE
Buildings: Stores - Electricity Store: Extend Concrete Wash bay	58 000,00	-58 000,00	-	-	-
Office Furniture - Chair	-	5 000,00	5 000,00	18 744,78	-274,9%
Tools	45 000,00	13 168,00	58 168,00	58 168,69	0,0%
Machinery & Equipment: Cable Locator	155 800,00	-155 800,00	-	-	0,0%
Machinery & Equipment: Cable Locator	-	155 313,00	155 313,00	155 313,34	0,0%
Master Plan Projects[Outer years 24/25 & 25/26] CRR	1 450 850,00	-1 450 850,00	-	-	0,0%
GMT Tides, install 50mm MV cable between GMT Tides and MS Ca	-	1 414 390,00	1 414 390,00	1 414 384,08	0,0%
Master Plan implementation - Generators (SB Sewer pumps / SC	1 000 000,00	-1 000 000,00	-	-	0,0%
Master Plan implementation - Generators (SB Sewer pumps / SC	-	255 610,00	255 610,00	303 260,00	-18,6%
PPE: Whacker	54 450,00	-32 026,00	22 424,00	22 424,24	0,0%
PPE Storage Container x 2	210 000,00	-118 552,00	91 448,00	91 448,00	0,0%
Electricity Fleet vehicles: Replace Ford Ranger Bakkie	495 000,00	-111 390,00	383 610,00	383 610,49	0,0%
Change Transformers Minisubs	657 709,00	927 122,00	1 584 831,00	1 487 415,22	6,1%
Replace Med/Low Volt Overhead lines	871 000,00	-11 398,00	859 602,00	859 601,20	0,0%
Electrification - Informal Set	172 500,00	-23 800,00	148 700,00	148 470,00	0,2%
Electricity LV Network: Street Lights - New	250 000,00	150 000,00	400 000,00	133 292,53	66,7%
Street Lights – Ou Meule Road (BD)	500 000,00	-500 000,00	-	-	0,0%
Street Lights - Industria (BD)	427 864,00	-427 864,00	-	-	0,0%
Street Lights - Christmas Lights	-	498 689,00	498 689,00	498 689,88	0,0%
Street Lights - Industria (BD) [New]	-	427 864,00	427 864,00	419 598,50	1,9%
Street Lights - Station Road (NP)	300 000,00	-	300 000,00	297 667,95	0,8%
TOTAL	**6 648 173,00**	**-42 524,00**	**6 605 649,00**	**6 292 088,90**	**4,7%**

3.7.4 WASTE MANAGEMENT

a) Introduction to waste management

The Waste Management function is defined as the activities associated with collection, transport, processing and disposal of waste. This includes awareness to minimize waste generated, recycling and re-use of waste with value, composting and work opportunities in waste.

- **Landfill sites and drop offs.**

The Municipality has a licensed landfill site in Bredasdorp and three Drop-Off areas (Napier, Waenhuiskrans and Struisbaai). There is also a licensed landfill site in Elim, which is operated by the Elim "Opsieners Raad". The waste from the Drop-Off's is collected and transported to the Bredasdorp landfill site. Garden waste from Waenhuiskrans and Napier is transported to the Bredasdorp landfill for chipping.

The Bredasdorp Landfill has reached capacity and from 12 December 2025 general waste was disposed at the Karwyderskraal regional landfill. This option is a suitable option in the medium- to long term and this has been included as a priority project at the Joint District & Metro Approach (JDMA). Chipped material (Green Waste) is used for composting at the Bredasdorp Waste Facility.

The data from the landfill and Drop-Off's is reported on the IPWIS system of the Department of Environmental Affairs. Internal and External audits were completed as stated in the permit conditions.

- **Refuse collection**

All households in the Municipal Area have access to a weekly refuse collection service. In the informal settlements the bags are carried out to the nearest collection point. New housing developments have a significant impact on the amount of refuse that must be collected.

- **Street Cleaning**

Street cleaning takes place on a continuous basis throughout the year. The escalation of illegal dumping is hampering the Municipalities efforts to keep the towns clean and attractive. Street cleaning and clearing of illegal dumping are executed through the Expanded Public Works Programme (EPWP), which creates jobs.

Department of Forestry Fisheries & Environment (DFFE) introduced an Environmental Cleaning and greening project which include 60 work opportunities for the participants.

- **Recycling**

The Municipality has a recycling programme in place, and the separation of waste takes place at source. A two-bag system has been implemented for collecting of waste. Material that can be recycled is placed in clear bags and other waste in black bags. Businesses also take part in the recycling project and separate the waste for collection. This programme also creates jobs, and extensive use is made of the EPWP. Coastal Clean-up operations were done with the Overberg District Municipality and recycling bins were distributed to various schools to promote the project. The Municipality partnered the Zero Waste Association of South Africa (ZWASA) to implement a successful pilot organic waste diversion pilot project in Bredasdorp that will continue in the 2025 / 26 financial year. This project was funded through corporate social investment.

- **Awareness**

The following awareness campaigns were rolled out:

- "Youth in Waste" Projects aim to create awareness on recycling and illegal dumping. Illegal dumping is a major challenge for the Municipality and door to door awareness formed part of an EPWP education programme.
- Awareness campaigns on recycling were also held at businesses, shopping malls and schools.
- The Municipality has an ongoing awareness project to promote the implementation of the wheelie bin system.
- The National Department of Environmental Affairs and Development Planning (DEADP) made provision for 22 additional environmental staff members under the Presidential Good Green Deeds Campaign. One Environmental Officer, seven Awareness workers and fifteen General workers were appointed through this EPWP initiative in the Cape Agulhas Municipal Area.
- The Municipality received R 1 000 000 for various projects including Waste Management from the Province, which had appositive impact on job creation and our ability to create a clean and healthy environment.

- **Service delivery highlights for 2024/25**

- The implementation of a successful pilot organic waste diversion pilot project in Bredasdorp that can be continued in the new financial year and eventually be rolled out to all towns.
- This project now also includes composting at Bredasdorp and provides 7 work opportunities.

- **Service delivery challenges for 2024/25**

- Illegal dumping remains an ongoing challenge.
- Compliance with permit conditions remains an ongoing challenge.
- New residential developments put pressure on the resources of the Municipality.

b) Service statistics

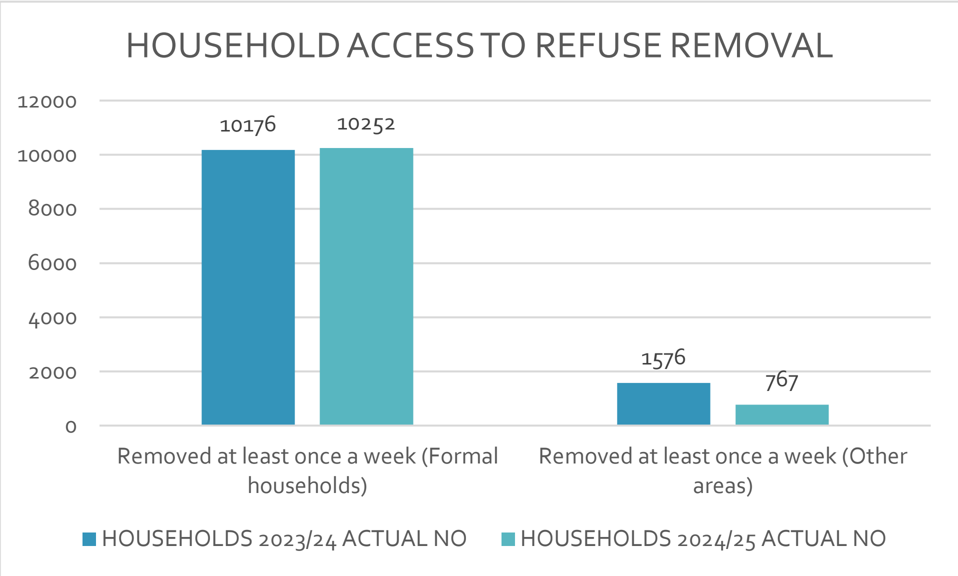
Basic level services for refuse removal are defined as free weekly refuse removal. All households in urban areas have access to a weekly refuse removal service.

TABLE 96 WASTE MANAGEMENT SERVICE DELIVERY LEVELS

DESCRIPTION	HOUSEHOLDS	
	2023/24	2024/25
	ACTUAL NO	ACTUAL NO
Solid waste removal (Minimum level)		
Removed at least once a week (Formal households)	10176	10252
Removed at least once a week (Other areas)	1576	767
Minimum Service Level and Above sub-total	**11752**	**11019**
Minimum Service Level and Above percentage	**100%**	**100%**
Solid waste removal (Below minimum level)		
Removed less frequently than once a week	0	0
Using communal refuse dump	0	0
Using own refuse dump	0	0
Other rubbish disposal	0	0

No rubbish disposal	**0**	**0**
Below Minimum Service Level sub-total	0	0
Below Minimum Service Level percentage	0	0
Total number of households	**0**	**0**

FIGURE 14 WASTE MANAGEMENT SERVICE DELIVERY



c) Human resources

TABLE 97 EMPLOYEES: WASTE MANAGEMENT

JOB LEVEL	POSTS 2023/24	POSTS 2024/25	EMPLOYEES	VACANCIES	VACANCIES (%)
0 to 3	28	28	28	0	0%
4 to 8	9	8	8	0	0%
9 to 13	2	2	2	0	0%
14 to 18	1	1	1	0	0%
TOTAL	**40**	**39**	**39**	**0**	**0%**

d) Financial performance: Capital expenditure

TABLE 98 CAPITAL EXPENDITURE: WASTE MANAGEMENT SERVICES

PROJECT	ORIGINAL BUDGET	ADJUSTMENT BUDGETS	TOTAL BUDGET	YEAR TO DATE	VARIANCE
Compactor Truck (MIG application)	2 300 000,00	-93 456,00	2 206 544,00	2 206 543,48	0,0%
Material recovery park	3 900 000,00	-80 000,00	3 820 000,00	3 766 081,65	1,4%
Upgrading Office (Recovery Park facility)	50 000,00	-25 000,00	25 000,00	-	100,0%
Transport Vehicles - Refuse Bakkie	350 000,00	42 712,00	392 712,00	370 321,92	5,7%

Upgrading of Drop-off zones	1 000 000,00	-	1 000 000,00	816 333,48	18,4%
Fencing At Waste Facilities (BD)	1 400 000,00	-256 330,00	1 143 670,00	1 143 670,37	0,0%
TOTAL	**9 000 000,00**	**-412 074,00**	**8 587 926,00**	**8 302 950,90**	**3,3%**

3.7.5 HUMAN SETTLEMENT

a) Introduction to human settlement

Housing is a concurrent National and Provincial competency in terms of Part A of Schedule 4, of the Constitution. Section 10 of the Housing Act, Act 107 of 1997, sets out the responsibilities of municipalities in relation to the provision of housing. There is a direct correlation between the provision of basic services and housing, which makes it a complex function that relies on high levels of cooperation between the Municipality and the Provincial and National Departments responsible for Housing.

Shelter is a basic need and housing will provide shelter, but this alone is not enough. Settlements are a key element of the urban environment, and they should function as a singular workable system of integrated networks and interconnecting nodes. The Municipality supports this sentiment and strives to ensure that liveable habitats are created to contribute to the improvement of the living conditions of the poor.

The Municipality is on track with its housing roll out programme. In line with the Strategic Objective of the Western Cape Department of Human Settlements to eradicate informal settlements, all our housing projects are also planned to decrease the number of informal settlements as well as improve the living conditions and level of basic services in informal settlements while also addressing the housing backlog in general.

The Government's primary objective is to undertake housing development, which Section 1 of the Housing Act, No. 107 defines as being: *"the establishment and maintenance of habitable, stable, and sustainable public and private residential environments. This is to ensure viable households and communities in areas allowing convenient access to economic opportunities, and to health, educational and social amenities in which all citizens and permanent residents of the Republic will, on a progressive basis, have access to housing. This includes permanent residential structures with secure tenure, ensuring internal and external privacy, and providing adequate protection against the elements, potable water, adequate sanitary facilities, and domestic energy supply."*

The existing National Human Settlements Programme is based on this objective and the principles embodied therein. Municipalities are required to take a leading role in identifying land for the location of housing supply, to facilitate spatial planning and transportation systems and the integration of housing into municipal IDPs.

The housing development process entails the following:
- Initiating, planning, facilitating and co-ordinating appropriate housing development.
- Promoting private sector development and playing the role of developer.
- Preparing a housing delivery strategy and setting up housing development goals.
- Identifying and allocating land for housing development.
- Creating a financially and socially viable environment for housing delivery.
- Facilitating the resolution of conflicts arising from housing delivery initiatives.
- Facilitating the provision of bulk services.
- Administering national housing programmes.

b) Human Settlement Planning

The Municipal Council approved the review of the Human Settlement Plan on 28 March 2025 (Council Resolution 48/2025). The Human Settlement Plan is reviewed annually to assess progress made on housing delivery in terms of the pipeline deliverables and the business plan of the Western Cape Department of Human Settlements (WCDoHS) It also focuses on the implementation of the housing programme in accordance with the IDP of Council. This plan is used to facilitate and assist the Municipality to fulfil the role assigned to it in terms of the National Housing Code.

The Annual Integrated Human Settlements Plan aims to address the Cape Agulhas Municipality's critical housing needs through a practical and action-oriented framework. By prioritizing key deliverables and efficient resource allocation, the plan focuses on delivering tangible results. A notable shift from previous approaches, the approved plan adopts a reformed integrated strategic implementation focus. Recognizing the complexity of human settlements development, the plan emphasizes a coordinated and collaborative multi-tier approach. To achieve this, the Directorate plans to revive the Institutional Technical Committee, fostering a more integrated and effective implementation strategy.

The Integrated Human Settlements Plan acknowledges the existence of informal settlements within the region and prioritizes their upgrading and transformation and close monitoring. The plan considers the future continued existence of informal settlements and focusses on the successful implementation of the Informal Settlements Infrastructure Upgrading Projects. Additionally, holistic Top Structure Reform Projects are prioritized as a strategic imperative to drive comprehensive living standards improvement within the current approach plan.

The current informal settlements population within the Cape Agulhas Region is approximately 2,500, situated in Bredasdorp (Zwelitsha), Napier, and Struisbaai – Ou Kamp. However, only 457 households are eligible and registered on the current waiting list. This disparity highlights the potential for future informal settlement permanent migration, emphasizing the need for proactive planning and intervention. Currently, informal settlements in the Cape Agulhas Municipality occupy a total of 12 hectares of land, with 9 hectares located in Bredasdorp, 2.2 hectares in Napier, and 0.8 hectares in Struisbaai.

There has been a progressive intensification of mobility in the Western Cape Province. The underlying determinants of this trend include increased and new economic opportunities, quality of education and better health care service in the province. The implications of migration into our Municipality for housing are as follows:

- There is a substantial increase in population in the informal areas.
- A considerable number of people in the informal settlements are not South African citizens which is one of the qualifying criteria for a housing subsidy.
- Most people travel by foot to school and work. This has an implication for delivery of future housing, which should be near existing work opportunities and education facilities.

The following progress was made in the 2024/25 financial year:

Projects in Implementation stages:

- **Struisbaai:**
  Oukamp / Blompark
  - This project was approved for installation of civil engineering services, for 84 sites by the Provincial Adjudication Committee on 10 December 2024. The Funding will become available in 25/26 Financial Year.

Area A / IRDP

- The Department of Infrastructure assessed the application on 26th of November 2024 and have given approval for the project to proceed.

- **Bredasdorp - Zwelitsha: Upgrading of Informal Settlement**
  - A project plan with timelines cannot be provided at this stage, Compliance planning processes like EIA, Lupa, Nema, Town Planning and other technical investigations, need to be undertaken.
  - Geotechnical investigations started by the Implementing agent, but Asla's appointment with the Department of Infrastructure is pending.
  - It must however be noted that funding for Phola Park is only allocated in the 26/27 financial year to the amount of R2 540 000.00

Napier:

- **Informal Settlement Site B**
  - All planning activities have stopped until the Department of Infrastructure completes its bid process to appoint Asla.

- **Site A2 IRDP**
  - Project Approval was received; Site Establishment was estimated to commence in February 2025, however due to the Auditor General's finding on irregular expenditure, the project was temporarily suspended. The Department of Infrastructure is currently in the process of procuring Asla's services directly through their limited bid process and we are awaiting the outcome of their procurement process

The biggest priority for Cape Agulhas Municipality is to reduce the number of households in the various informal settlements and create better living conditions for back yard dwellers. The integrated Human Settlement Plan of Cape Agulhas Municipality illustrates this intention quite clearly. A major focus is now being placed on those who do not qualify for houses and are in the "GAP" market (alternatively known as deferred ownership).

c) Title deed restoration programme

The tender for the title deed restoration program transfers was awarded to Kruger & Blignaut attorneys. The title deed restoration programme is ongoing for outstanding title deeds. The department human settlements have done a survey to establish the title deed status of houses built pre-1999. A total of 434 title deeds have been registered for the Millpark project.

d) Deferred Ownership

The planned performance target was 23 houses however the Municipality exceeded the target by building 40 houses.

e) Service statistics

The following table indicates the number of households with access to basic housing:

TABLE 99 PERCENTAGE OF HOUSEHOLDS WITH ACCESS TO BASIC HOUSING

YEAR	TOTAL HOUSEHOLDS (INCLUDING IN FORMAL AND	HOUSEHOLDS IN FORMAL SETTLEMENTS	PERCENTAGE OF HHS INFORMAL SETTLEMENTS	HOUSEHOLDS IN INFORMAL SETTLEMENTS

	INFORMAL SETTLEMENTS)			
2023/24	11269	9693	13.98	1576
2024/25	11269	10502	6.80	767

Source : Socio Economic profile 2024 / 2025 Informal settlement register

The following table indicates the number of housing applicants on the waiting list.

TABLE 100 HOUSING WAITING LIST

FINANCIAL YEAR	HOUSING APPLICANTS	% HOUSING WAITING LIST (INCREASE/DECREASE)
2022/23	3985	10.50
2023/24	5242	31.5
2024/25	3408	-34.9

The following table indicates the number of houses / stands serviced

TABLE 101 *HOUSES BUILT / STANDS SERVICED*

FINANCIAL YEAR	NUMBER OF HOUSES BUILT	NUMBER OF SITES SERVICED
2022/23	27	120
2023/24	36	0
2024/25	0	0

The following table indicates the allocations received and amounts spent.

TABLE 102 ALLOCATIONS RECEIVED AND EXPENDITURE

FINANCIAL YEAR	ALLOCATION OPENING BALANCE	FUNDS RECEIVED	SPENT	BALANCE
2022/23	10281129	17627129	7895353	20 012 905
2023/24	29085000	29085000	12203773.76	16901665
2024/25	0	0	0	0

The following has been completed:

- Planning for Site G 351 houses in Bredasdorp
- Planning for Site A 443 houses Struisbaai
- Planning for 150 houses and 10 GAP erven in Napier
- Planning Phase of the Upgrading of Informal Settlements Programme, (Zwelitsha, Napier and Ou Kamp)

f) Human resources

TABLE 103 EMPLOYEES: HOUSING SERVICES

JOB LEVEL	POSTS 2023/24	POSTS 2024/25	EMPLOYEES	VACANCIES	VACANCIES (%)
0 to 3	0	0	0	0	0%
4 to 8	1	1	1	0	0%
9 to 13	3	3	3	0	0%

14 to 18	1	1	1	0	0%
TOTAL	**5**	**5**	**5**	**0**	**0%**

g) Financial performance

No capital projects in the year under review.

3.7.6 FREE BASIC SERVICES AND INDIGENT SUPPORT

a) Introduction to free basic service delivery

The National Framework defines indigent as "lacking the necessities of life". Cape Agulhas Municipality is responsible for indigents with respect to the following services:

- Water supply.
- Sanitation.
- Refuse.
- Basic energy.

For each of these services there is a range of service levels, which can be provided with the following categories typically being applied:

- Basic service level which is required in order to maintain basic health and safety.
- Intermediate service level.
- Full service, the highest level of service that is traditionally applied in South African municipalities.

Cape Agulhas Municipality supports the indigents with the following services:

- 6kl free water;
- 50kWh free electricity;
- Rebate 50% or 100% for water depending on household income;
- Rebate 50% or 100% for refuse removal depending on household income;
- Rebate 50% or 100% for sanitation depending on household income;

In accordance with the approved Indigent Policy of the Municipality, all households earning less than R4 400.00 for indigents and R7 790.00 for poor households per month will receive the free basic services as prescribed by National Policy.

b) Service statistics

The table below indicates the total number of indigent households and poor households that received free basic services in the past two financial years:

TABLE 104 FREE BASIC SERVICES TO LOW INCOME HOUSEHOLDS

YEAR	TOTAL HH'S	HOUSEHOLDS EARNING LESS THAN R4750.00 PER MONTH							
		FREE BASIC WATER		FREE BASIC SANITATION		FREE BASIC ELECTRICITY		FREE BASIC REFUSE	
		ACCESS	%	ACCESS	%	ACCESS	%	ACCESS	%
2023/24	11269*	2422	21.49	2422	21.49	2676	23.74	2422	21.49
2024/25	11269*	3839	34.06	3820	33.89	3002	26.63	3819	33.88

** Socio economic profile 2024 / 2025 Indigent register and informal settlements register*

TABLE 105 COST TO THE MUNICIPALITY OF FREE BASIC SERVICES DELIVERED

VOTE DESCRIPTION	PREVIOUS AUDITED ACTUAL	BUDGET ORIGINAL	FINAL ADJUSTMENT BUDGET	YEAR TO DATE ACTUAL
Free Basic Services - Water	11 663 465,00	8 750 740,00	8 400 740,00	8 074 038,98
Free Basic Services - Sanitation	5 417 680,52	7 049 200,00	4 549 200,00	3 293 284,66
Free Basic Services - Refuse Removal	7 698 543,58	10 136 291,00	7 136 291,00	5 642 523,32
Free Basic Services - Electricity	593 582,07	562 400,00	312 400,00	88 646,66
Free Basic Services - Electricity (Eskom)	31 152,51	691 000,00	691 000,00	712 923,04
TOTAL	**25 404 423,68**	**27 189 631,00**	**21 089 631,00**	**17 811 416,66**

3.8 COMPONENT B: ROAD TRANSPORT AND WASTEWATER MANAGEMENT

This component includes roads and wastewater management (storm water drainage). The Roads and Stormwater Department is tasked with the construction and maintenance of all roads and storm water assets within the Cape Agulhas Municipal Area. Master plans for roads and storm water for the whole area were put in place to assist in planning and budgeting.

3.8.1 ROADS

a) Introduction to roads

The Municipality's strategy is to reseal and rehabilitate as many roads as financially possible in terms of the updated pavement management system. According to the PMS the short-term backlog and medium-term backlog are R 25.80 m and R 143.20 m respectively. The surface condition of 21.63 % of all paved roads are in a poor to very poor condition and the structural condition of 24.34 % of all roads are in a poor to very poor condition.

- **Service delivery highlights for 2024/25**

  - Kloof Street and a portion of Brand Street in Bredasdorp have been re-sealed.
  - Landa Street, Retha Close and Anna Street in Struisbaai have been re-sealed.
  - Most of the existing roads in Struisbaai-North have been rehabilitated and re-sealed to the value of ±R10m funded by the MIG.
  - Phase 4 of the Suiderstrand Road has been upgraded to a paved surface. (±400m)

- **Service delivery challenges for 2024/25**

  - Funding to address the backlogs in road maintenance and rehabilitation remains a challenge.

b) Service statistics

TABLE 106 GRAVEL ROAD INFRASTRUCTURE

YEAR	TOTAL GRAVEL ROADS (KM)	NEW GRAVEL ROADS CONSTRUCTED (KM)	GRAVEL ROADS UPGRADED TO TAR (KM)	GRAVEL ROADS GRADED/MAINTAINED KM
2022/23	37.50	0	1.00	37.50
2023/24	37.50	0	0.400	37.50
2024/25	37.10	0	0.400	37.10

TABLE 107 TARRED ROAD INFRASTRUCTURE

YEAR	TOTAL TARRED ROADS (KM)	NEW TAR ROADS (KM)	EXISTING TAR ROADS RE-TARRED (KM)	EXISTING TAR ROADS RE-SEALED (KM)	TAR ROADS MAINTAINED (KM)
2022/23	190.45	1.00	0	4.30	190.45
2023/24	190.45	0	0	1.80	190.45
2024/25	190.85	0	0	5.40	190.45

TABLE 108 COST OF CONSTRUCTION AND MAINTENANCE

YEAR	GRAVEL			TAR		
	NEW (R' 000)	GRAVEL – TAR (R' 000)	MAINTAINED (R' 000)	NEW (R' 000)	RE-WORKED (R' 000)	MAINTAINED (R' 000)
2022/23	0	4 000	270	0	8 500	1 800
2023/24	0	4 000	270	0	8 500	1 800
2024/25	0	2000	300	0	14 000	1 500

c) Human resources

TABLE 109 EMPLOYEES: ROADS AND STORMWATER

JOB LEVEL	POSTS 2023/24	POSTS 2024/25	EMPLOYEES	VACANCIES	VACANCIES (%)
0 to 3	16	15	15	0	0%
4 to 8	13	13	10	3	23%
9 to 13	11	11	11	0	0%
14 to 18	1	1	1	0	0%
TOTAL	41	40	37	3	7%

These employees also perform the stormwater function.

d) Financial performance: Capital expenditure

TABLE 110 *CAPITAL EXPENDITURE ROADS*

PROJECT	ORIGINAL BUDGET	ADJUSTMENT BUDGETS	TOTAL BUDGET	YEAR TO DATE	VARIANCE
Roads Infrastructure: Reseal Roads - CAM / Master plan	4 000 000,00	-	4 000 000,00	3 999 691,53	0,0%
Roads Infrastructure: Roads Upgrade - RDP Bredasdorp	713 044,00	-	713 044,00	737 721,26	-3,5%
Sidewalks - Longstreet Bredasdorp / Ou Meule	500 000,00	-74 049,00	425 951,00	425 951,00	0,0%
Construction of Spookdraai Rd SB - multi year	500 000,00	-114 920,00	385 080,00	385 080,50	0,0%
Roads Infrastructure: Upgrading of SBN Roads (MIG)	9 283 434,00	-19 062,00	9 264 372,00	9 275 830,48	-0,1%
Iris Street Pond project (SBN)	2 000 000,00	-1 798 661,00	201 339,00	195 702,90	2,8%
Roads Construction: Stormwater Damager repair (Napier)	2 000 000,00	-	2 000 000,00	1 999 715,21	0,0%

PROJECT	ORIGINAL BUDGET	ADJUSTMENT BUDGETS	TOTAL BUDGET	YEAR TO DATE	VARIANCE
Roads Construction: Stormwater Channel - All Saints/Bond Str	750 000,00	-	750 000,00	748 232,16	0,2%
Upgrading of Informal Roads (Ward 3)	1 000 000,00	-700 000,00	300 000,00	299 117,58	0,3%
Napier Internal Roads (Engel/Joseph/Adam Str)	1 000 000,00	-1 000 000,00	-	-	-
Upgrade Suiderstrand Road	2 000 000,00	-	2 000 000,00	1 996 004,00	0,2%
TOTAL	**23 746 478,00**	**-3 706 692,00**	**20 039 786,00**	**20 063 046,62**	**-0,1%**

3.8.2 STORMWATER MANAGEMENT

a) Introduction to stormwater management

Stormwater upgrading and maintenance are essential for any Municipality to minimize the risk of flooding causing damage to infrastructure and private property. Stormwater drainage is still a major challenge due to the existing backlog and inadequate stormwater infrastructure specifically in Struisbaai. The stormwater master plan has been finalised and will guide council to identify projects to address storm water problems.

- **Service delivery highlights for 2024/25**

  - The stormwater canal between Bond Street and All Saint Street, Bredasdorp has been upgraded.
  - The design for the upgrading of the Struisbaai North stormwater system has been completed and the Environmental approval received.
  - Flood damage at three low water bridges / culverts have been repaired in Napier.

- **Service delivery challenges for 2024/25**

  - Insufficient financial resources
  - High risk of flooding in certain areas in Arniston and Struisbaai.
  - Storm water infrastructure in numerous areas in Struisbaai is inadequate and needs to be upgraded urgently.

b) Service statistics

The table below shows the total kilometres of the stormwater system maintained and upgraded as well as the kilometres of new storm water pipes installed:

TABLE 111 STORMWATER INFRASTRUCTURE

YEAR KM	TOTAL STORM WATER MEASURES (KM)	NEW STORM WATER MEASURES (KM)	STORM WATER MEASURES UPGRADED (KM)	STORM WATER MEASURES MAINTAINED (KM)
2022/23	78.60	0.200	0	78.60
2023/24	78.60	0.300	0	78.60
2024/25	78.90	0	0.310	78.60

TABLE 112 STORM WATER INFRASTRUCTURE COST

YEAR	STORM WATER MEASURES		
	NEW (R'000)	UPGRADED (R'000)	MAINTAINED (R'000)
2022/23	1000	0	Part of roads budget
2023/24	1000	0	Part of roads budget
2024/25	0	1200	Part of roads budget

c) Human resources

TABLE 113 EMPLOYEES: ROADS AND STORMWATER

JOB LEVEL	POSTS 2023/24	POSTS 2024/25	EMPLOYEES	VACANCIES	VACANCIES (%)
0 to 3	16	15	15	0	0%
4 to 8	13	13	10	3	23%
9 to 13	11	11	11	0	0%
14 to 18	1	1	1	0	0%
TOTAL	41	40	37	3	7%

These employees also perform the roads function.

d) Financial performance: Capital expenditure

See capital expenditure for Roads

3.9 COMPONENT C: PLANNING AND ECONOMIC DEVELOPMENT

This component includes integrated development planning, spatial planning, building control and local economic development.

3.9.1 INTEGRATED DEVELOPMENT PLANNING

a) Introduction to Integrated development planning

Integrated development planning is a process through which municipalities prepare their strategic plan, which is known as an Integrated Development Plan (IDP), which covers a five-year period. The IDP is the principal strategic planning instrument, which guides and informs all planning, budgeting, management and decision-making processes in a Municipality.

- **Adoption of Integrated Development Plan Review with Amendments (2024/25)**

The IDP Review with amendments (2024/25) was approved on 31 May 2024. The IDP is reviewed annually in accordance with an assessment of its performance measurements and to the extent, that changing circumstances demand. The review process serves as an institutional learning process whereby stakeholders can meet to discuss the performance of the past year. The review is not a replacement of the 5-year IDP, nor is it meant to interfere with the long-term strategic direction of the Municipality to accommodate new whims and additional demands.

As prescribed by Section 34 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) the following is legislated:

34. Annual review and amendment of integrated development plan.

"A municipal council –

a. *must review its integrated development plan –*
   i. *annually in accordance with an assessment of its performance measurements in terms of section 41; and*
   ii. *to the extent that changing circumstances so demand; and*
b. *may amend its integrated development plan in accordance with a prescribed process."*

The Time Schedule which outlines the key deadlines for the preparation, tabling, and approval of the annual budget as well as any amendments to the IDP, had to be adopted by 31 August 2023. The IDP was tabled on 28 March 2024 and adopted on 31 May 2024.

The purpose of the time schedule is to indicate and manage the planned activities and strategies that the Municipality will follow to review / amend its IDP. It also co-ordinates the planning cycle between other strategic processes within the Municipality such as the budget, SDBIP and the Annual Report of the Municipality. Furthermore, this time schedule facilitates improved co-ordination with the planning cycles of other spheres of government. It also identifies key role players such as the local communities, ward committees and other key municipal stakeholders that must be involved in the review of the IDP through an extensive public participation process. This enhances the credibility of the review process and enables the Municipality to undertake development plans and render services that are more responsive to the needs and conditions of local communities.

- **IDP Assessment**

In terms of the provisions of the Local Government: Municipal Systems Act, 2000 Municipality should submit a copy of the Council approved IDP to the MEC for Local Government in the province. The MEC is tasked by legislation to assess the IDP and give comment on its alignment to government programme. The MEC's comments have provided guidance on the preparation of the IDP. The MEC was satisfied with the Integrated Development Plan as submitted.

3.9.2 SPATIAL PLANNING

a) Introduction to spatial planning

Spatial planning is the responsibility of the Land Use Planning Department, which is mandated to manage and guide land uses within the Municipality's area of jurisdiction in accordance with the Cape Agulhas Municipal Land Use Planning and Zoning Scheme By-Laws.

Land Use Planning is central to the development and promotion of an integrated municipal area. The Municipality is committed to addressing spatial injustices and ensuring development of vibrant, resilient, and sustainable urban and rural areas.

The Land Use Planning Department has three main sub-sections namely: Land Use Planning, Spatial Planning and GIS

- Land Use Planning includes:
  - Processing of various land use applications such as rezonings, departures and consent uses in line with the applicable zoning scheme and spatial development framework.
  - Applications for house shops in terms of the by-laws.
  - Enforcement of town planning scheme by-laws and prosecution of illegal land uses.
  - Effective service delivery and networking with the public.
  - Issuing zoning certificates, information, and business licences.
  - Site inspections.
  - Attending to complaints on illegal land use.
- Spatial Planning includes:
  - Ensuring the linkage between the SDF (Spatial Development Framework) and the IDP (Integrated Development Framework) as the SDF is a spatial representation of the 5-year IDP
  - Future development and alignment of the SDF with our Zoning Scheme and Municipal Planning By-laws
- GIS includes:
  - Computer-Aided Design (CAD) technicians create electronic design plans for buildings and site plans using computer software.
  - CAD technicians work together with building architects and professional draftsmen in order to design technical plans and create 2D and 3D computer models.

b) Spatial Development Framework (SDF)

Section 26 of the Municipal Systems Act (MSA) as well as Section 20 of the Spatial Planning and Land Use Management (SPLUMA) requires each Municipality to have a Spatial Development Framework.

The SDF is one of the core components of the Municipal IDP and gives spatial effect to the vision, goals and objectives of the IDP. It indicates spatially the long-term growth and development of the Municipality and co-ordinates the spatial implications of all strategic sector plans (engineering, transport, economic, housing, community services, etc.). The SDF guides development through principles set by legislation and the prescribed public participation process. The Planning Department apply the mentioned spatial principles through consultation with private developers and relevant government departments to ensure the SDF and IDP objectives are achieved through planning.

The Municipal Council approved a new SDF for the period 2022-2027 on 31 May 2024. This SDF, prepared for the period of 2022 to 2027 forms a core component of CAM's Integrated Development Plan (IDP). This was the culmination of a two-year project which involved multiple stakeholder engagements.

The purpose of an SDF is to, for a specific geographical area, —

- provide detailed spatial planning guidelines.
- provide more detail in respect of a proposal provided for in the municipal spatial development framework.
- meet specific land use planning needs.
- provide detailed policy and recommended development parameters for land use planning.
- provide detailed priorities in relation to land use planning and, in so far as they are linked to land use planning, biodiversity and environmental issues; and
- guide decision-making on land use applications.

c) Implementation of SPLUMA

The Municipality is currently implementing the Spatial Planning and Land Use Management Act (SPLUMA), Act No. 16 of 2013. Section 156(2) of the Constitution gives municipalities the right to make by-laws for the matters which they have the right to administer, in this case "municipal planning" as set out in Schedule 4 B of the Constitution, read together with section 11(3)(e) and (m) of the MSA. The Cape Agulhas Municipal Land Use Planning and Zoning Scheme By-Laws, 2022 were approved by Council and were gazetted in July 2022. These by-laws are regarded as compliant with the Constitution, SPLUMA, LUPA, Municipal Systems Act and other legislation.

The Municipality has appointed an Authorised Official and Appeal Authority and successfully constituted its Municipal Planning Tribunal (MPT). In terms of the categorisation of land use planning applications, the MPT mainly considers applications that are not in alignment with the SDF and all applications in respect of municipal land. The turnaround time for processing of land use applications has been expedited through this process.

The Municipal Planning Tribunal comprises the following members:

TABLE 114 MEMBERS OF THE MUNICIPAL PLANNING TRIBUNAL

MEMBER	SECUNDI
Eben Phillips (Chairperson) (Until 31 May 2025)	
Krishen Moodley (Deputy Chairperson)	Tracey Stone (Internal)
Hendrik Kröhn (Internal)	Ron Brunnings (External)
Dalene Carstens (External)	Deon Wasserman (Internal)
Francois Kotze (External)	

The Municipal Planning Tribunal derives its authority from the categorisation of applications approved by the Municipal Council in terms of SPLUMA.

TABLE 115 MEETINGS OF THE MUNICIPAL PLANNING TRIBUNAL 2024/25

DATE	MATTERS DISCUSSED	DECISION
20 November 2024	Rezoning and subdivision of Erf 856 Struisbaai – Formalising and extending the existing cemetery and caravan park	20 November 2025

- **Service delivery highlights for 2024/25**

  - Various rezonings, guest accommodation and business land use applications have been considered favourably, thus promoting economic development.
  - Council approved the Heritage Strategy for Cape Agulhas Municipality in June 2025.
  - Heritage Western Cape still needs to approve phase 1 precinct for Napier (Heritage Inventory with Heritage Overlay Zone)

- **Service delivery challenges for 2024/25**

  - Identifying areas that need to be protected. These include natural, heritage and environmental key assets as well as agricultural and rural assets. We are planning to develop Heritage Inventories for all our towns within Cape Agulhas Municipal area of jurisdiction.
  - Illegal activities in contravention with the zoning scheme including Illegal house shops and shebeens create social problems and even regular raids / joint operations are not effective.
  - The Municipality's capex requirements are more than its current affordability envelope, a position that is not expected to improve over the short to medium term. Due to the current pressure on the Municipality's capex budget, it is possible that the Municipality may not be able to fund a significant portion of its current MSDF proposals. It is suggested that the Municipality should look to alternative funding solutions, including public private partnerships and grant funding to fund the proposals of this MSDF.
  - We do not have a Capital Expenditure Framework (CEF). Currently we do have a chapter in the SDF. This CEF doesn't comply with all requirements of a CEF
  - We do not have a Development Calculator for Bulk Services charges.
  - Coastal Management Plan: Adopting conservative approaches to coastal development that should be guided by coastal management lines and coastal protection zones as determined by the provincial government. To reduce the risk imposed by coastal erosion, it is crucial that development within the coastal management line be restricted

b) Service statistics

TABLE 116 APPLICATIONS FOR LAND USE DEVELOPMENT

DESCRIPTION	FORMALIZATION OF TOWNSHIPS		REZONING		AUTHORISED OFFICIAL		MUNICIPAL PLANNING TRIBUNAL MPT		PLANNING APPEAL COMMITTEE MAYOR	
YEAR	23/24	24/25	23/24	24/25	23/24	24/25	23/24	24/25	23/24	24/25
Planning Applications received	0	0	19	11	104	132	6	1	2	1

Decisions made in current year	0	0	11	10	71	92	6	1	2	1
Applications withdrawn	0	0	0	0	0	0	0	0	0	0
Applications outstanding at year end	0	0	8	1	33	40	0	0	0	1

c) Human resources

TABLE 117 EMPLOYEES SPATIAL PLANNING

JOB LEVEL	POSTS 2023/24	POSTS 2024/25	EMPLOYEES	VACANCIES	VACANCIES (%)
0 to 3	0	0	0	0	0%
4 to 8	0	0	0	0	0%
9 to 13	1	1	1	0	0%
14 to 18	3	3	3	0	0%
TOTAL	**4**	**4**	**4**	**0**	**0%**

d) Financial performance: Capital expenditure

PROJECT	ORIGINAL BUDGET	ADJUSTMENT BUDGETS	TOTAL BUDGET	YEAR TO DATE	VARIANCE
Camera	-	23 344,00	23 344,00	23 344,00	0,0%
Office Equipment: Drone and related Equipment	175 000,00	-111 133,00	63 867,00	63 867,50	0,0%
TOTAL	**175 000,00**	**-87 789,00**	**87 211,00**	**87 211,50**	**0,0%**

3.9.3 BUILDING CONTROL

The Building Control Department resorts within the Infrastructure Services Directorate of the Municipality. Building Control is integral to the generation of revenue for the Municipality, through valuations and scrutiny fees. A seamless process for considering building plans is a foundation for local economic development.

The mandate of the Department is to ensure implementation of the National Building Regulations and Building Standards Act No.103 of 1977 (NBR), Air Quality Control and Noise Management in accordance with the National Environmental Management: Air Quality Act 39 of 2004, which in turn ensures a safe and healthy environment for the Cape Agulhas community.

Building control offers the following services:

- Networking with the public and providing information on building control matters.
- Providing recommendations on plans, specifications, and documents and executing instructions in terms of the National Building Regulations (NBR) and related legislation on behalf of the Municipality.
- Every building plan passes through a clearly structured sequence of well-defined milestones from the receipt of the application right through to the approval or rejection.
- Addressing illegal building work and signage, issuing the necessary compliance notices, and instituting legal action if need be.
- Building inspections as required.
- Management of correspondence and complaints.
- Issuing of occupancy certificates

- Air quality control - Dust, Noise and Odour.

The Building Control Officer (BCO) is the local representative of the building industry and represents the responsible Minister in the enforcement of the NBR. Building control ensures that all buildings comply with the NBR. BCO also acts as the designated Air Quality Officer (Act 39 of 2004)

The following improvements were implemented to improve the service delivery of the Building Control Department:

- Workshops and training of staff in terms of new legislation and policies.
- Consideration of building plans within 15 days of submission.
- An electronic building plan register, and plan submission process was created on the Ovvio portal to encourage a transition to a paperless environment.

- **Service delivery highlights for 2024/25**

  - Electronic submission of plans on the Ovvio portal has worked well and 95% of all plans are submitted electronically and approved which contributes to an audit trail and environmental conservation.
  - SMS notification of plan approvals.
  - Staff are knowledgeable to give effect to improved service delivery.
  - Complaints are dealt with within the 7-day timeframe.
  - Legal requirements and processes are strictly adhered to.
  - Conducting site visits and providing advice in terms of building work
  - Approval of a new schedule of fines and levies for contraventions of the NBR
  - Procurement of equipment to do ambient air quality monitoring and ensure compliance with the Municipality's Air Quality Management Plan.
  - Procurement of equipment to do noise monitoring.
  - Active participation on the following forums:
    - National Steering Committee for Building Control SA
    - Regional Tourism Liaison Committee (RTLC)
    - Air Quality Provincial Forum and working 3 different working groups (Air Quality Management & Climate Change Working Group; Air Quality Education & Awareness Raising Working Group; Compliance Monitoring & Enforcement Working Group)

- **Service delivery challenges for 2024/25**

  - Illegal building operations that need to be addressed with other role-players like Law Enforcement, Housing, SAPS, SARS etc
  - Long legal processes associated with illegal activities.
  - Joint Case flow meetings - Cooperation with courts to address illegal building work.

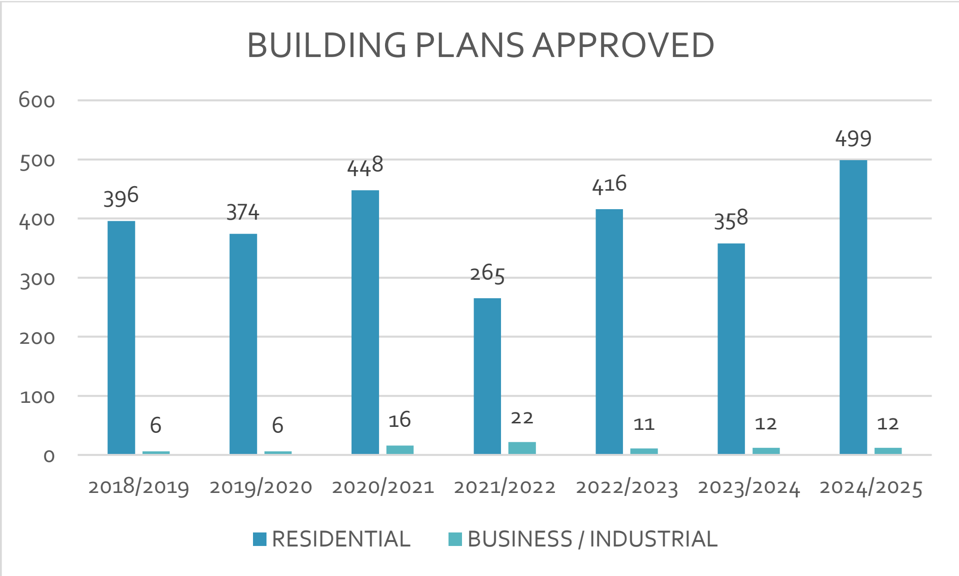
a) Service statistics

TABLE 118 NUMBER AND VALUE OF BUILDING PLANS

YEAR	TOTAL VALUE	RESIDENTIAL	BUSINESS / INDUSTRIAL	TOTAL PLANS APPROVED
2018/2019	R412 647.00	396	6	402
2019/2020	R352 746 000	374	6	380

2020/2021	R418 952 000	448	16	464
2021/2022	R515 251 365	265	22	287
2022/2023	R468 935 000	416	11	427
2023/2024	R191 988 325	358	12	370
2024/2025	R395 331 485	499	12	511

FIGURE 15 BUILDING PLAN APPROVALS



b) Human resources

TABLE 119 EMPLOYEES BUILDING CONTROL

JOB LEVEL	POSTS 2023/24	POSTS 2024/25	EMPLOYEES	VACANCIES	VACANCIES (%)
0 to 3	0	0	0	0	0%
4 to 8	0	0	0	0	0%
9 to 13	4	4	3	1	25%
14 to 18	1	1	1	0	0%
TOTAL	**5**	**5**	**4**	**1**	**20%**

c) Financial Performance: Capital expenditure

PROJECT	ORIGINAL BUDGET	ADJUSTMENT BUDGETS	TOTAL BUDGET	YEAR TO DATE	VARIANCE
Furniture & Office Equipment: Chairs	-	2 417,00	2 417,00	2 417,50	0,0%
TOTAL	**-**	**2 417,00**	**2 417,00**	**2 417,50**	**0,0%**

3.9.4 LOCAL ECONOMIC DEVELOPMENT AND TOURISM

a) INTRODUCTION TO LOCAL ECONOMIC DEVELOPMENT

The 2024/25 financial year marked a period of strategic recalibration and focused implementation for Cape Agulhas Municipality's Local Economic Development (LED) and Tourism divisions. Despite external economic pressures, the Municipality implemented targeted interventions to empower SMMEs, promote tourism recovery, and initiate critical infrastructure and policy development. The department maintained a strong emphasis on stakeholder engagement and data-informed decision-making, guided by monthly reporting systems.

b) KEY HIGHLIGHTS

TABLE 120 KEY LOCAL ECONOMIC DEVELOPMENT HIGHLIGHTS

FOCUS AREA	KEY ACHIEVEMENTS
SMME Development	48.6% growth in SMME registrations (June showed a peak at 58); 4 support initiatives were rolled out
Strategy & Policy	Draft Township Economy Policy finalized LED Strategy under development
Infrastructure Development	Struisbaai Industrial Park lease process initiated but delayed due to vendor withdrawal.
Tourism Development	Visitor growth in Bredasdorp (+144.8%) and Struisbaai (+112.2%) Resorts faced seasonal dips
Marketing	Website traffic up 134% but engagement time dropped which highlights content gaps that must be addressed.

c) LOCAL ECONOMIC DEVELOPMENT (LED)

SMME Support and Empowerment

- A 48.6% increase in SMME registrations was recorded, peaking at 58 in June 2025.
- Implementation of the Agulhas Empowerment Policy was scaled, with workshops planned to integrate it into procurement and budget planning processes.
- Monthly initiatives included financial literacy training, cooperative governance workshops (16 veterans trained), and contractor training in partnership with SEDFA and NHBRC.
- The database for local contractors and SMMEs was continually updated to support supplier development and inclusive procurement.

TABLE 121 SMME STATISTICS

DESCRIPTION	JAN	FEB	MARCH	APRIL	MAY	JUNE	Total
Number of SMME's	34	32	31	37	55	58	247
% Increase/Decrease	-	-5.9%	-3.1%	+19.4%	+48.6%	+5.45%	+48.6%
Number of Emerging Entrepreneurs	34	32	31	37	55	58	247
% Increase/Decrease	-	-5.9%	-3.1%	+19.4%	+48.6%	5.45%	+48.6%
Number of Programs to promote SMME Development	-	1	1	1	0	1	4
% Increase/Decrease	-	0%	0%	0%	-100%	100%	+100%
Number of Informal Traders	5	7	5	4	2	4	27

% Increase/Decrease	-	+40%	-28.6%	-20%	-50%	100%	+100%

The 2024-2025 financial year saw a 48.6% increase in SMME numbers, driven by emerging entrepreneurs, peaking at 58 in June. This growth, however, was accompanied by inconsistent support programs (only 4 instances, with a 100% drop in May) and a volatile informal trader sector, which dropped 50% in May before rebounding 100% in June. These trends suggest organic market growth but also expose ecosystem vulnerabilities, necessitating thorough assessments to align SMME development with demand and ensure sustainability year-round.

TABLE 122: OFFICE VISITATION

CATEGORY	JAN	FEB	MARCH	APRIL	MAY	JUNE	TOTAL
SARS	1	7	4	13	12	16	53
CIPC	20	18	14	11	18	11	92
Permits	5	7	5	4	0	4	25
Container Applications	3			2	2	1	8
Enquiries	6	4	9	4	2	11	36
Funding Applications							
COIDA				2	5	2	9
SEDFA							
CSD	4	3	3	5	7	6	28
CIDB			1		2	6	8
UIF	-	-	-	-	3	1	4
BBBEE Certificate	-	-	-	-	1	-	1
Co-Op	-	-	-	-	1	-	1
Business Plan	-	-	-	-	2	-	2

The 2024-2025 financial year showed a 23.1% increase in SARS visits (13 to 16), a -20.0% drop in CIPC Permits, and a -66.7% decline in Container Applications, totalling 53, 25, and 8 visits respectively. Other services like SEDA and CSD grew by 50.0% (28 and 23 total), while CIDB and BBBEE Certificates dropped -66.7% and rose +700.0% respectively. The overall trend of declining office visits, especially in May-June (-12.2%), reflects SMMEs becoming less reliant on the LED office, signalling growth. However, fluctuating demand for permits and funding, alongside enquiry spikes, indicates a need for targeted assessments to maintain this positive trajectory.

Strategy and Policy Frameworks

- A new Township Economy Policy was drafted and aligned with municipal by-laws for implementation in 2025/6.
- LED Strategy development progressed with the appointment of Urban-Econ as a consulting partner. Stakeholder engagements and a situational analysis were completed by June 2025.

Struisbaai Industrial Park

- A key LED infrastructure project was delayed due to the withdrawal of service provider.

Challenges in LED

- Low engagement in training workshops and lease payment irregularities among informal traders persisted.
- Despite strategic outreach efforts, program participation fluctuated, requiring more integrated support mechanisms.

d) TOURISM DEVELOPMENT

Destination Strategy and Branding

- Urban-Econ began developing a new Tourism Strategy, focusing on return-on-investment (ROI), product diversification, and market alignment.
- A Film Policy draft was completed to attract filming projects and boost local visibility.

Visitor Trends and Market Analytics

- Struisbaai led regional tourism with 25,263 visitors in April, followed by Arniston with 13,280.
- A 31.7% recovery in resort visits was recorded in April, although numbers remained 69.2% below peak season levels.
- International tourist arrivals declined by 35.4% (April) and 54.9% year-on-year (June), highlighting post-COVID recovery challenges.

Marketing and Visibility

- Discover Cape Agulhas' website saw a 134% increase in traffic (April) and 60% growth in users (June), though engagement time dropped, prompting planned content enhancements.
- Strategic use of QR codes reduced printing costs for brochures.
- High profile activations include participation in local events, Launch of the Tourism Monitors Programme (concluded March 2025) and Collaboration with CapeNature for billboard rentals and tourism signage

e) EVENTS

The 2024-2025 financial year recorded 416 events, peaking at 81 in October and surging 136.4% in April (45 events), but ended with a 36.84% overall decline from July's 19 to June's 12. The May-June IYR period saw a sharp 55.6% drop from 20 to 12 events, indicating unstable momentum after April's high, with a further 40.0% decline in June.

f) CHALLENGES AND MITIGATING ACTIONS

CHALLENGE	RESPONSE/OUTCOME
Lease Payment Arrears	R45,268.74 owed by informal traders; meetings scheduled for payment plans
Infrastructure Delays (Industrial Park)	Withdrawal by service provider; alternative development model under review
International Visitor Decline	Targeted recovery strategy in new Tourism Strategy
Engagement Drop (Website & Programs)	Content revamp planned, stronger stakeholder outreach initiated

In 2024/25, Cape Agulhas Municipality laid essential groundwork through new policy development, targeted training, and tourism marketing. While challenges in infrastructure delivery and fluctuating engagement persisted, the department demonstrated adaptability through continuous monitoring and partnership-driven planning.

g) Human resources

TABLE 123 EMPLOYEES LED AND TOURISM

JOB LEVEL	POSTS 2023/24	POSTS 2024/25	EMPLOYEES	VACANCIES	VACANCIES (%)
0 to 3	0	0	0	0	0%
4 to 8	0	0	0	0	0%
9 to 13	4	4	3	1	25%
14 to 18	1	1	1	0	0%
TOTAL	5	5	4	1	25%

h) Financial performance: Capital expenditure

TABLE 124 CAPITAL EXPENDITURE LED AND TOURISM

PROJECT	ORIGINAL BUDGET	ADJUSTMENT BUDGETS	TOTAL BUDGET	YEAR TO DATE	VARIANCE
Equipment: Mobile Music box	1 800,00	-236,00	1 564,00	1 564,35	0,0%
TOTAL	**1 800,00**	**-236,00**	**1 564,00**	**1 564,35**	**0,0%**

3.10 COMPONENT D: COMMUNITY AND SOCIAL SERVICES

This component includes libraries, cemeteries, human development and sport and recreation.

3.10.1 LIBRARIES

a) Introduction to libraries

The Municipal Library Service consists of nine libraries and one satellite library. Internet is available in eight of the libraries. The usage of internet facilities is free, and costs are covered by the Provincial Library Services. The only library that does not have internet, is the Struisbaai Library.

TABLE 125 MUNICIPAL LIBRARIES

TOWN	NO	LIBRARIES
Bredasdorp	2	Main and Welverdiend Libraries
Napier	2	Napier Library and Nuwerus Libraries
Struisbaai	1	Struisbaai Library
Arniston / Waenhuiskrans	1	Arniston / Waenhuiskrans Library
Protem	1	Protem Library
Klipdale	1	Klipdale Library
Elim	1	Elim Library
TOTAL	**9**	

Libraries are an important community service because there are limited recreational facilities in the various towns. Services are provided to old age homes and service centres for the elderly. Libraries are also used extensively by school learners.

The Library Project for the Blind is also getting more use as it is being better advertised by our libraries. There are people in the community who are getting their daisy players directly from the Grahamstown Library for the Blind. We also receive "audio tapes" from them.

- **Service delivery highlights for 2024/25**
  - The Libby app was used extensively, and the number of users is still climbing. It is a free digital platform where members can borrow e-books, audiobooks, and magazines from the library and access books on their mobile devices. Anyone with a library card can register.

- **Service delivery challenges for 2024/25**
  - The funding for the library staff from Provincial Library Services is still a challenge that needs to be addressed each year with Provincial Treasury. It leads to a lot of uncertainty and hinders planning of library programmes.

b) Service statistics

TABLE 126 SERVICE STATISTICS FOR LIBRARIES

TYPE OF SERVICE	2023/24	2024/25
Library members	11263	13275
Books circulated	90204,27	90 000
Exhibitions held	214	230
Internet users	1333	1000
Children programmes	23 *	30*
Visits by school groups	8	10
Book group meetings for adults	19	19
Primary and Secondary book education sessions	1*	1*
Libby Users	2000	2000*

It should be noted that:

- Internet users are much lower because ICT statistics must now be added to book statistics putting everything on an equal platform, and these statistics now only indicate people from outside the Municipal boundaries etc working on internet. The statistics do show that there was an increase in non-library members using the facilities.
- Book Education sessions are automatically part of visits by school groups as well as library programmes for children.

c) Human resources

TABLE 127 EMPLOYEES: LIBRARIES

JOB LEVEL	POSTS 2023/24	POSTS 2024/25	EMPLOYEES	VACANCIES	VACANCIES (%)
0 to 3	0	0	0	0	0%
4 to 8	2	3	3	0	0%
9 to 13	8	8	8	0	0%
14 to 18	0	0	0	0	0%
TOTAL	**10**	**11**	**11**	**0**	**0%**

c) Financial performance: Capital expenditure

PROJECT	ORIGINAL BUDGET	ADJUSTMENT BUDGETS	TOTAL BUDGET	YEAR TO DATE	VARIANCE
Library Main-Church Street Bredasdorp - Roof	1 500 000,00	-352 114,00	1 147 886,00	1 147 886,96	0,0%
TOTAL	**1 500 000,00**	**-352 114,00**	**1 147 886,00**	**1 147 886,96**	**0,0%**

3.10.2 CEMETERIES

a) Introduction to cemeteries

The Municipality is responsible for the administration and maintenance of eight cemeteries situated across its jurisdiction. These cemeteries play a vital role in serving the diverse communities within the Municipal Area, accommodating a range of cultural and religious burial practices. The Municipality remains committed to ensuring that these facilities are maintained with dignity, respect, and in compliance with applicable health and environmental standards.

TABLE 128 CEMETERIES PER TOWN

TOWN / AREA	NUMBER
Bredasdorp	2
Struisbaai	2
Napier	1
Waenhuiskrans	1
Protem	1
Klipdale	1

- **Service delivery highlights for 2024/25**
  - Rezoning and subdivision done

- **Service delivery challenges for 2024/25**
  - Vandalism and theft
  - Shortage of cemetery space in Arniston (next 2 to 4 years)

b) Service statistics

TABLE 129 SERVICE STATISTICS FOR CEMETERIES

TYPE OF SERVICE	2023/24	2024/25
Pauper burials	30	35
Ordinary burials	55	156

c) Human resources

There are no specific positions assigned to the cemeteries. Cemetery maintenance is done by a singular team of workers who are responsible for community parks and sport and recreation facilities.

d) Financial performance: Capital expenditure

PROJECT	ORIGINAL BUDGET	ADJUSTMENT BUDGETS	TOTAL BUDGET	YEAR TO DATE	VARIANCE
Enlarging Of Struisbaai North Cemetery	300 000,00	-	300 000,00	291 488,05	2,8%
TOTAL	**300 000,00**	**-**	**300 000,00**	**291 488,05**	**2,8%**

3.10.3 HUMAN DEVELOPMENT

a) Introduction to human development

Our Human Development vision is to develop a self-reliant society through a comprehensive network of human development partners that will enable and empower the poor, the vulnerable and those with special needs. Human Development is an important component in each individual and is regarded as a planned change process, designed to promote the human well-being of the population (community) together with economic development.

Human Development is a pro-poor strategy that is based on a people centred approach to enhance development and it promotes citizen participation in development. It also aims to promote the voice of the less fortunate in decision-making and in building democratic and accountable institutions to achieve social and economic justice, human rights, social solidarity and active citizenship.

- **Service delivery highlights for 2024/25**
  - **Youth Employment**
    - Appointed one EPWP worker at the Thusong centre.
  - **Youth Development Programmes / Projects**
    - Successfully managed and coordinated multiple Youth Council programmes, including:
    - Capacity-building workshop for Cape Agulhas Youth Council members
    - Facilitation of Youth Clubs to promote leadership and social development
    - CV writing and job readiness workshops held in Arniston and Napier
    - School readiness initiative for learners, providing free haircuts and hair styling (including blow-outs and braids) to underprivileged learners in Bredasdorp, Napier, and Arniston
    - Elderly empowerment workshop conducted in Napier in partnership with the Elpida Foundation
    - Engagement on sustainable food security with various stakeholders to encourage collaboration and long-term impact
    - Monthly meetings of the Cape Agulhas Youth Council to ensure continuous dialogue and project planning
    - Ongoing distribution of employment and educational opportunity information to young people
    - Provided assistance with applications for employment opportunities, including the South African National Defence Force (SANDF)
    - Coordinated and hosted the Cape Agulhas Youth Dialogue at the Arniston Hotel, featuring participation from local youth and a delegation from Sweden
  - **Gender Based Violence:**
    - Launched the Anene Booysen Cup – a Gender-based violence awareness initiative using sport as a platform for advocacy and education.
  - **Substance Abuse:**

- Substance Abuse awareness programs were implemented by the varies sub-LDAC groups.

- **Soup kitchens:**

  - Facilitated the implementation and monitoring of the 11 soup kitchens in the Municipal Area during the winter season.

- **Sport Development:**

  - Introduced the club development programme to various sport codes.
  - The Interim Cape Agulhas Sports Council is functional
  - A successful sport summit was held.
  - Elite athletes competing at Regional/ provincial and National level.
  - Facilitated various training opportunities such as first aid and good governance for local sports codes through partnering with DCAS.

- **Service delivery challenges for 2024/25**

  - Limited capacity within organisational structure in relation to the mandate of the Department.

b) **Human resources**

TABLE 130 EMPLOYEES: HUMAN DEVELOPMENT

JOB LEVEL	POSTS 2023/24	POSTS 2024/25	EMPLOYEES	VACANCIES	VACANCIES (%)
0 to 3	0	0	0	0	0%
4 to 8	0	0	0	0	0%
9 to 13	2	2	2	0	0%
14 to 18	1	1	1	0	0%
TOTAL	3	3	3	0	0%

c) Financial performance: Capital expenditure

See Socio-Economic Development

3.10.4 SPORT AND RECREATION

The Sport and Recreation component forms part of the Public Services Department under the Management Services Directorate. This section encompasses the development, maintenance, and management of community parks, sports facilities, community halls, and municipal resorts.

a) Introduction to sport and recreation

Cape Agulhas Municipality maintains a network of 20 community parks equipped with playground infrastructure, ensuring that each ward has access to at least one community park. In addition, every ward is serviced by sports grounds or fields and community halls, which support recreational, cultural, and community events.

The Municipality also operates municipal resorts and campsites located in Bredasdorp, Arniston, Struisbaai, and L'Agulhas, contributing to local tourism and community leisure opportunities.

Maintenance and upgrading of these facilities are guided by a structured maintenance plan, and annual budget allocations are made accordingly. However, the scale and scope of maintenance are contingent on available financial resources.

- **Service delivery highlights for 2024/25**
  - Play Park Equipment installations in wards 1,2, 3, 6
  - Two Sport Facilities Upgrade projects were completed with the assistance of MIG funding, namely Napier and Struisbaai Rugby Fields
  - Struisbaai Duiker Street Beach was awarded Blue Flag status

- **Service delivery challenges for 2024/25**
  - Vandalism and theft, which negatively impacts service delivery and increases repair costs.
  - Security is a challenge at all municipal buildings
  - The inefficiency of armed response security based on its reactionary nature.
  - High-cost of 24/7 security at Anene Booysen Urban Park to prevent vandalism
  - Ageing infrastructure in some facilities requiring more extensive refurbishment than currently budgeted for.

a) Service statistics

TABLE 131 SPORT AND RECREATION SERVICE STATISTICS

TYPE OF SERVICE	2023/24	2024/25
Number of parks with play park equipment	22	23
Number of wards with community parks	6	6
R-value collected from visitation and/or accommodation fees	R138 524.99	R148 498.79
Number of wards with sport fields	6	
Number of sport associations utilizing sport fields	10	
Number of wards with community halls	6	
Number of sport associations utilizing community halls	7	
Revenue collected from rental of sport grounds	R17 386.94	R41 436.25

b) Human resources

TABLE 132 EMPLOYEES: SPORT AND RECREATION

JOB LEVEL	POSTS 2023/24	POSTS 2024/25	EMPLOYEES	VACANCIES	VACANCIES (%)
0 to 3	9	9	9	0	0%
4 to 8	29	31	30	1	3%
9 to 13	14	14	14	0	0%
14 to 18	1	1	1	0	0%
TOTAL	**53**	**55**	**54**	**1**	**2%**

The same personnel are also responsible for cemetery maintenance.

c) Financial performance: Capital expenditure

TABLE 133 CAPITAL EXPENDITURE: SPORT AND RECREATION

PROJECT	ORIGINAL BUDGET	ADJUSTMENT BUDGETS	TOTAL BUDGET	YEAR TO DATE	VARIANCE
Machinery & Equipment: Grass machine	180 000,00	-27 000,00	153 000,00	153 000,00	0,0%
PPE Brushcutter / Weed-eater	51 000,00	-12 030,00	38 970,00	49 595,00	-27,3%
Community Infrastructure: Playparks (Ward 1 NP)	150 000,00	-44 110,00	105 890,00	105 890,00	0,0%
Community Infrastructure: Playpark (Ward 3 BD)	150 000,00	-44 110,00	105 890,00	105 890,00	0,0%
Community Infrastructure: Playpark (Ward 5 SBN)	150 000,00	-44 110,00	105 890,00	105 890,00	0,0%
Community Infrastructure: Playpark (Ward 6 BD)	150 000,00	-64 110,00	85 890,00	105 890,00	-23,3%
Construction - Glaskasteel (Bredasdorp) - Ablution	-	180 000,00	180 000,00	136 850,00	24,0%
Sport Facility - Upgrade SBN Sport facility (MIG)	3 322 300,00	-742 406,00	2 579 894,00	2 753 604,24	-6,7%
Sport Facility: Upgrading of Napier Sport facilities (MIG)	1 677 700,00	87 078,00	1 764 778,00	1 697 834,71	3,8%
TOTAL	**5 831 000,00**	**-710 798,00**	**5 120 202,00**	**5 214 443,95**	**-1,8%**

3.11 COMPONENT E: ENVIRONMENTAL PROTECTION

The Environment is a concurrent National and Provincial competency in terms of Part A of Schedule 4, of the Constitution. The Municipal Systems Act requires municipalities to work together with other organs of state to ensure environmental sustainability. This component includes air and noise quality control; biodiversity coastal protection and climate change, which are programmes done in co-operation with other organs of state.

3.11.1 AIR QUALITY AND NOISE CONTROL

a) Introduction to air quality control and noise control

The Constitution defines air pollution as an executive role of local government. This imposes responsibilities on local municipalities in terms of building capacity, to ensure monitoring and enforcement of air pollution.
The National Environment Management: Air Quality Act, 2004 (Act no. 30 of 2004) was promulgated in 2004. Municipalities have several duties in terms of this legislation including:

- Development of an Air Quality Management Plan (AQMP) for inclusion in the Municipality's IDP; and
- To ensure the effective and consistent implementation of sustainable Air Quality management practices by all spheres of government, relevant stake holders and the civil society to progressively and efficiently maintain clean and healthy air in CAM.
- Ensure compliance with relevant legislation.
- Attend all local and provincial forums and meetings, give feedback reports and on community meetings in this regard.

Cape Agulhas Municipality has a designated Air Quality Officer, who resorts within the Building Control Department. The revised Air Quality Management Plan (AQMP) was approved by Council in November 2019. The AQMP is aligned with the District AQMP, and provides a logical and holistic approach for communities, industry and government to manage air quality in the Cape Agulhas Municipal area. We have purchased equipment and do our own ambient Air Quality monitoring. An Air Quality By-Law is being developed and will need to be adopted by council.

The Environment Conservation Act, 1989 Western Cape Noise Regulations was promulgated in 2013. Noise control has become a National priority and Cape Agulhas Municipality must ensure compliance to the relevant laws. Building Control is responsible for Noise Control and work jointly with the ODM

Our officials participate in the following forums:

- Overberg Air Quality Control Forum (inactive due to resignation and retirement of officials in key positions)
- Provincial Air Quality and Noise Management Forum and three working groups (Air Quality Management & Climate Change Working Group; Air Quality Education & Awareness Raising Working Group; Compliance Monitoring & Enforcement Working Group)
- Member of the National Association for clean Air (NACA).

- **Service delivery highlights for 2024/25**

  - Air Quality / noise awareness banners / pamphlets were made and distributed to 8 libraries.
  - Air quality measuring and monitoring equipment is fully operational.
  - Awareness programs to promote saving the ocean from plastic is an ongoing campaign

- Printed waste awareness posters "Don't Trash Our Future" for waste disposal is an ongoing campaign

- **Service delivery challenges for 2024/25**

  - Capacity to implement awareness and education programmes for local schools and the workplace
  - Creating awareness about indiscriminate felling of trees.
  - Increased complaints in respect of dust and noise

b) Human resources

The Air pollution and noise control function is performed by personnel of the Building Control Department

c) Financial performance: Capital expenditure

There were no capital projects in the year under review.

3.11.2 BIO-DIVERSITY AND LANDSCAPE

Critical biodiversity areas (CBAs), ecological support areas (ESAs), and other natural areas (ONAs) in the municipal area have been mapped in the Western Cape Biodiversity Spatial Plan, 2017 (WCBSP). The WCBSP is a systematic biodiversity planning assessment that identifies areas which require safeguarding to ensure the continued existence and functioning of species and ecosystems, including the delivery of ecosystem services. These spatial priorities are used to inform sustainable development in the Western Cape. The 2017 WCBSP replaces all previous systematic biodiversity planning products and sector plans. These categories are defined and linked to objectives and associated land uses in the Diagram below.

CBAs in the CAM area include:

- River corridors and wetlands
- Remnant Renosterveld patches in the Rûens
- Parts of the Agulhas Plain adjacent to the Agulhas National Park and along the coast near the De Hoop Nature Reserve

Land uses within CBAs and ESAs must be carefully reviewed for suitability; development within a CBA would require strong motivation and is likely to be subject to an environmental authorisation process.

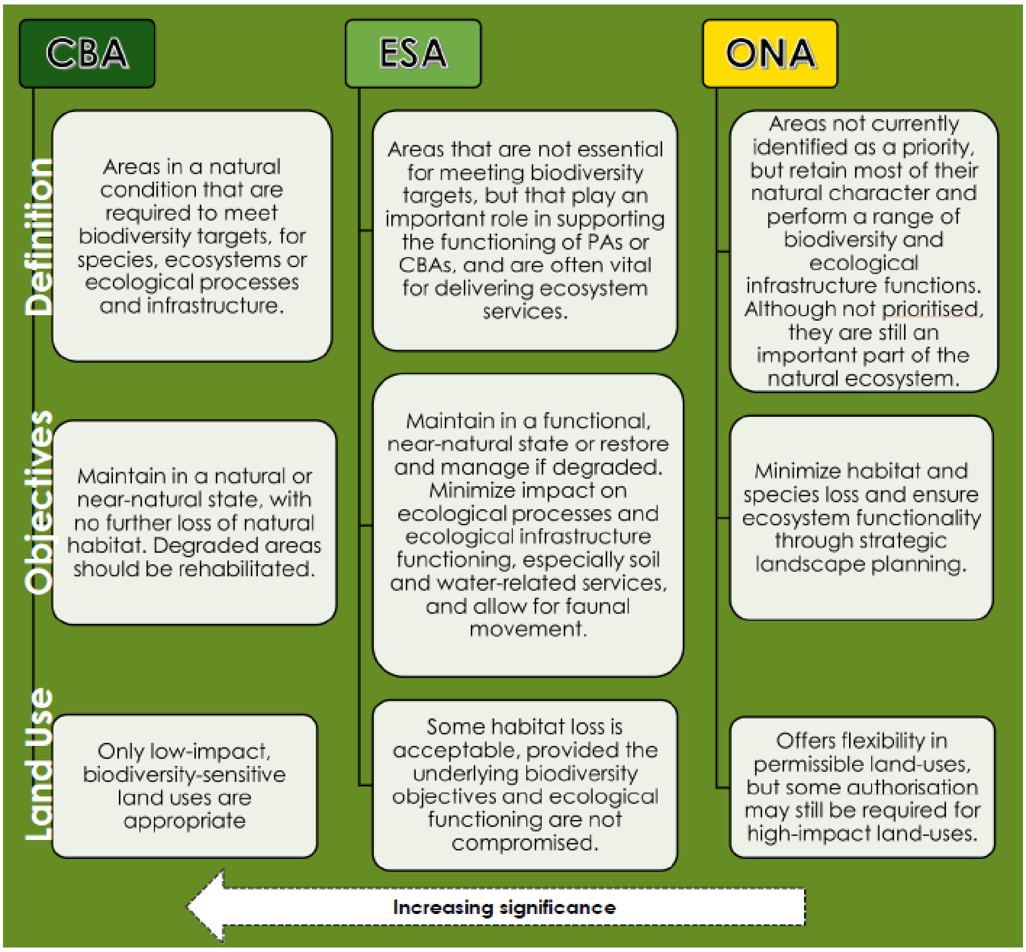
One of our Spatial Development Framework's (SDF) key strategies focus on the protection and conservation of protected areas, critical biodiversity areas, and ecological support areas and keeping these areas in a natural or near natural state, only allowing low impact, biodiversity-sensitive land uses as appropriate. Therefore, the Municipality must:

- assist efforts by agencies such as Cape Nature, to achieve conservation targets by ensuring the municipal landholdings that support CBAs and ESAs are adequately protected and managed; and
- when considering land use applications, ensure that CBAs and ESAs that may be included in the cadastral boundaries of applications are excluded from development and adequately protected and managed as a condition of approval.

Five Critically Endangered and six Endangered vegetation types occur within the municipal area. The once abundant Rûens Shale Renosterveld vegetation that used to cover the northern part of the Municipality, has been significantly reduced due to extensive cereal crop farming. The remaining areas of this vegetation type are now designated as critical biodiverse areas with priority clusters identified for conservation efforts. The Bredasdorp mountains are predominantly covered by well-preserved Overberg Sandstone Fynbos, while Elim Ferricrete Fynbos is found in scattered patches southwest of the Municipality.

In the municipal area, there are three significant Bird and Biodiversity Areas (IBAs). These areas are designated by Birdlife South Africa based on their critical importance for the long-term survival of bird species that are globally threatened, that have a limited geographic range, and that are specific to certain biomes or vegetation types. The Overberg Wheatbelt IBA, situated in the northern part of the Municipality, encompasses substantial areas of intensive agriculture and serves as a habitat for the endangered Blue Cranes. The Agulhas Plain-Heuningnes Estuary IBA, located southwest of the study area, includes wetlands and provides a habitat for various bird species that are globally and locally threatened. The De Hoop IBA is situated within the De Hoop Nature Reserve and is a breeding ground for the Cape Vulture, a specie that faces threats and challenges to its survival.

FIGURE 16 DEFINITIONS, OBJECTIVES AND DESIRED LAND USES OF CBAS, ESAS AND ONAS



3.11.3 COASTAL PROTECTION

The Municipal Area has approximately 170 km of coastline, much of which is under formal protection. The low-lying Agulhas Plain is very vulnerable to sea level rise and other associated climate change impacts, including groundwater pollution, inundation, erosion, and storm surges. The Integrated Coastal Management Programme (ICMP) for the Western Cape in 2003 was prepared in terms of the Coastal Zone Management Bill and the Coastal Zone Policy. The objectives of the CMP are to "*...facilitate improved planning of coastal resources* *as well as allow for better targeted investment from government and non-government organisations to support sustainable coastal development"*. We are included in the Coastal Management Programme for the Overberg District Municipality which was concluded in May 2016. It includes specific Coastal Management Programmes for each of the three Local coastal Municipalities.

Coastal management lines illustrate the limit of development along ecologically sensitive or vulnerable areas or an area where natural processes pose a hazard or risk to coastal management lines. The coastal management (setback) line and accompanying management zones are proposed to give specific direction with respect to the management of property with existing land use rights, and the planning of proposed activities and land uses. The technical determination of the lines is completed; they are, however, yet to be adopted by the provincial government. The Cape Agulhas Coast has several large bays of which 43% are sandy beaches, 39% rocky and 18% wave cut rocky platforms.

The Heuningnes River discharges to the sea through a large estuary on the Agulhas Plain east of Struisbaai and is listed as a Ramsar wetland. It extends for approximately 12 km across the coastal plain of the Zoetendals Valley. The estuary is under pressure from habitat loss, changes in hydrology and pollution and is in a poor ecological state. A draft Estuary Management Plan and an Estuary Advisory Forum are in place for the estuary, managed by CapeNature. Floodline determination for the estuary was completed in 2017.

Access to the coast is limited within the Municipality due to the formally protected areas along the coast. The Overberg District is the subject of a pilot coastal access strategy prepared by the Western Cape Government. Proclaimed fishing harbours with public slipways are situated at Arniston/Waenhuiskrans and Struisbaai.

Coastal flooding is a major concern in the Municipality, as its coastal areas are prone to storm surges, high winds, and intense waves that can result in severe coastal erosion and flooding. The coastal areas can be classified into high-risk zones (1:20 year), which require strict control, medium-risk zones (1:50 year), which require medium control, and low-risk zones (1:100 year), which require the least control.

3.11.4 CLIMATE CHANGE

There is a need for mainstreaming climate change, specifically the green economy and low carbon transition. The green economy has potential benefits for job creation and reducing poverty through projects aimed at reducing carbon emissions, such as energy efficiency and the Kyoto Protocol's Clean Development Mechanism, while still fulfilling our responsibilities on environmental stewardship and climate change.

Climate Change response and Air Quality are closely linked. The problem itself is not new, but the complexity has compounded and has become much more intense and that can be seen in Cape Agulhas Municipality and the Overberg.

At this stage, the exact magnitude of Climate Change is largely unknown, but it is reasonably foreseeable that the following changes may and are already occurring in Cape Agulhas:

- Longer dry periods between rainfall events.
- Shifts in seasonality.
- Change of weather patterns.
- Rise in sea levels such as those seen at Struisbaai. The Cape Agulhas coast has several areas that have been identified as being susceptible to sea level rise due to climate change.

All this puts food security in danger, although wheat and grain production in the Overberg is likely to be less affected by global climate change than other production areas.

Cape Agulhas Municipality is working together with all relevant Provincial and National departments, to develop a Climate Change Response strategy/framework for the Overberg. This will help improve planning for climate change adoption and work together to a more sustainable future for Cape Agulhas in the Overberg. Awareness raising, outreach and education programmes on Climate Change must be put in place in the Overberg.

The Department of Environmental Affairs in collaboration with the South African National Biodiversity Institute (SANBI) has also developed a Strategic Framework and Overarching Implementation Plan for EbA (i.e. the EbA Strategy) in 2015. The Strategy is aimed at implementing a programme of activities that will enhance the resilience of ecosystems and communities to adapt to the adverse effects of climate change as part of South Africa's overall climate change adaptation strategy in support of a long-term, just transition to a climate-resilient economy and society.

According to the Overberg Climate Change Response Framework (2017), the area between L'Agulhas and Arniston/Waenhuiskrans is considered to be at a modest risk of the hazards of erosion and inundation related to sea level rise, while the Struisbaai area is most at risk of extreme coastal events such as large storm surges. The report notes that losses of coastal public and private property to coastal erosion have already been experienced at Struisbaai Nostra, north of the Struisbaai Harbour. Cape Agulhas is implementing and participating in programmes that are considered as climate change preparedness, mitigation and adaptation.

The projects that are implemented are:

- A collaboration with the USAID Southern Africa Energy Programme that will assist the Municipality to register a new energy generation project as well as funding required for the project. Council approval for the USAID Southern Africa Energy Programme was granted in June 2022;
- All streetlights have been retrofitted with LED lights, which will also be rolled out to municipal sports grounds.
- Municipality as a part of the Municipal Energy Management System, which entails continuous monitoring of municipal-own land energy consumption and institutional uses;
- Approximately 800 low-cost houses have been fitted with solar geysers;
- Implementation of Smart Environment Programme which relates to water conservation and demand management;
- The first phase of the DBSA Asset Care Programme has been completed. The aforesaid DBSA Asset Care Programme entails improving resilience to climate change preserving town for future generations forming part of asset management.

3.12 COMPONENT F: SAFETY AND SECURITY

Safety and security are the responsibility of the Protection Services Department under the Management Services Directorate. This component includes Traffic and Municipal By-Law Enforcement, Driver's Licence Testing Centre (DLTC), Vehicle Testing Station (VTS) and Disaster Management which include a shared service function on Fire Services with Overberg District Municipality based in Bredasdorp.
The Department is committed to serving the needs of its diverse community and constantly strives to improve its standing within the community it serves and the profession itself.

The strategic focus is to promote the safety and security of the Cape Agulhas Community by:

- Rendering an administration function on drivers licensing, fines, motor registration and licensing
- Maintaining public order.
- Enforcing Municipal By-Laws
- Protecting and securing the inhabitants and their property.
- Combating specific crime generators
- Enforce animal control to monitor animal population and spread of diseases
- Improving traffic flow and avoid motor vehicle accidents
- Facilitating the provision of affordable, safe, and sustainable transport systems
- Acting to reduce the effects of a disaster
- Implementing measures to reduce long-term risks associated with human activity or natural events.

3.12.1 PROTECTION SERVICES (TRAFFIC, LICENSING, LAW ENFORCEMENT AND ANIMAL CONTROL)

a) Introduction to traffic services and law enforcement

The Protection Services Division is operational from Monday to Friday for its administration function and the traffic and law enforcement function is available seven (7) days a week with a standby function after hours. All the enforcement activities are being operated outside under the watchful eye of a 24-hour Operational Centre where all CCTV / LPR cameras and complaints systems are monitored and manage with communication between the officers and the public by radio control and telephone assistance.

The functions and programmes of the Department are:

- **24/7 Operational Control Room**

  - Radio control function – two-way radio communication
  - Surveillance Camera Monitoring for all towns (with number plate recognition function on criminal activity record)
  - NaTIS Enquiry function – Assisting officers outside with correct identification of owners and vehicle info
  - Assist with telephone complaints and information
  - Record every hour all operational activities in the occurrence book for further reporting
  - Work in an integrated manner with SAPS and all security companies within the municipal boundary
  - Set off point of all alerts and arrange for emergency needs were needed
  - Assist with social assistance arrangements and sharing of information from the Municipal Communication Unit for issuing and loud hailing during emergency situations.

- **Traffic Control**

- Traffic Officers operate on a shift system to ensure that the National Road Traffic Act (NRTA) is enforced during the day and night-time.
- Escorting of abnormal loads, funerals, VIPs, and other dignitaries
- Do visible traffic policing and writing of fines to offenders.
- Integrated Roadblocks are done weekly with all three SAPS stations Napier, Struisbaai and Bredasdorp
- Vehicle check points (VCP's) is done daily to ensure licensing of vehicles and drivers is in good standing.
- Ensure road safety during events in area.
- Attending accidents and traffic complaints
- Daily point duties at crossings and scholar patrol points
- Traffic safety education programs done with Schools, Government EPWP projects, SANParks, Eskom, Telkom and other private companies on road safety and vehicle safety.
- Operate speed enforcement equipment.

▪ **Law Enforcement**

- Do visible policing on a 24 - hour basis 7 days a week.
- Attend to complaints regarding hawkers, and by-law offences.
- Protection of the Municipality's councillors, employees, and properties
- Ensure crime prevention by detecting and combating crime generators.
- Ensure that community announcements are done, and information received from the communication unit is issued in the form of pamphlets or loud hailing.
- Promote law and order in municipal area.
- Work closely with the SAPS and other enforcement entities in all towns during the day and night to curb illegal activities.
- Give assistance to community during disaster situations.
- Enforce the gathering act – Crowd control function during Civil Unrest situations Disperse prohibited gatherings.
- Combat land invasion by regular patrols and inspection on municipal properties
- Inspections of business and hawkers' licenses
- Integrated visits to shebeens and drug houses
- Stop and search alerted vehicles, monitors on camera systems to arrest and confiscate illegal amounts of alcohol, drugs, and abalone.
- Monitor and patrol 24/7 coastal towns during holiday seasons and long weekends.
- Identify and report on all road defects/ damage and vandalism found on municipal and private owned properties in the area.
- Do bicycle patrols in hotspot areas of the CBD and in coastal towns.
- Writing Section 341 fines for none moving offences on vehicles
- Issue J534 for all Municipal By-Law offences
- Prevention of crime and enforcing of regulation at Blue Flag Beaches
- Monitor restrictions on water abuse and wastage.
- Reaction to illegal dumping and environmental degradation
- Act on public violence and public nuisances
- Act on drunk or under the influence of alcohol or drugs

▪ **Law Enforcement: Animal Control Unit**

- Attend to complaints regarding animal control.
- Educate the community about the safekeeping and caring for animals.

- Operate the Municipal Dog Kennel for stray dogs on a 7-day caring plan,
- Assist with euthanizing of dogs and cats where needed.
- Ensure that dog and cat population growth is under control.
- Weekly campaigning animal health visits in Bredasdorp and surrounding towns
- Assist upcoming farmers with livestock to comply with regulations.
- Do regular inspections on fencing, managing livestock and lease agreement functions at all municipal property where upcoming farmers operate.
- Assist with training programs from DAFF and work integrated with AACL and other NGO's.
- Quarterly sterilization campaigns with AACL and other NGO's
- The Animal Control unit had bi-annual educational programs with local Vets where the importance of sterilization was prioritised. The prizes and funds for the programs was sponsored by Bredasdorp local Animal Clinic.

▪ **Administration: Licensing, Fines and Systems**

- **Licensing**
    - Motor Vehicle Registration and Licensing Function
        - Vehicle licensing is a function of the Department of Transport and Public Works, but the Municipality renders this service on an agency basis for the Department of Transport.
        - Registering new, used or build-up vehicles (Different types of registration: Estates, home- build, build-up, and imported vehicles)
        - Handle payments on license fees and RTMC fees for every vehicle registered and licensed.

- **Learners- & Drivers Licensing Function**

    - Manage Licensing Booking System for Learners and Driver's license Tests:
    - Learners Licenses – Codes 1,2 and 3
    - K53 Drivers Licenses – Codes A, A1, B, EB, C, C1 and EC1 and EC
    - Do payments on learners and driver's license test application on NaTIS System
    - Renewal or replacement of Divers License Cards
    - Renewal of Professional Driver's License Permits (PRDP)
    - Issue Learners Licenses
    - Issue Drivers Licenses
    - Recording of learners and driver's license test results
    - Issue temporary drivers' licenses

- **Roadworthiness Function**

    - Payment on NaTIS for application of VTS
    - Recording of vehicle roadworthy test results on NaTIS
    - Vehicle Fitness Testing Grade A - Test All classes of vehicles,
    - Issue discontinues notices – where vehicles is found to be unroadworthy,
    - Re- testing within 14 days of original test date
    - Issue Roadworthy Certificate where vehicles passed the tests,
    - Fail tests in case of serious Chassis or other defects,
    - All transactions must be done on NaTIS system,
    - Do vehicle fitness tests in case of scholar transport vehicles,

- **Traffic Fines**

  - Managing traffic fines by processing it on internal systems, which ensure that all processes are followed.
  - Payment of Traffic Fines
  - Adjudication of traffic speed fines
  - Court process (Printing of Court Roll / Register)
  - Update court register
  - NaTIS Block on outstanding Warrants of Traffic Fines
  - Issuing and maintaining of warrants of arrest
  - Handling of fines representation
  - Give feedback on outcome to offenders.

- **Public Transport Function**

  - Receive request for comments from the Transportation Board
  - Provide direction on operation licence applications.
  - Inspection of identification marks of vehicles
  - Assist Western Cape Education Department with vehicle fitness for scholar transport vehicles.
  - Public Transport Route identification for Public Transport Routes – awarding of Route Permits on the issue of operating licenses.

▪ **Service delivery highlights for 2024/25**

- **Community Safety**
  - A more integrated approach to community safety was adopted with SAPS and other External role players.
  - A Safety Forum was established and is fully functional
  - New work streams were established in this financial year in the Community Safety Forum
  - Approved seasonal readiness plans

- **Traffic and Law enforcement**
  - The law enforcement function is successfully decentralised to Napier and Struisbaai with permanently stationed Law Enforcement Officers in each town.
  - Increased capacity and job creation through EPWP programs
  - Total fines issued for 2024/25 amounted to R4 802 845.00
  - Total fine collection for 2024/25 amounted to R1 824 353.29

▪ **Service delivery challenges for 2024/25**

- **Community Safety**
  - The department needs to render a 24/7 service to ensure that the safety experiences challenges during the year and festive season period December /January with overcrowded beach areas such as Duiker Street, Nostra beachfront and parking areas with day campers.
  - More law enforcement officers are needed during the holiday season to assist with the large numbers of holidaymakers and vehicles within our coastal towns.
  - Non-Nationals in Informal Settlements leading to xenophobic incidents.

- Competition for jobs between Non- Nationals and Local Labour
- Provision of a formal taxi interchange

- **Animal control**
  - A fully functional pound is needed for all types of animals.
  - Additional Law enforcement needed in respect of Animal Control
  - Resources to implementation of Animal Control Strategy
  - Roaming animals, specifically pigs who are a hazard to health and environment

b) Service statistics

TABLE 134 TRAFFIC SERVICES AND LAW ENFORCEMENT AVAILABILITY

DETAIL	2023/24	2024/25
Number of Traffic and Law Enforcement Officers in the field on an average day	6	8
Number of Traffic and Law Enforcement Officers on duty on an average day	5	10
Number of EPWP Law Enforcement Officers in the field on an average day	6	16
Number of K53 Examiners of Drivers Licenses and Examiners of Vehicles on duty on an average day	2	2

TABLE 135 TRAFFIC SERVICES AND LAW ENFORCEMENT SERVICE STATISTICS

SERVICE	DESCRIPTION	2023/24	2024/25
Traffic	Number of road traffic accidents during the year	35	29
	Fines issued for traffic offenses	3877	2461
	R-value of fines	3 255 300,00	2 241 715,00
	Roadblocks held	134	110
	Special Functions – Escorts	48	11
Law enforcement	Awareness initiatives on public safety	0	2
	Number of by-law infringements attended to	670	427
	Animals impounded	285 (November 2023-June 2024)	11
	Number of Animals handled	1980	779
Licensing	Motor vehicle licenses processed and registration	98074	95679
	Learner driver licenses processed	1853	1170
	Learner driver licenses issued	n/a	594
	Driver licenses processed	11520	820
	Driver licenses issued	5163	289

c) Human resources

TABLE 136 EMPLOYEES: TRAFFIC AND LAW ENFORCEMENT

JOB LEVEL	POSTS 2023/24	POSTS 2024/25	EMPLOYEES	VACANCIES	VACANCIES (%)
0 to 3	1	1	1	0	0%
4 to 8	4	2	2	0	0%
9 to 13	21	22	20	2	10%
14 to 18	1	1	1	0	0%
TOTAL	27	26	24	2	7%

d) Financial performance: Capital expenditure

TABLE 137 CAPITAL EXPENDITURE: TRAFFIC AND LAW ENFORCEMENT AND LICENCING

PROJECT	ORIGINAL BUDGET	ADJUSTMENT BUDGETS	TOTAL BUDGET	YEAR TO DATE	VARIANCE
Buildings: Revamp traffic department building	-	69 073,00	69 073,00	69 072,69	0,0%
Buildings: Container - Store Facility (Disaster Man - Social	50 000,00	18 100,00	68 100,00	68 053,55	0,1%
Furniture & Office Equipment: Office Equipment / Renovation	155 000,00	-127 408,00	27 592,00	27 591,98	0,0%
Furniture & Office Equipment: Blinds of Building	-	8 648,00	8 648,00	-	100,0%
Furniture & Office Equipment: Renovation of office (Mr Esau	-	38 685,00	38 685,00	38 685,00	0,0%
Furniture & Office Equipment: Bolted Steel Shelving 5 Bay Le	-	166 720,00	166 720,00	164 419,00	1,4%
Machinery & Equipment: Two Way Radios	-	40 000,00	40 000,00	39 906,00	0,2%
Firearms	30 000,00	-30 000,00	-	-	-
Office Equipment: Note Counter	26 000,00	-5 000,00	21 000,00	21 000,00	0,0%
TOTAL	**261 000,00**	**178 818,00**	**439 818,00**	**428 728,22**	**2,5%**

3.12.2 DISASTER MANAGEMENT

a) Introduction to disaster management

Disaster management is a continuous integrated, multi-sectored and disciplinary process of planning and implementation of measures aimed at disaster prevention, mitigation, preparedness, response, recovery, and rehabilitation (Disaster Management Act. No. 57 of 2002). Disaster Management is co-ordinated by the Protection Services Department, which is linked to the Overberg Disaster Management Centre.
The Municipality review its Disaster Management Plan annually and reports to the Provincial and National Disaster Management Centres on the activities occurring during the 2024/25 financial year. The following incidents were reported on:

- **Fires**

Cape Agulhas Municipality renders the Fire Service through a shared service agreement with the Overberg District Municipality (ODM), which obligates them to:

- Prevent the outbreak or spread of a fire.
- Fight and extinguish fires.
- Protect life or property against a fire or other threatening danger.
- Rescue life or property from a fire or other danger.

The municipal area experiences a total of 34 household fires of which most were in the informal settlements.

All the affected households were assisted through the Cape Agulhas Municipalities Disaster Management function where social assistance in the form of food and clothing to the amount of R1000.00 was provided to them and where needed structure material as a starter kit to rebuild their structure.

TABLE 138 HOUSE FIRES

DATE	TOWN	TYPE	NUMBER OF STRUCTURES AFFECTED	NUMBER OF PEOPLE AFFECTED
July 2024	Struisbaai	Structure	1	9
September 2024	Bredasdorp	Structure	1	8
	Napier	Structure	1	6
October 2024	Bredasdorp	Structure	6	15
	Napier	Structure	2	4
	Struisbaai	House	2	4
November 2024	Bredasdorp	Structure	1	3
	Arniston	House	1	1
January 2025	Bredasdorp	Structure	2	5
February 2025	Bredasdorp	House	2	11
March 2025	Bredasdorp	Structure	1	0
May 2025	Bredasdorp	Structure	1	3
June 2025	Bredasdorp	Structure	1	1
TOTAL			**22**	**70**

- **Rain and Floods**

During the 2024/25 raining season the department only experienced flooding on the Arniston road, Struisbaai road and inner roads in Millpark, Bredasdorp. No serious incidents were reported for households within the municipal area. Numerous sails and sandbags were distributed during the financial year with major damage to low water bridges in Napier.

b) Service statistics

TABLE 141 SOCIAL ASSISTANCE PROVISION STATISTICS

SOCIAL ASSISTANCE DESCRIPTION	2024/25
Number of 'displaced persons' to whom the Municipality delivered assistance	0
Number of structural fires occurring in informal settlements	18
Number of people receiving assistance with accommodation	0
Number people receiving assistance with structure material after fires	68
Number people receiving assistance with plastic sheeting to mitigate leaking structures	229

c) Human resources

The disaster management function at local level is performed by the Protection Services staff

d) Financial performance: Capital expenditure

There were no capital projects for disaster management

3.13 COMPONENT G: DEVELOPMENT AND SERVICE DELIVERY PRIORITIES 2024/25

This section provides an overview of the Municipalities Key Performance Indicators for the 2024/25 Financial Year.

TABLE 153 DEVELOPMENT AND SERVICE DELIVERY PRIORITIES PER KPA FOR 2024/25

3.13.1 NATIONAL KPA 1: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KPI REF	KPI	UNIT OF MEASUREMENT	ANNUAL TARGET
TL2	Implement 85% of the RBAP by 30 June {(Number of audits and tasks completed for the period/ Number of audits and tasks identified in the RBAP)x100}	% of audits and tasks completed in terms of the RBAP	85%
TL19	95% of the budget allocated for the implementation of the SMART CITY project spent and committed by 30 June*	% of the financial years project budget spent and committed	95%
TL30	95% of water samples comply with SANS241 micro biological indicators {(Number of water samples that comply with SANS241 indicators/Number of water samples tested)x100}	% of water samples compliant	95%
TL31	70% average compliance of the Bredasdorp WWTW water quality to SANS 241 for the financial year	% average compliance of the quarterly waste water test results	70%
TL37	Review / amend IDP by 31 May 2026	Number of approved IDPs	1

3.13.2 NATIONAL KPA 2: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

KPI REF	KPI	UNIT OF MEASUREMENT	ANNUAL TARGET
TL1	The percentage of the Municipality's personnel budget actually spent on implementing its Workplace Skills Plan by 30 June in terms of the WSDL Act. {(Actual amount spent on training/total personnel budget)x100}. (Reg 796)	% of the personnel budget spent on training	0.50%
TL4	Number of people from employment equity target groups employed in vacancies on the three highest levels of management in compliance with a Municipality's approved employment equity plan for the financial year. (Reg 796)	Number of people from employment equity target groups employed in vacancies that arise in the three highest levels of management	1
TL6	Approval and submission of the workplace skills plan by 30 April	Number of workplace skills plans submitted	1

3.13.3 NATIONAL KPA 3: LOCAL ECONOMIC DEVELOPMENT

KPI REF	KPI	UNIT OF MEASUREMENT	ANNUAL TARGET
TL3	Create FTE's through government expenditure with the EPWP by 30 June. (Reg 796)	Number of FTE's created	93
TL5	Develop a LED and Tourism Strategy and submit to Council for consideration by 31 December	Number of LED and Tourism strategies submitted to Council	1
TL21	Obtain full Blue Flag status for Duiker Street Beach Struisbaai by 31 December	Number of beaches for which full blue flag status is achieved.	1

3.13.4 NATIONAL KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

KPI REF	KPI	UNIT OF MEASUREMENT	ANNUAL TARGET
TL14	The percentage of the Municipality's capital budget spent and committed by 30 June {(Actual amount spent on projects /Total amount budgeted for capital projects)X100}.(Reg 796)*	% of the municipal capital budget spent and committed	95%
TL15	Financial viability measured in terms of the Municipality's ability to meet its service debt obligations as at 30 June (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue). (Reg 796)	% Debt to Revenue	21.90%
TL16	Financial viability measured in terms of the outstanding service debtors as at 30 June (Total outstanding service debtors/ revenue received for services) (Target is maximum)), (Reg 796)	% Service debtors to revenue	12%
TL17	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)). (Reg 796)	Cost coverage	1.50
TL18	Achieve a debtors payment percentage of at least 95% by 30 June {(Gross Debtors opening Balance + Billed Revenue - Gross Debtors closing Balance - Bad Debts Written Off)/Billed Revenue) x 100}	% debtors payment ratio achieved	95%
TL26	95% of the roads and storm water capital budget spent and committed by 30 June	% of roads and storm water capital budget spent and committed	95%

KPI REF	KPI	UNIT OF MEASUREMENT	ANNUAL TARGET
	{(Actual expenditure divided by the total approved roads and stormwater capital budget) x 100}*		
TL27	95% of the approved refuse removal capital budget spent and committed by 30 June{(Actual expenditure divided by the total approved refuse removal capital budget) x 100}*	% of refuse removal capital budget spent and committed	95%
TL28	95% of the approved water capital budget spent and committed by 30 June {(Actual expenditure divided by the total approved water capital budget) x 100}*	% of water capital budget spent and committed	95%
TL29	Limit unaccounted for water to less than 20 % by 30 June {(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold (incl free basic water) / Number of Kilolitres Water Purchased or Purified /100}	% unaccounted water	20%
TL32	Limit unaccounted for electricity to less than 8% by 30 June {(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold (incl Free basic electricity)) / Number of Electricity Units Purchased and/or Generated) X 100}	% unaccounted electricity	10%
TL33	95% of the electricity capital budget spent and committed by 30 June {(Actual expenditure divided by the total approved capital budget) x 100}*	% of electricity capital budget spent and committed	95%

3.13.5 NATIONAL KPA5: BASIC SERVICE DELIVERY

KPI REF	KPI	UNIT OF MEASUREMENT	ANNUAL TARGET
TL7	Number of formal residential properties that receive piped water that is connected to the municipal water infrastructure network and billed for the service as at 30 June (Reg 796)	Number of formal residential properties which are billed for water	10 158
TL8	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June (Reg 796)	Number of formal residential properties which are billed for electricity or have pre-paid meters (Excluding Eskom areas)	10 297

TL9	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service (inclusive of septic tanks), irrespective of the number of water closets (toilets) and billed for the service as at 30 June (Reg 796)	Number of residential properties which are billed for sewerage	10 252
TL10	Number of formal residential properties for which refuse is removed once per week and billed for the service as at 30 June. (Reg 796)	Number of formal residential properties which are billed for refuse removal	10 221
TL11	Provide 6kl free basic water per month to registered indigent / poor households in terms of the equitable share requirements during the financial year (Reg 796)	Number of registered indigent / poor households receiving free basic water in terms of Councils indigent policy	2 718
TL12	Provide 50 kwh free basic electricity per month to registered indigent / poor households in terms of the equitable share requirements during the financial year. (Reg 796)	Number of registered indigent / poor households receiving free basic electricity in terms of Councils indigent policy	2 718
TL13	Provide free basic sanitation and refuse to registered indigent / poor households in terms of the equitable share requirements during the financial year. (Reg 796)	Number of registered indigent / poor households receiving free basic sanitation and refuse in terms of Councils indigent policy	2 718
TL20	Review the Municipality's Disaster Management Plan annually by 31 March	Number of Disaster Management Plan reviews submitted for approval	1
TL22	Review the Human Settlement Plan and submit to Council by 31 March	Revised Human Settlement Plan submitted to Council	1
TL23	Report on the implementation of the ICLD / Umea partnership youth development project in accordance with the approved project plan	Number of reports on project progress submitted to Council	2
TL24	Facilitate quarterly meetings of the Community Safety Forum	Number of meetings of the Community Safety Forum	4
TL25	Implementation of the Protection Services Turnaround Strategy resulting in a 10% improvement of productivity of the Department by 31 December	Percentage increase in productivity	10%

TL34	95% of the MIG capital budget spent and committed by 30 June {(Actual expenditure divided by the total approved capital budget) x 100}*	% of MIG Grant budget spent and committed	95%
TL35	Report on the implementation of the Water Service Development plan in terms of section 18 of the Water Services Act by the end of October	Number of reports submitted to relevant organs of state	1
TL36	Environmental Impact Assessment completed for the Struisbaai / L'Agulhas reservoir by 30 June.	Number of RODs obtained.	1

CHAPTER 4: ORGANISATIONAL PERFORMANCE

This Chapter aligns to the National Key Performance Areas (KPA's) of ***Municipal Transformation and Organisational Development*** as contained in the Local Government: Municipal Planning and Performance Management Regulations of 2001 read together with Section 43 of the MSA.

4.1 INTRODUCTION

This Chapter provides an overview of the Municipality's performance in terms of the National Key Performance Indicator of Municipal Transformation and Organisational Development as contained in the Local Government: Municipal Planning and Performance Management Regulations of 2001 read together with Section 43 of the MSA.

The Local Government Municipal Staff Regulations (MSR) published under Government Notice 890 on 20 September 2021 took effect from 1 July 2022. These regulations changed the playing field to a uniform way of operating and factors have emerged that affect readiness, in depth knowledge and experience of human resources practitioners in local government. These factors relate to questioning or testing the ability to implement all chapters of the new legislation, in a short space of time.

During the implementation of the MSR and post implementation of the regulations, an analysis was conducted of current capabilities, knowledge and experience in sample categories of municipalities to determine whether further capacitating is needed. More so, in under-capacitated municipalities and ultimately creating a framework to forge uniformity within the local sphere of government.

Human resources management policies are continuously reviewed and implemented to comply with the new uniform regulations.

The Municipality completed the implementation of Chapters 2 and 4. This entails a redesign of the staff establishment and the implementation of individual performance management and development at all levels.

Employee wellness has become a risk area and as such this risk is part of our risk register. The Municipality is focusing on the workforce to ensure that our employees are supported to advance productivity as well as sound mental and emotional wellness in the workplace and also at home. This is also supported by our social workers in the area who work collaboratively with the Municipality.

Despite challenges, the Municipality continued its training initiatives, although not all could be completed.
Employment equity targets and Organisational performance targets in respect of recruitment and selection were achieved. Most labour relations matters were dealt with in the 2024/25 financial year, however a few matters are still pending and not finalised yet. Dealing with discipline and unfair labour practices is ongoing within any Organisation. Awareness training for both managers and employees take place with the assistance of South Africa Local Government Association (SALGA). The Local Labour Forum and Management work in collaboration and strive to achieve common ground when there is disagreement.

- **Organisational development highlights for 2024/25**
  - Continuous utilisation of the Anene Booysen Skills Centre through partnerships with private business and other government departments.

- Increased recruitment and appointments in terms of the female gender classification in terms of Employment Equity Plan 2020-2025.
- Timeous implementation of the Municipal Staff Regulations (MSR) (Except Chapter 4)
- Successful completion of the organisational design process which resulted in a new staff establishment being approved by Council and the MEC in June 2024.
- Cape Agulhas Municipality maintain a vacancy rate below the 10% of the public sector norm.
- With reference to the previous Employment Equity 5-year plan 2020 – 2025, the total targets were achieved, however it did not reflect in some instances in the specific target groups. Instead, it reflected in the designated groups.

- **Organisational development challenges for 2024/25**

  - High employee costs bordering on the National Treasury norm, necessitating a shift in focus to utilise staff optimally. Furthermore, a reduction of employee related cost strategies to be applied.
  - Implementation of succession and mentorship coaching at departmental level.
  - Vertical/gender gaps in terms of compliance with the Employment Equity Act.
  - Appointments of disabled individuals remains a challenge.
  - The absence of a simulation plant for practical training in the district remains a challenge. This resulted in technical training interventions not being fully implemented and had to be deferred to the new financial year.
  - Despite the economic reconstructive recovery plan (ERRP) allocation from SETA for specific unemployed learners, the Municipality encountered challenges with regards to short skills pathways where stipends were linked to, paying stipends directly to learners. This impacted negatively on the availability of budget in terms of training interventions for permanent staff.

4.2 THE MUNICIPAL WORKFORCE

The Cape Agulhas Municipality currently employs 356 permanent employees (excluding the Municipal Manager and 4 Directors) which brings the total to 360. Non-permanent employees are excluded. Our employees individually and collectively contribute to the achievement of the Municipality's objectives. The primary objective of the Human Resource Division is to render an innovative human resources service that addresses both strategic human resource development and human resource administration.

- **Organisational Structure**

The new organisational structure was approved by Council on 28 June 2024 with the official implementation date being the 01st of July 2025. The migration phase of the approved staff establishment was incorporated into the Pay Day system. The placement of staff process commenced with the relevant departments and job descriptions for positions were sent out to all the departments. The job evaluation phase will commence to align the positions and tasks associated with the respective positions with the new approved structure in compliance with the Municipal Staff Regulations.

The design of the staff establishment aligns to the needs of the community as well as the financial position and sustainability of the Municipality, which the Municipal Council committed to in terms of its long-term Financial Plan and Integrated Development Plan.

- **Job Evaluation -Tuned Assessment of Skills & Knowledge (TASK)**

Job evaluation or grading systems are used by many organisations to measure jobs according to their content and establish the comparative worth between jobs. The Employment Equity Act Section 21, EEA9 Occupational Levels guides organisations on" fair and equal pay for equal work of the same value".

The South African Local Government Bargaining Council on National and Provincial level, together with the South African Local Government Association (SALGA) and labour agreed that the Tuned Assessment of Skills and Knowledge (TASK) is the sole job evaluation tool to determine pay scales at the Municipality.

TABLE 138 ***OCCUPATIONAL CATEGORIES, TASK LEVELS AND DESCRIPTIONS***

OCCUPATIONAL LEVELS	TASK LEVELS	DESCRIPTION
Top Management/ Executives	23-26	Controls the functional integration of the business. Determines the overall strategy and objectives of the business. Directs the company into the future. The nature of the work and focus is long-term. Sign-off on policy or strategy.
Senior Management	18-22	Knowledge of entire business area/BU/company or group. Provide inputs for/formulation of the overall Organisational strategy. Translates the overall strategy into business plans for BU/Functional Unit, thereby operationalising organisational strategy. Implements and manages business plan, goals and objectives and ensures the achievement of overall key Organisational/BU/Functional outputs. Manages the development of innovation and change
Professionally Qualified & experienced specialists/mid-management	14-18	Professional knowledge of sub-discipline or discipline. Provide input in the formulation of Organisational/Functional Unit business plans. Formulate and implement departmental/team plans that will support the BU business plans. Optimisation of resources (finances, people, material, information, and technology) to achieve given objectives in most productive and cost-effective way.
Skilled Technical & Academically Qualified/ Junior Management/ Supervisors/ Foremen/ Superintendents	9-13	Applies broad knowledge of products, techniques, and processes. Evaluates procedures and applies previous experience. A good solution can usually be found. Determines own priorities. What must be done is stipulated; but may require initiative in terms of how it should be done
Semi-Skilled & discretionary decision-making	4-8	Accountable for direct product, process or service quality. Incremental improvement of existing processes and procedures according to clear guidelines. Choosing of correct action on the basis of set standards, training procedures and past experience
Unskilled & defined decision-making	1-3	Steps to accomplish work or processes are clearly defined and understood. Tasks are sometimes repetitive and uncomplicated, and the work cycle is short

4.2.1 EMPLOYMENT EQUITY

The Employment Equity Act (1998) Chapter 3, Section 15 (1) states that affirmative action measures are measures designed, to ensure that suitably qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer. The national performance indicator also refers to "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".

New Employment Equity Regulations was promulgated on the 15th of April 2025 prescribing the employment equity process. Designated employers are expected to comply in terms of Section 19 by conducting a EEA12 and EEA1 analysis to determine the demographic profile of the Organisation versus the economic active population (EAP) of:

- The national EAP
- The provincial EAP for each of the provinces in which they operate
- The provincial EAP of the province where the largest part of their operations are conducted.

Cape Agulhas Municipality will embark on the formulation of the new EE Plan by using the provincial EAP in which the Municipality is operating and its related sectoral targets of the public administration sector.

a) Employment equity targets

The designated employer must use the economic active population (EAP) which they select for conducting an analysis, in the this instance, Cape Agulhas Municipality will use the provincial EAP of the Western Cape and the 5-year sectoral targets as set out in the public administration and defence compulsory, social security, as identified by the Minister published on 15 April 2025 in the Government Gazette, Nr 6125 and Nr. 52515.

The following table shows progress in terms of achievement of numerical goals of the 2020-2025 plan for all employees, including people with disabilities in relation to occupational levels, race, gender and foreign nationals.

TABLE 139 WORKFORCE PROFILE

this includes TASK and numerical targets and goals: 2020-2025 (end of 2025 Employment Equity plan progress) snapshot as of 30 June 2025, including temporary employees.

	MALE				FEMALE				FOREIGN NATIONALS		
OCCUPATIONAL LEVE	A	C	I	W	A	C	I	W	MALE	FEMALE	TOTAL
Provincial EAP	**22.50%**	**22.40%**	**0.80%**	**7.20%**	**20.70%**	**19.80%**	**0.60%**	**5.34%**			
Sectoral Target	**24.51%**	**24.36%**	**8.87%**	**0.00%**	**18.41%**	**17.61%**	**0.53%**	**5.34%**			**99.63%**
Top Management	**0**	**2**	**0**	**1**	**0**	**0**	**1**	**0**	**-**	**-**	**4**
	0.00%	50.00%	0.00%	25.00%	0.00%	0.00%	25.00%	0.00%			
Shortfall (-) or Surplus	**0**	**2**	**0**	**1**	**0**	**0**	**1**	**0**			
Senior Management	1	2	0	2	0	0	0	2	-	-	7
	14.29%	**28.57%**	**0.00%**	**28.57%**	**0.00%**	**0.00%**	**0.00%**	**28.57%**			
Shortfall (-) or Surplus	-1	0	-1	2	-1	-1	0	0			
Professionally qualified and experienced specialists and mid-management	**2**	**4**	**0**	**3**	**2**	**3**	**0**	**1**	**-**	**-**	**15**
	13.33%	26.67%	0.00%	20.00%	13.33%	20.00%	0.00%	6.67%			
Shortfall (-) or surplus	**-2**	**0**	**-1**	**3**	**-1**	**0**	**0**	**0**			
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	5	64	0	9	9	47	0	11			145

OCCUPATIONAL LEVE	MALE				FEMALE				FOREIGN NATIONALS		
	A	C	I	W	A	C	I	W	MALE	FEMALE	TOTAL
	3.45%	44.14%	0.00%	6.21%	6.21%	32.41%	0.00%	7.59%			
Shortfall (-) or surplus	-31	29	-13	9	-18	21	-1	3			
Semi-skilled and discretionary decision-making	25	71	0	0	9	40	0	0			145
	17.24%	48.97%	0.00%	0.00%	6.21%	27.59%	0.00%	0.00%			
Shortfall (-) or surplus	-11	36	-13	0	-18	14	-1	-8			
Unskilled and defined decision-making	7	31	0	2	3	13	0	0	-	-	56
	12.50%	55.36%	0.00%	3.57%	5.36%	23.21%	0.00%	0.00%			
Shortfall (-) or surplus	-7	17	-5	2	-7	3	0	-3			
TOTAL PERMANENT	40	174	0	17	23	103	1	14	-	-	372
Temporary employees									-	-	0
GRAND TOTAL	40	174	0	17	23	103	1	14	-	-	372
	10.75%	46.77%	0.00%	4.57%	6.18%	27.69%	0.27%	3.76%			100%
	-51	83	-33	17	-45	37	-1	-6			

4.2.2 VACANCY RATE

The approved organogram for the Municipality has 376 funded posts, of which 358 posts were filled as 30 June 2024. The Department of the Public Service and Administration states that the public vacancy rate should be below 10%. The vacancy rate of Cape Agulhas Municipality is stable and remains within the acceptable norm. The overall vacancy rate (including the Municipal Manager and Directors) is 5.02% for the 2024/25 financial year which compares less favourably to the 2023/24 vacancy rate of 3.54%% in the previous year. The vacancy rate excluding the Municipal Manager and Directors is 4,78%. In terms of the Organisational effectiveness, Cape Agulhas Municipality strives to ensure that employees are upskilled and utilized effectively for career development through our Recruitment and Selection strategies to reach our Employment Equity goals, targets and objectives.

TABLE 140 ANNUAL VACANCY RATE PER OCCUPATIONAL CATEGORY

POST LEVEL	2023/2024		2024/2025	
	FILLED	VACANT	FILLED	VACANT
MM & MSA section 57 & 56 (Top Management)	4	0	4	1
Senior Management	3	0	6	2
Professionally qualified and experienced specialists and middle management	20	1	15	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	147	4	141	8
Semi-skilled and discretionary decision making	113	8	134	8
Unskilled and defined decision making	75	5	56	1
TOTAL	358	18	356	20
PERCENTAGE		**5.02%**		**5.32%**

TABLE 141 VACANCY RATE PER DEPARTMENT

DEPARTMENT	2023/2024		2024/2025	
	FILLED	VACANT	FILLED	VACANT
Office of the Municipal Manager	35	4	35	3
Financial Services	54	1	52	2
Management Services	101	3	101	5
Infrastructure Services	168	10	168	10
TOTAL	**358**	**18**	**356**	**20**

**Excluding 11 Councillors, Municipal Manager and Directors*

TABLE 142 VACANCY RATE FROM MONTH TO MONTH

MONTH	TOTAL FUNDED POSTS	FILLED POSTS	VACANCIES	% VACANCY RATE
July 2024	376	355	21	5.59%
August 2024	376	354	22	5.85%
September 2024	376	355	21	5.59%
October 2024	376	356	20	5.32%
November 2024	376	356	20	5.32%
December 2024	376	359	17	4.52%
January 2025	376	358	18	4.79%
February 2025	376	356	20	5.32%
March 2025	376	356	20	5.32%
April 2025	376	357	19	5.05%
May 2025	376	356	20	5.32%
June 2025	376	356	20	5.32%

**Excluding 11 Councillors, Municipal Manager and Directors*

TABLE 143 VACANCY RATE HIGHEST LEVELS OF MANAGEMENT

SALARY LEVEL	NUMBER OF CURRENT CRITICAL VACANCIES	NUMBER TOTAL POSTS AS PER ORGANOGRAM	VACANCY JOB TITLE	% VACANCIES (AS A PROPORTION OF TOTAL POSTS PER CATEGORY)
Municipal Manager	0	1	n/a	n/a
Chief Financial Officer	0	1	n/a	n/a
Other Section 57 Managers	0	3	0	0%
Senior management	0	6	2	33.33%
TOTAL	0	11	2	18.18%

4.2.3 STAFF TURNOVER RATE

A high staff turnover may be costly to a Municipality and might negatively affect productivity, service delivery and institutional memory/organisational knowledge. A low turnover rate is indicative of a stable employment environment.

The staff turnover rate has increased from to 2023/24 and slightly declined in 2024/25. Turnover is primarily due to medical boarding, resignations due to better prospects, personal reasons and retirements. As a result, we are using strategies like staff progression and upskilling to close those gaps. We are now focusing on using our local skills pool to create stability within the Municipality. Talent management and succession planning is key to retain and attract scarce and critical skills. The table below indicates the staff turnover rate over the last 3 years:

TABLE 144 TURNOVER RATE

FINANCIAL YEAR	TOTAL NUMBER OF STAFF AT THE END OF EACH FINANCIAL YEAR	NEW APPOINTMENTS	NUMBER OF TERMINATIONS DURING THE YEAR	STAFF TURNOVER RATE
2022/23	364	32	22	6.04%
2023/24	358	20	22	6.15%
2024/25	356	23	21	5.89%

**Excluding 11 Councillors, Municipal Manager and Directors*

4.2.4 EXPANDED PUBLIC WORKS PROGRAMME AND COMMUNITY WORK PROGRAMME

The Municipality continued to implement the Expanded Public Works Programme (EPWP) in the 2024/25 financial year.

The Municipality was allocated a grant of R1 363 000.00 for the 2024/25 financial year and 36 EPWP projects were implemented. The Municipality did not achieve its full time equivalent (FTE), only the work opportunity targets for 2024/25 financial year was achieved. A total of 384 Work Opportunities (WO) were created and of these 64.85% were allocated to youth employment and 56.07% to women and 0.26% disability. 68 training days were captured on the reporting system for beneficiaries who received training through EPWP. Seven EPWP beneficiaries were appointed permanently within the 2024/25 financial year.

TABLE 145 JOB OPPORTUNITIES CREATED THROUGH EPWP

CATEGORY	TARGET	ACTUAL ACHIEVED	%	TARGET	ACTUAL ACHIEVED	%
	2023/24			2024/25		
Job Opportunities	598	453	76%	268	384	143%
Full time Equivalents	107	106	99%	92	90	98%

It is recommended that planning of projects be based on capital/operational budgets, with the grant allocations received as an additional support to implement projects.

Cape Agulhas Municipality is aiming to create 1402 job opportunities and 473 FTEs over the 5 years from 2024/25 – 2028/29. We have achieved 384 work opportunities and 90 (FTE) full time equivalents against the target that was 268. This is done collectively with departments and includes our own funded projects as well as grant funded projects. The Municipality also supports the Community Works Programme (CWP) and Coastal Management Programme.

In departments where more capacity was needed, the Municipality utilised job creation programmes, whereby work opportunities were offered to the unemployed. Some of these opportunities resulted in full-time appointments, as the organisation fills vacant positions due to employees exiting the organisation for various reasons.

4.3 MANAGING THE MUNICIPAL WORKFORCE

The success or failure of a Municipality depends on the quality of its political leadership, sound governance of its finances, the strength of its institutions and the calibre of staff working for the Municipality.

4.3.1 OCCUPATIONAL HEALTH AND SAFETY

The Municipality is committed to ensuring the health, safety and welfare of all staff members, mandataries (agents, contractors, or subcontractors) and visitors in its working environment. All staff of the Municipality are required to observe safe work practices and prevention of accidents and occupational illness as a collective and individual responsibility. They must also comply with the regulations and conditions set out in the Occupational Health and Safety Act 85 of 1993 (OHS Act) and associated legislation. Managers have a duty to provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to health.

The Municipality carries out risk management activities to ensure that risks relating to working procedures and practices are identified, and that adequate controls and mitigating measures are put in place where medical surveillance is being applied to assess and monitor individuals for adverse health effects and determine the effectiveness of exposure prevention strategies. Employees working at heights undergo medical evaluation and Hepatitis B is administered to employees who could be potentially exposed such as those working at sewerage plants.

The Directors of Infrastructure, Management service and Finance, or his/her designee, are responsible for:

- Ensuring that health and safety specifications are in place, for any construction or maintenance work.
- Providing these to mandataries, who are appointed to perform such work for the Municipality as stated in the Construction Regulations 4. Submission of health and safety plan.
- Initiating employees' legal appointment letters in terms of the OHS Act. Section 16.2, 17, 19,

4.3.1.1 INJURIES ON DUTY

In Section 35 of the Compensation for Occupation for Occupational Injuries and Diseases Act (COIDA) has altered the common law position. An employee may now claim for compensation without having to prove negligence committed by the employer based on medical reports by a registered medical practitioner.

All injuries and incidents must be reported immediately or as soon as practically possible for assessment, recording or possible investigation in accordance with the OHS Act.

If a member of the public gets injured within the premises of Cape Agulhas Municipality that person is not allowed to claim from COIDA but can claim from the employer's liability insurance funds.

The following table shows the number of injuries on duty for the years 2023/24 and the latest statistics for 2024/25:

TABLE 146 INJURIES ON DUTY BY DIRECTORATE

DIRECTORATES	2023/24	2024/25
Office of the Municipal Manager	6	6
Financial Services	6	4
Management Services	14	15

Infrastructure Services	28	38
TOTAL	54	**63**

The following table distinguishes between moderate and major injuries for 2024/25 compared to 2023/24. A major injury is an injury that has the potential to cause prolonged disability or death. A moderate injury is an injury that requires first aid and/or medical treatment which may involve substantial pain but will not result in permanent disability.

TABLE 147 INJURIES ON DUTY BY SERIOUSNESS

DIRECTORATES	MINOR INJURIES	MAJOR INJURIES	MINOR INJURIES	MAJOR INJURIES
	2023/24		2024/25	
Office of the Municipal Manager	6	0	6	0
Financial Services	6	0	4	0
Management Services	14	0	15	0
Infrastructure Services	28	0	38	0
TOTAL	**54**	**0**	**63**	**0**

From the above it can be concluded that the injuries for the 2024/25 financial year have increased, but all injuries were moderate. It is also noted that the Infrastructure Department reported the highest number of injuries on duty.

4.3.2 SICK LEAVE

The number of day's sick leave taken by employees has service delivery and cost implications. The monitoring of sick leave identifies certain patterns or trends. Once these patterns are identified, corrective action can be taken. The total number of sick leave days taken during the 2024/25 financial year shows an overall decrease. The following table provides a breakdown per Directorate:

TABLE 148 SICK LEAVE

DEPARTMENT	2022/23	2023/24	2024/25
Office of the Municipal Manager	290.50	253.63	240.96
Financial Services	312.50	319	329.57
Management Services	874.95	900.54	717.47
Infrastructure Services	629.59	533.89	717.03
TOTAL	**2107.54**	**2007.06**	2005.03

4.3.3 LOCAL LABOUR FORUM

The Local Labour Forum (LLF) is a legislated structure designed to strengthen the relationship between organized labour and management. The Collective Agreement of the SALGBC requires every employer to establish a Local Labour Forum with equal representation from the trade unions and the employer. The trade unions' representation is divided proportionate to their respective membership within the place of employment. Employer representatives consist of Councillors and Management, specifically the Municipal Manager and the Directors directly accountable to the Municipal Manager who are appointed in terms of section 57 of the Municipal Systems Act, 32 of 2000. The table below indicates the members of the Local Labour Forum, and meeting dates for 2024/25.

TABLE 149 LOCAL LABOUR FORUM

NAME OF REPRESENTATIVE	CAPACITY	MEETING DATES
E Phillips	Municipal Manager	18 July 2024 15 August 2024 19 September 2024 28 November 2024 13 February 2025 20 March 2025 24 April 2025 12 June 2025
H Krohn	Director: Infrastructure Services & Acting Municipal Manager (from 02 June 2025)	
W Jonker	Director Financial Services and ICT	
D Wasserman	Acting Director: Infrastructure Services	
K Moodley	Director: Management services	
G van der Westhuizen	Director: Corporate Services	
K Donald	Councillor	
S Ngxowa	Councillor	
J August-Marthinus	Councillor	
R Mokotwana	Councillor	
F Xinela	SAMWU	
S Hendricks	SAMWU	
H Jansen	SAMWU	
C Ahrendse	SAMWU	
J Rossouw	SAMWU	
S Graaff	IMATU	
H Jonas	IMATU	
E Plaatjies	IMATU	
The Manager: Human Resources, and the Senior Labour Relations Officer participate in all Labour Forum meetings and play an advisory role.		

4.3.4 DISCIPLINARY CASES AND GRIEVANCES

Certain cases such as minor misconduct, that warrants a sanction less than a final written warning, could have been resolved through the informal disciplinary procedure at managerial level because the primary objective when applying discipline is to find a workable solution to correct behaviour in the workplace. It is also of utmost importance to promote employee awareness and understanding of the employer's Code of Conduct and Disciplinary Procedure.

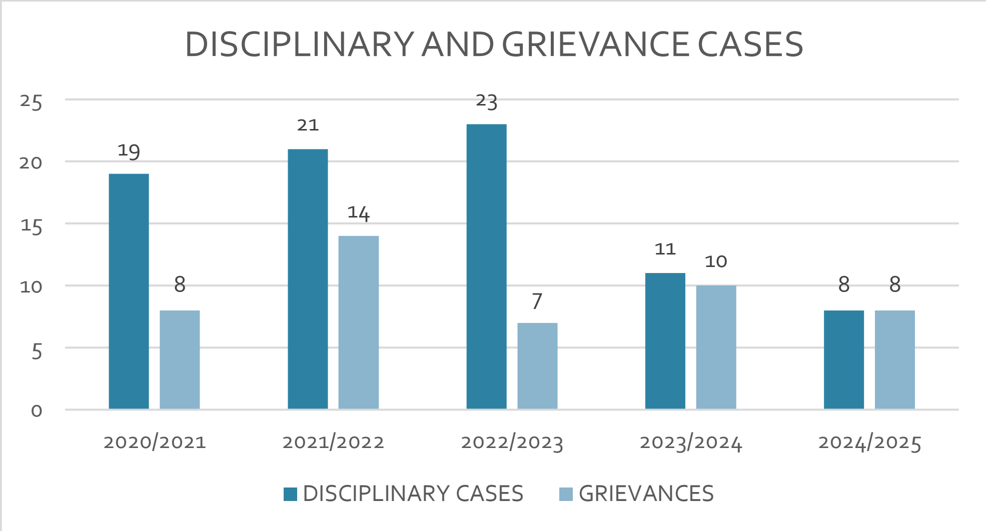
Fair and consistent application of discipline, in the manner in which each misconduct is dealt with as well as the sanctioning that goes with it is vital as well as applying discipline without prejudice and according to the rules of natural justice. Discipline should be corrective, rather than punitive.

Every employee has the right to appeal should they feel aggrieved about the outcome of a disciplinary hearing. No appeals, however, are allowed for informal disciplinary hearings. The professional management of discipline at organisational level remains to be crucial. The general view that disciplinary policies should not be instruments of punishment but rather fair procedures to be implemented in correcting unsatisfactory employee behaviour continues to find wide acceptance.

Employees should be made more aware of the grievance procedure. It is deemed a condition of service. The objective of this procedure is to ensure substantive and procedural fairness to resolve problems as quickly and as close to their source as possible and to deal with conflict through procedural and consensual means. A grievance procedure is also aimed at promoting sound labour relations in the workplace, i.e. consistency, transparency and fairness in the handling of workplace problems and complaints.

The grievance procedure is intended to empower employees with the opportunity and procedure to be able to raise issues of dissatisfaction with the employer.

FIGURE 17 DISCIPLINARY HEARINGS AND GRIEVANCES



4.3.5 HUMAN RESOURCE POLICIES AND PLANS

Human Resource policies and procedures give guidance on an array of labour issues and help to effectively implement an organisation's HR strategy. HR policies provide general and practical advice and guidance for managers and staff on a range of labour issues. Standard Operating Procedures give a step-by-step account of specific arrangements that apply in specific circumstances (for example, the grievance process with its timelines).

Turning HR policies into practice requires working across the organisation to ensure that senior management, line management and employees fully understand the policies and expectations (including any updates or amendments). Since line managers are key in bringing HR policies to life, training, roadshows, engagement and support are vital to ensure that managers have a clear understanding of the policies and have the capability to implement policies effectively and fairly.

Induction also plays a significant role in making sure new employees are aware of all the policies and standard operating procedures within the organisation.

Having clearly defined procedures is essential to ensure efficient operations and consistency across all directorates. HR Standard Operating Procedures (SOPs) are the backbone of an efficient and compliant HR function. Below describes the importance of having HR SOPs in place:

- Consistency - HR SOPs ensure that all employees are treated fairly and consistently, whether it is during recruitment, onboarding, performance reviews, or disciplinary actions. This helps in creating a positive employee experience and boosts overall engagement.
- Compliance and Risk Management - Every HR decision or process must align with labour laws, collective agreements, and internal policies. SOPs help HR remain compliant, reducing the risk of legal issues and ensuring that the organisation adheres to ethical and legal standards.

- Increased Efficiency - With SOPs in place, HR can manage routine processes quicker and more efficiently. Having a standard set of procedures allows HR professionals to focus on more strategic initiatives rather than getting inundated by repetitive tasks.
- Training and Development - New HR team members can onboard faster with well-documented SOPs. Clear guidelines provide them with a reference point for how various tasks should be managed, helping them integrate more quicker and effectively.
- Business Continuity - In times of sudden change, whether it is employee turnover or a shift in organisational priorities—HR SOPs help ensure continuity. Well-documented procedures mean that the business can continue operating smoothly even if key HR personnel are unavailable.

In a constantly changing environment, HR SOPs are about empowering the HR function to operate more strategically and effectively. When implemented correctly, they lay the foundation for sustainable growth, compliance, and a high-performing workforce.

The following HR SOPs were developed (pending final approval) during the last quarter of the 2024/2025 financial year:

- Grievance Procedure
- Informal Disciplinary Procedure
- Formal Disciplinary Procedure
- Precautionary Suspensions

Policies approved and reviewed in this past financial year:

NAME OF POLICY	APPROVAL/REVIEW DATE
Leave Policy	27 February 2025
Placement Policy	31 October 2024

Policies currently under review:

- Smoking Policy
- Internal Bursary Policy
- Reward and Recognition Policy

4.3.6 EMPLOYEE PERFORMANCE REWARDS

In accordance with Regulation 805, a performance bonus, based on affordability, may be paid to an employee, after -

- the annual report for the financial year under review has been tabled and adopted by the municipal council;
- an evaluation of performance in accordance with the provisions of regulation 23; and
- Approval of such evaluation by the municipal council as a reward for outstanding performance.

The evaluation of the performance of Section 57 managers forms the basis for rewarding outstanding performance. Section 57 managers are those individuals that are appointed by the Municipality on a contract basis and who reports directly to the Municipal Manager of the Municipality. The table below shows the total number of S57 managers that received performance rewards during the financial year in respect of the previous year's performance after all performance evaluations were finalised.

TABLE 150 PERFORMANCE REWARDS

RACE	GENDER	NUMBER OF BENEFICIARIES	TOTAL NUMBER OF EMPLOYEES RECEIVED PERFORMANCE REWARDS	% EMPLOYEES RECEIVED PERFORMANCE REWARDS
African	Female	0	0	0
	Male	0	0	0
Asian	Female	0	0	0
	Male	0	0	0
Coloured	Female	0	0	0
	Male	2	2	50
White	Female	0	0	0
	Male	2	2	50
Disability	Female	0	0	0
	Male	0	0	0
TOTAL		**4**	**4**	**100**

4.4 SKILLS DEVELOPMENT

Section 68(1) of the Municipal Systems Act states that Municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. For this purpose, the human resource capacity of a Municipality must comply with the Skills Development Act (SDA), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).

The Municipality was able to implement its 2024/25 Workplace Skills Plan (WSP) and continues to capacitate employees and encourages job specific skills training and development on an extensively to deliver quality services to the community. The training and development drive is to ensure that our employees are adequately skilled and that there is a pool of skilled and semi-skilled workers internally. The priority focus for this financial year was compliance Occupational Health and Safety and development training for employed workers.

The Anene Booysen Skills Centre has opened opportunities for technical and administrative training to our officials in various disciplines in terms of both academic and skills training. The Municipality, other government departments and external stakeholders utilise the Skills centre to deliver training for the community and government employees as can be seen in below table:

TABLE 151 ANENE BOOYSEN SKILLS DEVELOPMENT CENTRE

DEPARTMENT	INTERNAL / EXTERNAL	TOTAL LEARNERS	PURPOSE	SERVICE PROVIDER
CAM: Various Departments	Internal	10	Public Accountability	SPL
CAM: Finance Department	Internal	2	MMC Exams	SPL
ODM & Theewaterskloof Municipalities	External	16	MMC Exams	SPL
Department of Social Services	External	26	Capacity Building	DSD
EPWP	Internal	64	Basic Financial Literacy	FSCA
CAM: Various Management	Internal	12	Project Management	PST
CAM: Traffic Department	Internal	5	Data capturing & Updating	Traffic Department
CAM: Protection Services	Internal	12	Firearm Training	Jabulani
CETA	External	174(Skills Centre, Glaskasteel and Community Hall)	Classroom learning, short skills	Northlink College
CAM: Various Departments	Internal	12	Occupational Health & Safety Representation	PST
CETA	External	59	Induction Session	Construction Ceta
Department of Infrastructure	External	12	Handyman Learnership	Department of Infrastructure
CAM: Tourism & LED	External	10	Co-Operative Info Session	Tourism & LED
CAM: HRM & Finance Department	External	7	Interviews Accountant	HRM & Finance Department

DEPARTMENT	INTERNAL / EXTERNAL	TOTAL LEARNERS	PURPOSE	SERVICE PROVIDER
CAM: HRM & Management Services	External	8	Interviews Housing Admin Clerk	HRM & Management Services
Women's League	External	15	Meeting	Women's League Bredasdorp
CAM: Management Services	Internal	5	Chainsaw Operator Course	Ezolimo Training & Supply(PTY)LTD
CAM: Management Services	Internal	5	Brusch Cutter	Ezolimo Training & Supply(PTY)LTD
CAM: Management Services	Internal	5	Chipper Operator	Ezolimo Training & Supply(PTY)LTD
CAM: Electro Technical Services	Internal	9	ORHVS	Effective Human Intervention
CAM: Electro-Technical and Water & Sewerage Departments	Internal	13	Transportation of Dangerous Goods	Breerivier Training Development
CAM: Electro-Technical and Streets & Stormwater Departments	Internal	12	MEWP	Heights & Safety Training
CAM: Electro-Technical and Streets & Stormwater Departments	Internal	19	Hand and Power tools	Heights & Safety Training
CAM: Electro-Technical and Finance Department	Internal	5	Ontec	Electro-Technical Department
CAP NGO	External	27	Parent-Caregiver Workshop	CAP NGO
CAM: Solid Waste Department	Internal	5	Front-End Loader	Pro Skills Development
CAM: Electro-Technical Services	Internal	13	Truck Mounted Crane	Pro Skills Development
Ward Committee	External	17	Ward Committee Training	Councillor Louw
EPWP	Internal	46	Fire Fighting	EPWP
ODM: Various Departments	External	25	OHS	Ezolimo Training & Supply(PTY)LTD
ODM: Various Departments	External	25	First Aid Training	Safetech
TOTAL		**650**		

4.4.1 SKILLS MATRIX

The table below indicates the number of employees that received training in the year under review:

TABLE 152 SKILLS MATRIX

MANAGEMENT LEVEL	GENDER	NUMBER OF EMPLOYEES IDENTIFIED FOR TRAINING AT START OF THE YEAR	NUMBER OF EMPLOYEES THAT RECEIVED TRAINING
Legislators	Female	0	0

MANAGEMENT LEVEL	GENDER	NUMBER OF EMPLOYEES IDENTIFIED FOR TRAINING AT START OF THE YEAR	NUMBER OF EMPLOYEES THAT RECEIVED TRAINING
	Male	0	0
MM and S57, snr Managers	Female	10	15
	Male	31	27
Professionals	Female	13	0
	Male	11	3
Technicians and Associate Professionals	Female	18	1
	Male	24	1
Clerical Support Workers	Female	40	9
	Male	05	3
Service and Sales Workers	Female	09	4
	Male	09	7
Skilled Agricultural, forestry, Fishery, Craft and related Trade workers	Female	1	0
	Male	11	1
Plant and Machine Operators and Assemblers	Female	6	10
	Male	30	26
Elementary Occupations	Female	27	18
	Male	65	38
Sub total	**Female**	**124**	**57**
	Male	**215**	**106**
TOTAL		**339**	**163**

4.4.2 SKILLS DEVELOPMENT

The Skills Development Act (1998) and the MSA require employers to supply employees with the necessary training to develop its human resource capacity. Section 55(1) (f) states that, as Head of Administration, the Municipal Manager is responsible for the management, utilization, and training of staff. We have trained more employed employees than unemployed learners as funding for unemployed is dependent on Discretionary grants from the Sector Education and Training Authorities.

The table below shows the occupational categories in terms of targeted and actual numbers of employees who received training:

TABLE 153 SKILLS DEVELOPMENT

OCCUPATION CATEGORY			LEARNERSHIP EMPLOYED			SKILLS EMPLOYED			SHORT SKILLS EMPLOYED			TOTAL EMPLOYED		OTHER UNEMPLOYED	
	GENDER	EMPLOYEE COUNT	ACTUAL PREVIOUS	TARGET	ACTUAL CURRENT	ACTUAL PREVIOUS	TARGET	ACTUAL CURRENT	ACTUAL PREVIOUS	TARGET	ACTUAL CURRENT	TOTAL TARGET	TOTAL ACTUAL	TOTAL TARGET	TOTAL CURRENT
Legislators	Female	3	0	0	0	0	0	0	0	0	0	**0**	**0**	**0**	**0**
	Male	8	0	0	0	0	0	0	0	0	0	**0**	**0**	**0**	**0**
MM and S57, Snr Managers	Female	11	0	0	0	1	6	1	13	11	7	**17**	**8**	**15**	**1**
	Male	39	0	0	0	2	13	5	26	49	35	**62**	**40**	**10**	**2**
Professionals	Female	16	0	0	0	2	2	0	10	22	3	**24**	**3**	**0**	**11**
	Male	12	0	1	0	3	14	3	4	17	3	**32**	**6**	**0**	**2**
Technicians and Associate Professionals	Female	28	0	1	0	2	21	4	3	12	5	**34**	**9**	**0**	**2**
	Male	27	0	1	0	2	16	1	11	23	13	**40**	**14**	**0**	**1**
Clerical Support and Workers	Female	48	0	0	0	5	26	5	7	38	19	**64**	**24**	**55**	**0**
	Male	9	0	0	0	1	6	1	0	3	1	**9**	**2**	**35**	**0**
Services and Sales	Female	11	0	0	0	1	6	1	0	7	5	**13**	**6**	**15**	**0**
	Male	16	0	0	0	0	8	0	1	10	14	**18**	**14**	**15**	**0**
Skilled Agricultural, forestry, Fishery, Craft and related Trade workers	Female	1	0	0	0	0	0	0	0	6	6	**6**	**6**	**20**	**1**
	Male	11	0	0	0	1	5	0	0	27	14	**32**	**14**	**20**	**0**
Plant and Machine Operators and Assemblers	Female	6	0	0	0	0	4	0	0	1	2	**5**	**2**	**0**	**0**
	Male	63	0	33	0	0	50	0	4	89	69	**172**	**69**	**0**	**0**
Elementary	Female	30	0	0	0	0	8	0	0	21	7	**29**	**7**	**25**	**173**
	Male	71	0	11	0	0	31	0	4	66	42	**108**	**42**	**35**	**136**
TOTAL	**Male**	**258**	**0**	**46**	**0**	**9**	**143**	**10**	**50**	**284**	**191**	**473**	**201**	**115**	**141**
	Female	**154**	**0**	**1**	**0**	**11**	**73**	**11**	**33**	**118**	**54**	**192**	**65**	**130**	**188**
TOTAL		**410**	**0**	**47**	**0**	**20**	**216**	**21**	**83**	**402**	**245**	**665**	**266**	**245**	**329**

4.4.3 MFMA COMPETENCIES

In terms of Section 83 (1) of the MFMA, the accounting officer, senior managers, the chief financial officer, non-financial managers and other financial officials of a Municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the MFMA. National Treasury has prescribed such financial management competencies in Government Notice 493 dated 15 June 2007.

To assist the above-mentioned officials to acquire the prescribed financial competencies, National Treasury, with the collaboration of various stakeholders and role players in the local government sphere, developed an outcome based NQF Level 6 qualification in Municipal Finance Management. In terms of the Government Notice 493 of 15 June 2007, "(1) No Municipality or municipal entity may, with effect 1 January 2013 (exempted until 30 September 2015 in terms of Government Notice 179 of 14 March 2014), employ a person as a financial official if that person does not meet the competency levels prescribed for the relevant position in terms of these Regulations."

Cape Agulhas Municipality's newly appointed interns (2) successfully completed the MMC programme in the year under review. Continuous planning of MMC for all officials as prescribed in the regulations.

The table below provides details of the financial competency development progress as required by the notice:

TABLE 154 FINANCIAL COMPETENCY DEVELOPMENT PROGRESS REPORT

Description	A. Total Number Of Officials Employed by Municipality (REG 14(4)(A) AND (C))	B. Total Number Of Officials Employed by Municipal Entities (REG 14(4)(A) AND (C)	Consolidated: Total of A and B	Consolidated: Competency Assessments completed for A and B (REG14(4)(B) and (D))	Consolidated: Total Number of Officials whose performance agreements comply with REG 16 (REG14(4)(F))	Consolidated: Total number of officials that meet prescribed competency levels (REG14(4)(E))
Financial Officials						
Accounting officer	1	0	1	1	1	1
Chief financial officer	1	0	1	1	1	1
Senior managers	3	0	3	3	3	3
Any other financial officials	50	0	50	40	NA	40
Supply Chain Management Officials						
Heads of supply chain management units	1	0	1	1	NA	1
Supply chain management senior managers	0	0	0	0	NA	0

4.4.4 SKILLS DEVELOPMENT – BUDGET ALLOCATION

The total employee costs for the year were R183 691 057 for the 2024/25 financial year of which a total of R1 116 829 was spent on training for both internal and external. The figure below and % spent is based on internal employees only, the amount spent on external training was R809 803.25. Mandatory Grants received during the 2024/25 financial year from the Local Government Seta were allocated towards capacity building for unemployed.

TABLE 155 BUDGET ALLOCATED AND SPENT FOR SKILLS DEVELOPMENT

YEAR	TOTAL PERSONNEL BUDGET	TOTAL SPENT	% SPENT
2022/23	R164 277 204	R721 125.54	0.44%
2023/24	R177 571 602	1 289 409.62	0.73%
2024/25	R185 168 017	R307 025.75	0.17%

4.4.5 COMMUNITY SKILLS DEVELOPMENT

The Municipality received an allocation from the Construction SETA in 2023 to the community of Cape Agulhas, in order to training the unemployed persons on infrastructure development programmes. The Allocation of 400 Learning Pathways was at a value of R13 600 00.00. Cape Agulhas in our endeavour to ensure that the allocation is spent, shared the Learning Pathways with Municipalities within the Overberg District, which is one of the elements of the District Development Model (DDM) , to ensure that the pattern of working in Silos and Collaborating and Coherence in Planning and Implementation of this allocation will be realised 100% . Currently the uptake of 100% of the various Learning Pathways has been taken up by mostly in the Cape Agulhas Municipality, Overberg District Municipality, Theewaterskloof Municipality and Swellendam Municipalities, Overstrand Municipality in the Overberg Region. During the 2024/25 financial year, the Short Skills in electrical, carpentry, plumbing, bricklaying and roadworks with Northlink TVET College as the training provider, was implemented. The Municipality endeavours to ensure in our quest for upskilling through such programmes, more so scarce and critical skill, which will ensure that the unemployed is employable in the region and outside the region.

TABLE 156 *CETA ERRP FUNDING PER LEARNING PATHWAY: ALLOCATION 1*

Learning Pathway	Qualification	Total awarded: No of learners
Short Skills Programme (unemployed)	Electrical, carpenters, plumbers, bricklaying, roadworks	220
Internship (unemployed)	CETA priority areas and CAM needs	100
Learnership (unemployed)	Plumbing, building and civil construction and community house building	50
TVET Placement	CETA priority areas and CAM needs	20

TABLE 157 CETA ERRP FUNDING PER LEARNING PATHWAY: ALLOCATION 2

Learning Pathway	Qualification	Total awarded: No of learners
Short Skills Programme	Project Management FETC L4 (500280) Supervision of Construction Process FETC	15 45
Learnership	NC: Project Management L5 (58395) 18.2 NC: Project Management L5 (58395) 18.1 Construction Roadworks L2 and L3 (24133 & 24173) employed Construction Roadworks L2 and L3 (24133 & 24173) unemployed	25 12 20 50
Artisans Recognition of Prior Learning (ARPL)	Plumbing, Bricklaying and Electrical installation (unemployed) Plumbing, Bricklaying and Electrical installation (employed)	50 20
Bursaries	Scarce Skills and CAM needs (employed)	20

4.5 MUNICIPAL WORKFORCE EXPENDITURE

The percentage personnel expenditure is essential to the budgeting process as it reflects on current and future efficiency. The table below indicates the percentage of the municipal budget that was spent on salaries and allowance for the past two financial years and that the Municipality is at the national norm of between 35 to 40%. The table below indicates the total personnel expenditure in respect of Councillors and officials.

TABLE 158 TOTAL PERSONNEL EXPENDITURE

FINANCIAL YEAR	TOTAL EXPENDITURE SALARY AND ALLOWANCES R'000	TOTAL OPERATING EXPENDITURE R'000	PERCENTAGE %
2023/24	183 981 991	471 021 805	39.06%
2024/25	191 995 608	R499 010 823	38.50

Below is a summary of councillor and staff benefits for the year under review. The increase in salary expenditure year-on-year is due to the filling of critical service delivery positions.

TABLE 159 DETAIL OF PERSONNEL EXPENDITURE

FINANCIAL YEAR	2023/24	2024/25		
DESCRIPTION	ACUAL R'000	ORIGINAL BUDGET R'000	ADJUSTED BUDGET R'000	ACTUAL R'000
Councillors (Political Office Bearers plus Other)				
Salary	3 793	3 434	3 876	4 211
Pension contributions	594	541	600	661
Medical aid contributions	28	30	20	13
Motor vehicle allowance	1 304	1 300	1 339	1 362
Cell phone allowance	498	449	500	517
Other allowance	0	0	0	0
Sub Total	6 217	**5 753**	**6 335**	**6 766**
% increase/ (decrease)				
Key Personnel				
Basic salaries and wages	3884	4 159	4 156	4 466
Pension and medical aid and UIF contributions	371	271	444	405
Motor vehicle allowance	313	299	359	320
Cell phone allowance	57	65	65	66
Housing allowance	0	89	77	0
Performance bonus	465	830	340	572
Other benefits or allowances	536	117	116	220

Sub Total	5 626	**5 829**	**5 558**	**6 050**
% increase/ (decrease)				
Other Staff				
Basic salaries and wages	115 947	115 334	111 420	119 530
Pension and UIF contributions	18 807	19 495	18 931	19 314
Medical aid contributions	6 209	6 097	5 874	6 441
Motor vehicle allowance	7 823	7 481	7 442	7 883
Cell phone allowance	465	475	470	499
Housing allowance	907	803	841	882
Overtime	8 752	3 307	6 314	9 306
Post-Retirement Benefits	1 432	1 612	1 512	1 446
Other benefits or allowances	11 797	18 143	19 210	13 198
Sub Total	172 139	**172 747**	**172 014**	**179 180**
Total Municipality	**177 765**	**178 576**	**177 572**	**191 996**
Total managers and staff	**183 982**	**184 329**	**183 907**	**185 229**

CHAPTER 5: FINANCIAL PERFORMANCE

5.1 INTRODUCTION

The Cape Agulhas Municipality's financial position in respect of the 2024/25 financial year remains sound even though a slight drop in liquidity ratios.

However, despite this major challenge, the Municipality remains focus and committed aligned with the Long-Term Financial Plan objectives by constantly strive to sustain and / or improve its financial position through the application of good governance and sound financial management, whilst providing affordable, quality and sustainable services within its legislative mandate.

One of the fundamentals in the Municipality's Long-Term Financial Plan objectives is to remain financially sustainable by not to relinquish its pressure on debt collection and continues to keep the collection rate at the historical level of roughly 95% or even higher to counter any negative effects based on the current economic outlook. Notwithstanding the positive results, the Municipality continues with its effort to improve the liquidity profile of the Municipality by maintaining a credit score of A through managing credit risk factors such as collection levels, liquidity levels and operational management. Therefore, the focus remains that operational expenditure needs to be strongly curtailed; liquidity needs to be built up and the specific building of a cash backed capital replacement reserve (CRR) to cater for future asset replacement expenses and new developments.

The financial profile of the Municipality still reflects an adequate level of sustainability underpinned by its positive liquidity position and relatively low debt burden whilst the operating performance, as mentioned, displayed a decrease mainly because of the ongoing weakening economic outlook, continued policy uncertainty and deterioration in the finances of state-owned entities such as Eskom which directly influences Municipality tariff setting for electricity usage and the negative impact of the electricity loadshedding on the operations of the Municipality. These factors, alongside the continued increase in high unemployment exert pressure on municipal revenue generation and collection levels. A conservative approach is therefore required for future municipal revenue projections. Although expenditure has been growing at a slower pace than revenue over the past few years it remains imperative for the Municipality to pay attention to its employee related costs, which is the biggest cost driver and to continue efforts to limit non-priority spending and implementation of stringent cost-containment measures.

According to 2024/25 audit and financial assessment done by Auditors General the financial health of the Municipality is concerning based on either the solvency or more than 50% of all indicators use for the assessment being adverse. Following more detail relating to the Municipality's actual performance.

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

The Statement of Financial Performance provides an overview of the financial performance of the Municipality and focuses on the financial health of the Municipality.

5.2 FINANCIAL SUMMARY

The table below provides a summary of the financial performance of the Municipality for the financial year:

TABLE 166 SUMMARY OF FINANCIAL PERFORMANCE

DESCRIPTION	2023/24	2024/25			2024/25 VARIANCE	
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTED BUDGET	*ACTUAL (AUDITED OUTCOME)*	ORIGINAL BUDGET	ADJUSTED BUDGET
	R'000				%	
Property rates	94 294	105 379	105 379	101 430	-3,89%	-3,89%
Service charges	260 004	273 223	279 323	282 616	-	-
Investment revenue	7 860	7 639	7 639	5 219	-46,37%	-46,37%
Transfers recognised - operational	66 223	59 267	61 372	59 080	-0,32%	-3,88%
Other own revenue	39 477	51 891	51 891	49 622	-4,57%	-4,57%
Total Revenue (excluding capital transfers and contributions)	468 004	497 399	505 604	497 967	0,11%	-1,53%
Employee costs	182 240	187 960	186 539	190 082	1,12%	1,86%
Remuneration of councillors	6 217	6 302	7 401	6 766	6,86%	-9,39%
Debt Impairment	19 563	14 204	14 154	4 990	-184,65%	-183,65%
Depreciation & asset impairment	22 270	12 442	12 442	21 632	42,48%	42,48%
Finance charges	8 740	7 246	7 250	7 367	1,64%	1,59%
Materials and bulk purchases	166 978	177 809	168 816	176 477	-0,75%	4,34%
Transfers and grants	1 932	2 587	2 834	2 228	-16,11%	-27,20%
Other expenditure	84 542	88 266	88 894	99 704	11,47%	10,84%
Total Expenditure	492 483	496 816	488 330	509 186	2,43%	4,10%
Surplus/(Deficit)	-23 985	583	17 274	-11 219	105,20%	253,97%
Transfers recognised - capital	16 652	27 266	23 609	18 684	-45,93%	-26,36%
Contributions recognised - capital & contributed assets	4 712	0	0	0	-	-
Surplus/(Deficit) after capital transfers & contributions	-3 261	27 849	40 882	7 465	-273,06%	-447,65%
<u>Capital expenditure & funds sources</u>						
Capital expenditure						
Transfers recognised - capital	16 652	27 266	18 391	18 684	-45,93%	1,57%
Borrowing	14 599	21 175	21 157	2 541	-733,33%	-
Internally generated funds	22 869	24 435	19 060	40 194	39,21%	52,58%

DESCRIPTION	2023/24	2024/25			2024/25 VARIANCE	
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTED BUDGET	*ACTUAL (AUDITED OUTCOME)*	ORIGINAL BUDGET	ADJUSTED BUDGET
	R'000				%	
Total sources of capital funds	54 121	72 876	58 609	61 418	-18,66%	4,57%
Financial position						
Total current assets	120 635	216 408	122 526	122 590	-76,53%	0,05%
Total non-current assets	623 120	708 343	669 579	660 589	-7,23%	-1,36%
Total current liabilities	104 958	96 192	101 997	126 310	23,84%	19,25%
Total non-current liabilities	167 360	220 823	173 071	175 086	-26,12%	1,15%
Community wealth/Equity	474 319	607 736	517 037	481 784	-26,14%	-7,32%
Cash flows						
Net cash from (used) operating	7 473	14 851	65 723	42 540	65,09%	-54,50%
Net cash from (used) investing	-52 782	-76 308	-53 109	-46 981	-62,42%	-13,04%
Net cash from (used) financing	-10 531	10 875	-8 400	-8 802	223,55%	4,57%
Cash/cash equivalents at the year end	63 001	92 930	67 513	49 758	-86,76%	-35,68%
Cash backing/surplus reconciliation						
Cash and investments available	63 001	92 930	67 513	49 758	-86,76%	-35,68%
Application of cash and investments						
Balance - surplus (shortfall)	-55 840	-50 582	4 214	-13 243	-281,95%	131,82%
Asset management						
Asset register summary (WDV)	627 758	708 343	669 579	660 589	-7,23%	-1,36%
Depreciation & asset impairment	22 270	12 442	12 442	21 632	42,48%	42,48%
Renewal of Existing Assets	0	60 826	56 328	0	-	-
Repairs and Maintenance	82 266	88 445	88 670	86 797	-1,90%	-2,16%
Free services						
Cost of Free Basic Services provided	16 258	24 934	25 054	16 258	-53,36%	-54,10%
Revenue cost of free services provided	16 258	24 934	25 054	16 258	-53,36%	-54,10%
Households below minimum service level						
Water:	–	–	–	–	_	_
Sanitation/sewerage:	–	–	–	–	_	_
Energy:	–	–	–	–	_	_
Refuse:	–	–	–	–	_	_

TABLE 167 PERFORMANCE AGAINST BUDGETS

FINANCIAL YEAR	REVENUE				OPERATING EXPENDITURE			
	BUDGET	ACTUAL	DIFF.	%	BUDGET	ACTUAL	DIFF.	%
	(R'000)				(R'000)			
2023/24	482 171	467 857	-14 314	-3,06%	459 116	492 483	33 367	6,78%
2024/25	505 607	497 967	-7 636	-1,53%	488 330	509 186	20 856	4,10%

5.2.1 REVENUE COLLECTION BY VOTE

The table below indicates the revenue collection performance by vote for the financial year:

TABLE 160 REVENUE BY VOTE

VOTE DESCRIPTION	2023/24	2024/25			2024/25 VARIANCE	
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTED BUDGET	ACTUAL	ORIGINAL BUDGET	ADJUST-MENTS BUDGET
	R'000				%	
Executive and Council	47 009	47 287	47 820	47 820	1,11%	0,00%
Financial Services & ICT	111 672	126 918	125 018	120 391	-5,42%	-3,84%
Management Services	33 771	30 760	34 760	28 032	-9,73%	-24,00%
Engineering Services	296 770	319 700	273 116	320 409	0,22%	14,76%
Total Revenue by Vote	489 221	524 665	529 212	516 651	-1,55%	-2,43%

5.2.2 REVENUE COLLECTION PERFORMANCE BY SOURCE

The table below indicates the revenue collection performance by source for the financial year:

TABLE 161 REVENUE BY SOURCE

DESCRIPTION	2023/24		2024/25		2024/25 VARIANCE	
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTED BUDGET	ACTUAL	ORIGINAL BUDGET	ADJUST-MENTS BUDGET
	R'000				%	
Property rates	94 294	105 379	105 379	101 429	-3,89%	-3,89%
Property rates - penalties & collection charges	-	-	-	-		
Service Charges - electricity revenue	168 901	189 182	189 432	192 029	1,48%	1,35%
Service Charges - water revenue	47 354	43 944	44 294	45 140	2,65%	1,87%
Service Charges - sanitation revenue	16 098	16 224	18 724	17 806	8,88%	-5,16%
Service Charges - refuse revenue	27 651	23 874	26 874	27 641	13,63%	2,77%
Service Charges - other	9 176	13 494	13 494	9 830	-37,27%	-37,27%
Rental of facilities and equipment	1 948	2 763	2 763	2 397	-15,27%	-15,27%
Interest earned - external investments	7 860	7 639	7 639	5 219	-46,37%	-46,37%
Interest earned - outstanding debtors	2 648	1 475	1 475	3 810	61,29%	61,29%
Dividends received	-	-	-	-		
Fines, Penalties and Forfeits	3 289	1 137	3 137	5 087	77,65%	38,33%
Licences and permits	-	45	45	52	13,46%	13,46%
Agency services	4 020	4 020	4 020	4 162	3,41%	3,41%
Transfers recognised - operational	66 223	59 267	61 372	59 080	-0,32%	-3,88%

Other revenue	16 819	21 457	21 457	19 024	-12,79%	-12,79%
Gains	1 577	7 500	5 500	5 262	-42,53%	-4,52%
Total Revenue (excluding capital transfers and contributions)	467 857	497 399	505 607	497 967	0,11%	-1,53%

5.2.3 OPERATIONAL SERVICES PERFORMANCE

The table below indicates the operational services performance for the financial year:

TABLE 162 OPERATIONAL SERVICES PERFORMANCE

DESCRIPTION	2023/24	2024/25			2024/25 VARIANCE	
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTED BUDGET	ACTUAL	ORIGINAL BUDGET	ADJUST-MENTS BUDGET
	R'000				%	
Operating Cost						
Water Management	36 044	32 724	33 654	33 506	2.33%	-0.44%
Waste Water Management	18 717	20 538	18 444	20 334	-1.00%	9.29%
Energy Sources	154 326	164 176	160 754	171 729	4.40%	6.39%
Waste Management	35 148	33 179	37 772	35 590	6.77%	-6.13%
Housing	13 156	8 143	9 928	5 053	-61.15%	-96.48%
Component A: sub-total	257 391	258 760	260 552	266 212	2.80%	2.13%
Roads and Stormwater	21 998	20 137	19 002	23 480	14.24%	19.07%
Component B: sub-total	21 998	20 137	19 002	23 480	14.24%	19.07%
Planning and Development	15 090	18 096	17 200	16 143	-12,10%	-6.55%
Local Economic Development	0	0	0	0	-	-
Component C: sub-total	15 090	18 096	17 200	16 143	-12.10%	-6.55%
Libraries	7 084	7 553	7 176	7 007	-7.79%	-2.41%
Social services & community development	2 986	2 971	3 015	2 186	-35.91%	-37.92%
Component D: sub-total	10 070	10 524	10 191	9 193	-14.48%	-10.86%
Environmental Protection (pollution control, bio-diversity, landscape, open spaces, parks, and coastal protection)	15 376	16 716	16 589	16 507	-1.27%	-0.50%
Component E: sub-total	15 376	16 716	16 589	16 507	-1.27%	-0.50%
Traffic & licensing	4 732	5 879	5 540	5 454	-7.79%	-1.58%
Fire Services and Disaster Management	0	0	0	0	-	-
Component F: sub-total	4 732	5 879	5 540	5 454	-7.79%	-1.58%
Holiday Resorts and Campsites	9 591	10 155	9 984	9 939	-2.17%	-0.45%
Swimming Pools, Stadiums and Sport Ground	7 261	7 713	7 742	7 983	3.38%	3.02%
Community halls, facilities, Thusong centres	6 798	7 574	7 213	6 627	-14.29%	-8.84%
Component G: sub-total	23 650	25 442	24 939	24 549	-3.64%	-1.59%
Financial Services	82 766	77 744	79 071	86 819	10,45%	8.92%
Office of the MM	3 868	5 127	4 182	4 384	-16.95%	4.61%

Administration	36 296	46 262	39 560	45 338	-2.04%	12.74%
Internal Audit	1 741	2 049	1 932	2 049	0.00%	5.71%
Shared Services	0	0	0	0	-	-
HR	9 362	10 080	9 572	9 058	-11.28%	-5,67%
Component H: sub-total	134 033	141 262	134 317	147 648	4.33%	9.03%
Total Expenditure	482 340	496 816	488 330	509 186	2.43%	4.10%

5.3 FINANCIAL PERFORMANCE PER MUNICIPAL FUNCTION

5.3.1 WATER SERVICES

TABLE 163 FINANCIAL PERFORMANCE: WATER SERVICES

DESCRIPTION	2023/24	2024/25			
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO ORIGINAL BUDGET
	R'000				%
Total Operational Revenue	52 383	57 363	51 484	49 797	-15.19%
Expenditure:					
Employees	15 546	15 168	16 698	17 216	11.90%
Other	20 498	17 556	16 956	16 290	-7.77%
Total Operational Expenditure	36 044	32 724	33 654	33 506	2.33%
Net Operational (Service)	16 339	24 639	17 830	16 291	-51.24%

5.3.2 WASTEWATER (SANITATION)

TABLE 164 FINANCIAL PERFORMANCE: WASTEWATER (SANITATION) SERVICES

DESCRIPTION	2023/24	2024/25			
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO ORIGINAL BUDGET
	R'000				%
Total Operational Revenue	20 114	22 403	21 360	23 860	6.11%
Expenditure:					
Employees	8 839	9 468	8 947	9 721	2.60%
Other	9 878	11 070	9 497	10 613	-4.31%
Total Operational Expenditure	18 717	20 538	18 444	20 334	-1.00%
Net Operational (Service)	1 397	1 865	2 916	3 526	47.11%

5.3.3 ELECTRICITY

TABLE 165 FINANCIAL PERFORMANCE: ELECTRICITY

DESCRIPTION	2023/24	2024/25			
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO ORIGINAL BUDGET
	R'000				%
Total Operational Revenue	165 084	186 420	186 670	186 714	0.16%
Expenditure:					
Employees	10 691	11 239	11 114	11 081	-1.43%
Other	143 635	152 937	149 640	160 648	4.88%
Total Operational Expenditure	154 326	164 176	160 754	171 729	4.40%
Net Operational (Service)	10 758	22 244	25 916	14 985	-48.44%

5.3.4 WASTE MANAGEMENT

TABLE 166 FINANCIAL PERFORMANCE: WASTE MANAGEMENT

DESCRIPTION	2023/24	2024/25			
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO ORIGINAL BUDGET
	R'000				%
Total Operational Revenue	31 369	27 880	30 880	31 796	12.32%
Expenditure:					
Employees	12 639	11 324	12 317	13 150	13.89%
Other	22 509	21 855	25 455	22 440	2.61%
Total Operational Expenditure	35 148	33 179	37 772	35 590	6.77%
Net Operational (Service)	-3 779	-5 299	-6 892	-3 794	-39.67%

5.3.5 ROADS AND STORMWATER

TABLE 167 FINANCIAL PERFORMANCE: ROADS AND STORMWATER

DESCRIPTION	2023/24	2024/25			
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO ORIGINAL BUDGET
	R'000				%
Total Operational Revenue	0	0	0	0	-
Expenditure:					
Employees	12 056	12 324	12 452	12 881	4.32%
Other	9 942	7 813	6 550	10 599	26.29%
Total Operational Expenditure	21 998	20 137	19 002	23 480	14.24%
Net Operational (Service)	-21 998	-20 137	-19 002	-23 480	14.24%

5.3.6 LIBRARIES

TABLE 168 FINANCIAL PERFORMANCE: LIBRARIES

DESCRIPTION	2023/24	2024/25			
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO ORIGINAL BUDGET
	R'000				%
Total Operational Revenue	7 403	9 825	9 825	8 596	-14.30%
Expenditure:					
Employees	6 643	7 034	6 615	6 670	-5.46%
Other	411	519	561	337	-54.01%
Total Operational Expenditure	7 084	7 553	7 176	7 007	-7.79%
Net Operational (Service)	319	2 272	2 649	1 589	-42.98%

5.3.7 ENVIRONMENTAL PROTECTION

TABLE 169 FINANCIAL PERFORMANCE: ENVIRONMENTAL PROTECTION

DESCRIPTION	2023/24	2024/25			
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO ORIGINAL BUDGET
	R'000				%
Total Operational Revenue	3 062	1 172	3 172	5 166	70.31%
Expenditure:					
Employees	10 162	10 371	10 229	10 162	-2.06%
Other	5 214	6 345	6 360	6 345	0.00%
Total Operational Expenditure	15 376	16 716	16 589	16 507	-1.27%
Net Operational (Service)	-12 314	-15 544	-13 417	-11 341	-37.06%

5.3.8 SOCIO - ECONOMIC DEVELOPMENT

TABLE 170 FINANCIAL PERFORMANCE: SOCIO ECONOMIC DEVELOPMENT (HUMAN DEVELOPMENT)

DESCRIPTION	2023/24	2024/25			
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO ORIGINAL BUDGET
	R'000				%
Total Operational Revenue	276	190	190	151	-25.83%
Expenditure:					
Employees	2 073	1 560	1 627	1 459	-6.92%
Other	913	1 411	1 388	727	-94.09%
Total Operational Expenditure	2 986	2 971	3 015	2 186	-35.91%
Net Operational (Service)	-2 710	-2 781	-2 825	-2 035	-36.66%

5.3.9 TRAFFIC AND LICENCING

TABLE 171 PERFORMANCE: TRAFFIC AND LICENCING

DESCRIPTION	2023/24	2024/25			
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO ORIGINAL BUDGET
	R'000				%
Total Operational Revenue	4 020	4 020	4 020	4 162	3.41%
Expenditure:					
Employees	4 249	4 880	4 889	4 884	0.08%
Other	483	999	651	570	-75.26%
Total Operational Expenditure	4 732	5 879	5 540	5 454	-7.79%
Net Operational (Service)	-712	-1 859	-1 520	-1 292	-43.89%

5.3.10 BEACHES AND HOLIDAY RESORTS

TABLE 172 FINANCIAL PERFORMANCE: BEACHES AND HOLIDAY RESORTS

DESCRIPTION	2023/24	2024/25			
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO ORIGINAL BUDGET
	R'000				%
Total Operational Revenue	6 877	9 944	9 944	7 427	-33.89%
Expenditure:					
Employees	6 488	6 356	6 233	6 730	5.56%
Other	3 103	3 799	3 751	3 209	-18.39%
Total Operational Expenditure	9 591	10 155	9 984	9 939	-2.17%
Net Operational (Service)	-2 714	-211	-40	-2 512	91.60%

5.3.11 PARKS AND SPORT FACILITIES

TABLE 173 FINANCIAL PERFORMANCE: PARKS AND SPORT FACILITIES

DESCRIPTION	2023/24	2024/25			
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO ORIGINAL BUDGET
	R'000				%
Total Operational Revenue	237	199	199	180	-10.56%
Expenditure:					
Employees	5 428	5 738	5 961	6 148	6.67%
Other	1 833	1 975	1 781	1 835	-7.63%
Total Operational Expenditure	7 261	7 713	7 742	7 983	3,38%
Net Operational (Service)	-7 024	-7 514	-7 803	-7 803	3,70%

5.3.12 COMMUNITY HALLS, FACILITIES, THUSONG CENTRES

TABLE 174 FINANCIAL PERFORMANCE: COMMUNITY HALLS, FACILITIES AND THUSONG CENTRES

DESCRIPTION	2023/24	2024/25			
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO ORIGINAL BUDGET
	R'000				%
Total Operational Revenue	380	552	552	416	-32.69%
Expenditure:					
Employees	4 395	5 086	4 742	4 545	-11.90%
Other	2 403	2 488	2 471	2 082	-19.50%
Total Operational Expenditure	6 798	7 574	7 213	6 627	-14.29%
Net Operational (Service)	-6 418	-7 022	-6 661	-6 211	-13.06%

5.3.13 MUNICIPAL MANAGER

TABLE 175 FINANCIAL PERFORMANCE: MUNICIPAL MANAGER

DESCRIPTION	2023/24	2024/25			
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO ORIGINAL BUDGET
	R'000				%
Total Operational Revenue	0	0	0	0	-
Expenditure:					
Employees	3 725	4 676	4 032	4 219	-10.83%
Other	143	451	150	165	-173.33%
Total Operational Expenditure	3 868	5 127	4 182	4 384	-16.95%
Net Operational (Service)	-3 868	-5 127	-4 182	-4 384	-16.95%

5.3.14 ADMINISTRATION

TABLE 176 FINANCIAL PERFORMANCE: ADMINISTRATION

DESCRIPTION	2023/24	2024/25	2024/25	2024/25	2024/25
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET
	R'000	%		R'000	%
Total Operational Revenue	59 017	61 051	63 145	62 799	2.78%
Expenditure:					
Employees	14 149	15 579	14 984	14 376	-8.37%
Other	22 147	30 683	24 576	30 962	0.90%
Total Operational Expenditure	36 296	46 262	39 560	45 338	-2.04%
Net Operational (Service)	22 721	14 789	23 585	17 461	15.30%

5.3.15 HUMAN RESOURCES

TABLE 177 FINANCIAL PERFORMANCE: HUMAN RESOURCES

DESCRIPTION	2023/24	2024/25			
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO ORIGINAL BUDGET
	R'000				%
Total Operational Revenue	4 407	313	665	1 019	69.28%
Expenditure:					
Employees	6 987	7 690	6 780	6 555	-17.32%
Other	2 375	2 390	2 792	2 503	4.51%
Total Operational Expenditure	9 362	10 080	9 572	9 058	-11.28%
Net Operational (Service)	-4 955	-9 767	-8 907	-8 039	-21.50%

5.3.16 FINANCIAL SERVICES AND IT

TABLE 178 FINANCIAL PERFORMANCE: FINANCIAL SERVICES

DESCRIPTION	2023/24	2024/25			
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO ORIGINAL BUDGET
	R'000				%
Total Operational Revenue	111 672	126 918	125 018	120 391	-5.42%
Expenditure:					
Employees	34 935	35 953	35 979	35 743	-0.59%
Other	47 831	41 791	43 092	51 076	18.18%
Total Operational Expenditure	82 766	77 744	79 071	86 819	10,45%
Net Operational (Service)	28 906	49 174	45 947	33 572	-46.47%

5.3.17 HOUSING

TABLE 179 FINANCIAL PERFORMANCE: HOUSING

DESCRIPTION	2023/24	2024/25			
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO ORIGINAL BUDGET
	R'000				%
Total Operational Revenue	9 854	4 857	6 857	1 777	-173.33%
Expenditure:					
Employees	3 214	3 419	3 375	3 297	-3.70%
Other	9 942	4 724	6 553	1 756	-169.02%
Total Operational Expenditure	13 156	8 143	9 928	5 053	-61.15%
Net Operational (Service)	-3 302	-3 286	-3 071	-3 276	-0.31%

5.3.18 PLANNING AND DEVELOPMENT

TABLE 180 FINANCIAL PERFORMANCE: PLANNING AND DEVELOPMENT

DESCRIPTION	2023/24	2024/25			
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO ORIGINAL BUDGET
	R'000				%
Total Operational Revenue	3 060	3 962	4 092	3 012	-31.54%
Expenditure:					
Employees	12 941	14 398	13 611	13 372	-7.67%
Other	2 149	3 698	3 589	2 771	-33.45%
Total Operational Expenditure	15 090	18 096	17 200	16 143	-12,10%
Net Operational (Service)	-12 030	-14 134	-13 131	-13 131	-7.64%

5.3.19 INTERNAL AUDIT

TABLE 181 FINANCIAL PERFORMANCE: INTERNAL AUDIT

DESCRIPTION	2023/24	2024/25			
	ACTUAL (AUDITED OUTCOME)	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO

					ORIGINAL BUDGET
	R'000				%
Total Operational Revenue	0	0	0	0	-
Expenditure:					
Employees	1 559	1 776	1 693	1 845	3.74%
Other	182	204	239	204	0.00%
Total Operational Expenditure	1 741	2 049	1 932	2 049	0.00%
Net Operational (Service)	-1 741	-2 049	-1 932	-2 049	0.00%

5.4 GRANTS

5.4.1 GRANT PERFORMANCE

The Municipality receives grants from the National and Provincial Governments during the financial year for infrastructure development and other projects.

TABLE 182 ***GRANT PERFORMANCE***

CAPE AGULHAS LOCAL MUNICIPALITY

APPENDIX D (UNAUDITED)

DISCLOSURE OF GRANTS AND SUBSIDIES FOR THE YEAR ENDING 30 JUNE 2025

	OPENING BALANCE	GRANTS RECEIVED	TRANSFERRED TO REVENUE (OPERATING)	TRANSFERRED TO REVENUE (CAPITAL)	RETURNED TO NT/PT	CLOSING BALANCE
NATIONAL GOVERNMENT	**R**	**R**	**R**	**R**	**R**	**R**
Equitable Share	-	43 073 000	(43 073 000)	-	-	-
Water Services Infrastructure Grant (WSIG)	1 471 779	2 300 000	(331 355)	(2 209 030)	-	1 231 394
Financial Management Grant (FMG)	-	1 700 000	(1 700 000)	-	-	-
Municipal Infrastructure Grant (MIG)	192 765	17 085 000	(2 619 775)	(14 464 991)	(193 000)	-
Skills Development Fund and SETA Bursaries	-	705 870	(705 870)	-	-	-
Expanded Public Works Program (EPWP)	-	1 363 000	(1 363 000)	-	-	-
Total	**1 664 545**	**66 226 870**	**(49 792 999)**	**(16 674 021)**	**(193 000)**	**1 231 394**
PROVINCIAL GOVERNMENT						
Library Grant - Church Street Bredasdorp Roof	1 464 600	-	(172 183)	(1 147 887)	-	144 530
Capacity Building Grant (FMSG)	126 993	100 000	-	-	-	226 993
Community Development Workers (CDW)	-	57 000	(57 000)	-	-	-
Regional Socio-Economic Projects	130 000	770 000	(38 163)	(861 837)	-	-
Total	**1 721 593**	**927 000**	**(267 346)**	**(2 009 724)**	**-**	**371 523**
ALL SPHERES GOVERNMENT	**3 386 138**	**67 153 870**	**(50 060 345)**	**(18 683 745)**	**(193 000)**	**1 602 917**

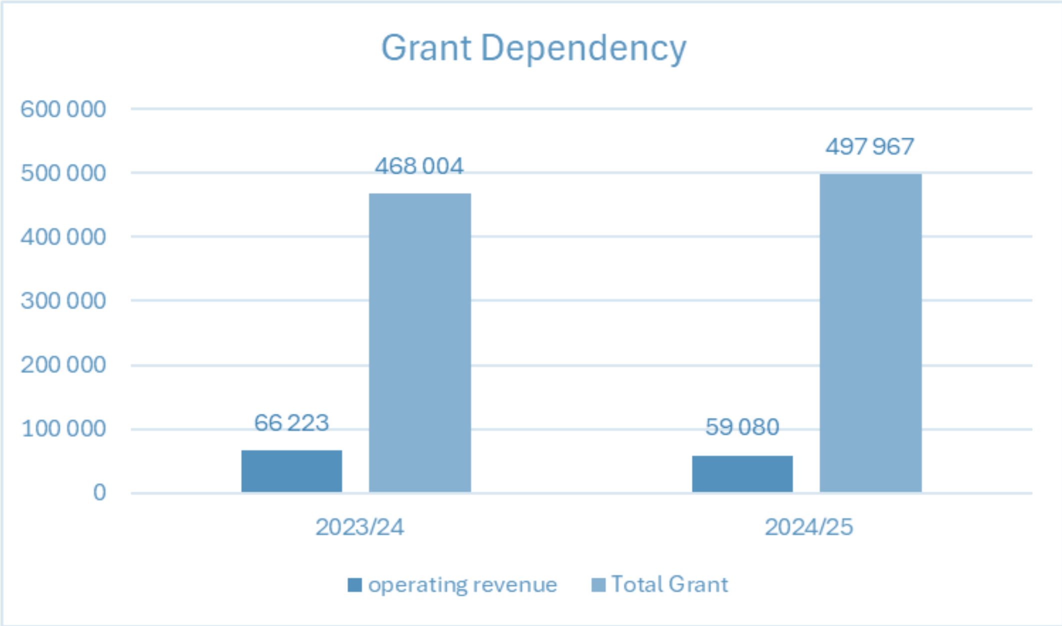
5.4.2 LEVEL OF RELIANCE ON GRANTS AND SUBSIDIES

TABLE 183 RELIANCE ON GRANTS

FINANCIAL YEAR	TOTAL GRANTS AND SUBSIDIES	TOTAL OPERATING REVENUE	PERCENTAGE
	R'000	R'000	%
2023/24	66 223	468 004	14,15%
2024/25	59 080	497 967	11.86%

The following graph indicates the Municipality's grants and subsidies received compared to operating revenue for the last two financial years.

FIGURE 18 GRANTS AND SUBSIDIES RECEIVED COMPARED TO THE TOTAL OPERATING REVENUE



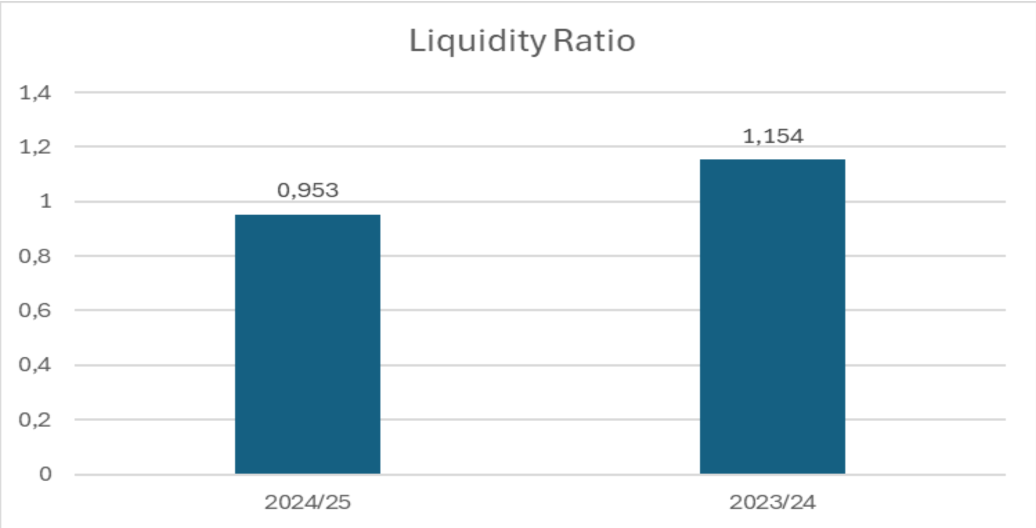
5.5 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

5.5.1 LIQUIDITY RATIO

TABLE 184 LIQUIDITY FINANCIAL RATIO

DESCRIPTION	2024/25	2023/24
	AUDITED OUTCOME	*AUDITED OUTCOME*
Current Ratio	0.971	1,177
Current Ratio adjusted for aged debtors	0.581	0,776
Liquidity Ratio	0.953	1.154

FIGURE 19 LIQUIDITY RATIO



5.5.2 NATIONAL FINANCIAL VIABILITY INDICATORS

TABLE 185 NATIONAL FINANCIAL VIABILITY KPI'S

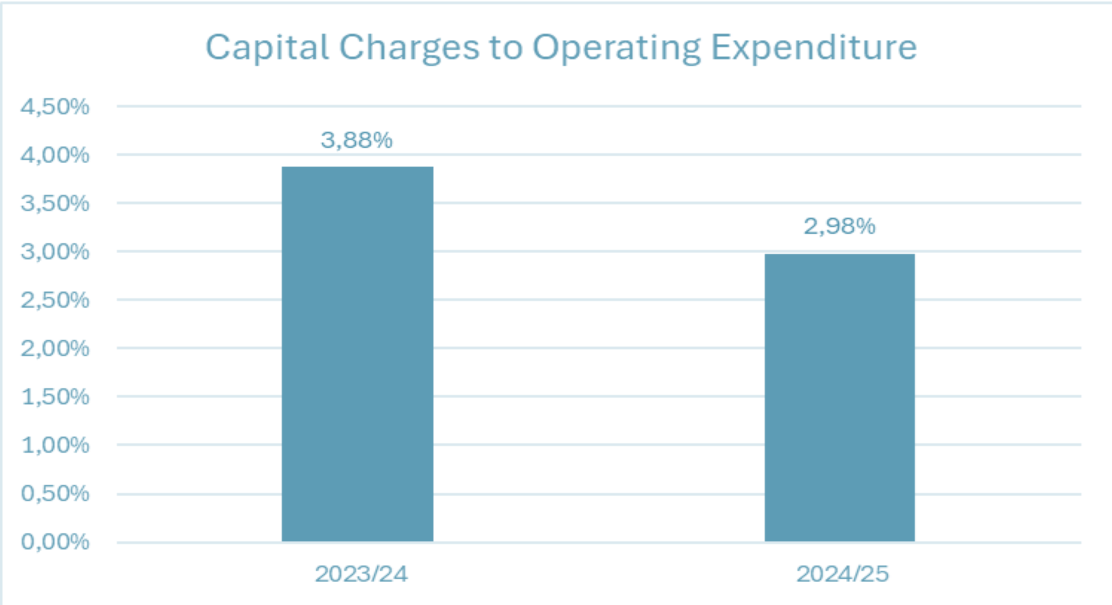
KPA & INDICATOR	2022/23	2023/24	2024/25
Debt coverage ((Total operating revenue-operating grants received): debt service payments due within the year) (Higher is better)	19,40%	26.91%	30.35%
Service debtors to revenue – (Total outstanding service debtors: revenue received for services) (Lower is better)	11.78%	10.98%	11.22%
Cost coverage ((Available cash+ investments): Monthly fixed operating expenditure (Higher is better)	3.63	1.76	1.29

5.5.3 BORROWING MANAGEMENT

TABLE 186 BORROWING MANAGEMENT

DESCRIPTION	BASIS OF CALCULATION	2023/24 AUDITED OUTCOME	2024/25 AUDITED OUTCOME
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	3.88%	2.98%

FIGURE 20 BORROWING MANAGEMENT

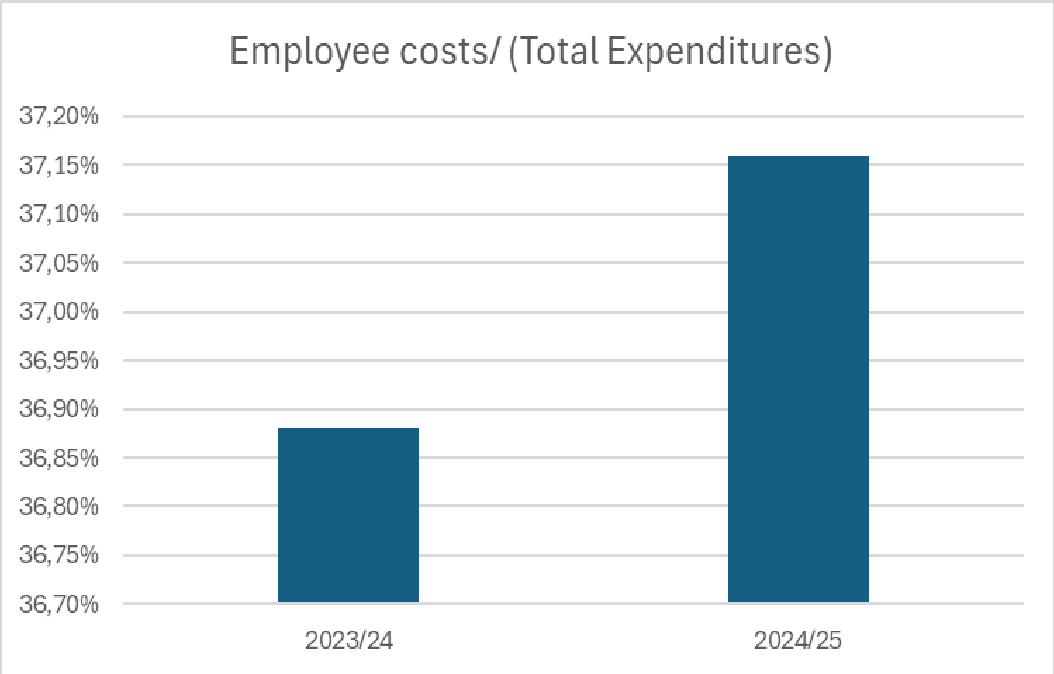


5.5.4 EMPLOYEE COSTS

TABLE 187 EMPLOYEE COSTS

DESCRIPTION	BASIS OF CALCULATION	2023/24 AUDITED OUTCOME	2024/25 AUDITED OUTCOME
Employee costs	Employee costs/ (Total Expenditures)	36.88%	37.16%

FIGURE 21 EMPLOYEE COSTS



COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

5.6 TREATMENT OF THREE LARGEST ASSETS

TABLE 188 TREATMENT OF THREE LARGEST ASSETS

ASSET 1	
Name	**Roads Infrastructure: Road Upgrade – Struisbaai**
Description	Roads Infrastructure: Roads Upgrade – Struisbaai
Asset Type	Roads & Stormwater
Key Staff Involved	Manager Roads & Stormwater
Staff Responsibilities	Project oversight and management
Asset Expenditure Value as at 30 June 2025	**R9.276million**
Capital Implications	Road's infrastructure aligned with the road's infrastructure plans and IDP needs requirement
Future Purpose of Asset	Accessible roads infrastructure
Describe Key Issues	Upgrade of roads & stormwater
Policies in Place to Manage Asset	Yes, aligned with the roads & stormwater infrastructure maintenance plans
ASSET 2	
Name	**Infrastructure: Compactor**
Description	Purchase of Compactor
Asset Type	Waste Management – Refuse Removal
Key Staff Involved	Manager Refuse Removal
Staff Responsibilities	Project oversight and management
Asset Expenditure Value as at 30 June 2025	**R2.207 million**
Capital Implications	Aligned with the refuse removal infrastructure maintenance plans and grant conditions
Future Purpose of Asset	Sustainable service delivery – Refuse Removal
Describe Key Issues	Management of waste facilities according to legislated requirements
Policies in Place to Manage Asset	Yes, aligned with the refuse removal maintenance plans and permit conditions
ASSET 3	
Name	**Sport Facility – Upgrade of Sport Facilities (Struisbaai)**
Description	Upgrade of Sport Facilities (MIG)
Asset Type	Sport Facilities
Key Staff Involved	Manager Parks and Sports Facilities
Staff Responsibilities	Project oversight and management
Asset Value as at 30 June 2025	**R2.754 million**
Capital Implications	The project increases the Municipality's capital asset base while requiring future budget provision for maintenance and operational costs.
Future Purpose of Asset	The facility will serve as a community sports and recreation hub supporting local development and social cohesion
Describe Key Issues	Upgrade sport facilities
Policies in Place to Manage Asset	The asset will be managed in accordance with the Municipality's Asset Management Policy and Infrastructure Maintenance Plan and related Financial Management policies.

5.7 SOURCES OF FINANCE

The table below indicates the capital expenditure by funding source for the financial year:

TABLE 189 CAPITAL EXPENDITURE BY FUNDING SOURCE

DETAILS	2023/24	2024/25				
	AUDITED OUTCOME	ORIGINAL BUDGET (OB)	ADJUSTMENT BUDGET	ACTUAL	ADJUSTMENT TO OB VARIANCE	ACTUAL TO OB VARIANCE
SOURCE OF FINANCE						
DESCRIPTION	R'000				%	
External loans	14 599	24 575	21 249	20 931	-15.65%	-17.41%
Public contributions and donations	0	0	0	0	-	-
Grants and subsidies	16 664	27 266	18 391	18 684	-48.26%	-45.93%
Own funding	22 857	21 085	18 969	21 803	-11.16%	3.29%
Total	**54 121**	**72 926**	**58 609**	**61 418**	-24.43%	-18.74%
Percentage of finance						
External loans	26.97%	33.70%	36.26%	34.08%	7.06%	1.12%
Public contributions and donations	0,00%	0,00%	0,00%	0,00%	-	-
Grants and subsidies	30.79%	37.39%	31.38%	30.42%	-19.15%	-22.91%
Own funding	42.23%	28.91%	32.37%	35.50%	10.69%	18.56%
Capital expenditure						
Description	**R'000**				**%**	
Water and sanitation	11 558	20 691	12 261	11 768	-68.75%	-75.82%
Electricity	3 156	6 648	6 606	6 292	0.64%	-5.66%
Housing	0	0	0	0	-	-
Roads and storm water	10 984	23 746	20 040	20 063	-18.49%	-18.36%
Other	28 422	21 841	20 062	23 295	-8.87%	6.24%
Total	**54 121**	**72 926**	**58 969**	**61 418**	-23.67%	-18.74%
Percentage of expenditure						
Water and sanitation	8.79%	28.37%	20.79%	19.16%	-36.46%	-48.08%
Electricity	-79.85%	9.12%	11.20%	10.24%	18.62%	11.02%
Housing	0,00%	0,00%	0,00%	0,00%	-	-
Roads and storm water	20.30%	32.56%	33.98%	32.67%	4.18%	0.32%
Other	52.52%	29.95%	34.02%	37.93%	11.97%	21.04%

5.8 CAPITAL SPENDING ON THE LARGEST PROJECTS

The tables below show the Municipality's capital spending on its five largest projects.

TABLE 190 CAPITAL SPENDING ON LARGEST PROJECTS

NAME OF PROJECT	2024-25				
	ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL EXPENDITURE (EXCLUDING VAT)	ORIGINAL VARIANCE	ADJUSTMENT VARIANCE
	R'000			%	
Roads Infrastructure: Roads Struisbaai	9 283	9 264	9 276	-0.08%	0.12%
Roads Infrastructure: Protem Roads	4 000	4 000	4 000	-0.01%	-0.01%
Material recovery park	3 900	3 820	3 766	-3.56%	-1.43%
Compactor Truck (MIG application)	2 300	2 207	2 207	-4.24%	0.00
Sport Facility - Upgrade Struisbaai Sport facility (MIG)	3 322	2 580	2 754	-20.65%	6.31%
	22 805	21 871	22 003	-3.65%	0.60%
Name of Project	**Roads Infrastructure: Roads Upgrade - Struisbaai**				
Objective of Project	Access to roads infrastructure				
Delays	None				
Future Challenges	Infrastructure maintenance backlogs as per road & stormwater infrastructure maintenance plans				
Anticipated citizen benefits	Improving quality of community				
Name of Project	**Landfill Site: Material recovery park**				
Objective of Project	Sustainable refuse removal services				
Delays	None				
Future Challenges	Address the capacity and management of the landfill site as a result of continuous growth to ensure sufficient capacity				
Anticipated citizen benefits	Management of landfill site according to legislated requirements				
Name of Project	**Material Recovery Park**				
Objective of Project	Sustainable refuse removal services				
Delays	None				
Future Challenges	Address the capacity and management of the landfill site because of continuous growth to ensure sufficient capacity.				
Anticipated citizen benefits	Management of landfill site according to legislated requirements				
Name of Project	**Sport Facility - Upgrade Struisbaai Sport facility (MIG)**				
Objective of Project	Upgrade the Struisbaai Sport Facility to provide safe, accessible and improved sporting infrastructure for the local community.				
Delays	None				
Future Challenges	Future challenges include ensuring timely completion, managing budget constraints and maintaining the facility sustainably after completion.				
Anticipated citizen benefits	The upgrade is expected to promote community wellness, youth development and increased participation in sports and recreational activities.				

5.9 BASIC SERVICE AND INFRASTRUCTURE BACKLOGS – OVERVIEW

Although there are currently no serious backlogs in the municipal area, the continuous influx of people in our area to the informal settlements are putting a burden on the service delivery of the Municipality which might be regarded as a risk due a possible increase in future backlogs.

5.9.1 MUNICIPAL INFRASTRUCTURE GRANT (MIG)

The grant is intended to provide specific capital finance for basic municipal infrastructure backlogs for poor households, micro enterprises and social institutions servicing poor communities.

TABLE 191 MUNICIPAL INFRASTRUCTURE GRANT (MIG)

DETAILS	BUDGET	ADJUSTMENTS BUDGET	ACTUAL	VARIANCE	
				BUDGET	ADJUSTMENTS BUDGET
				%	%
Infrastructure - Roads	5 000 000	4 344 672	4 451 438.95	-12,32%	2.40%
Infrastructure – Sport Facilities	9 996 478	9 977 416	10 013 552	0.17%	0.36%
Total	**14 996 478**	**14 322 088**	**14 464 991**	**-3.67%**	**0.99%**

COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

5.10 CASH FLOW

The following table shows the Municipality's Cash flow from operating activities for the financial year.

TABLE 192 CASH FLOW

DESCRIPTION	2023/24	2024/25		
	AUDITED OUTCOME	ORIGINAL BUDGET	ADJUSTED BUDGET	ACTUAL
	R'000			
Cash flow from operating activities				
Receipts				
Property rates	89 735	103 078	103 078	99 500
Service charges	230 836	317 346	324 361	280 438
Other revenue	22 503	22 678	55 511	15 229
Government - operating	57 557	59 267	61 724	58 050
Government - capital	14 421	27 266	23 257	17 166
Interest	13 040	11 984	11 985	10 804
Payments				
Suppliers and employees	-412 149	-517 742	-507 751	-431 854
Finance charges	-7 240	-6 440	-6 440	-5 785
Transfers and Grants	-1 084	2 587	0	-1 008
Net cash from/(used) operating activities	7 619	14 851	65 723	42 540
Cash flows from investing activities				
Receipts				
Proceeds on disposal of PPE	5 523	7 500	5 500	1 408
Decrease (increase) other non-current receivables	6	0	0	2
Payments				
Capital assets	-58 457	-83 808	-58 609	-48 391
Net cash from/(used) investing activities	-52 928	-76 308	-53 109	-46 981
Cash flows from financing activities				
Receipts				
Borrowing long term/refinancing	0	19 275	0	0
Payments				
Repayment of borrowing	-11 662	-8 400	-8 400	-9 204
Increase in Consumer Deposits	1 130	0	0	403
Net cash from/(used) financing activities	-10 531	10 875	-8 400	-8 802
Net increase/ (decrease) in cash held	-55 840	-50 582	4 214	-13 243
Cash/cash equivalents at the year begin:	118 841	143 512	63 299	63 001
Cash/cash equivalents at the year-end:	63 001	92 930	67 513	49 758

5.11 GROSS OUTSTANDING DEBTORS PER SERVICE

TABLE 193 GROSS OUTSTANDING DEBTORS PER SERVICE

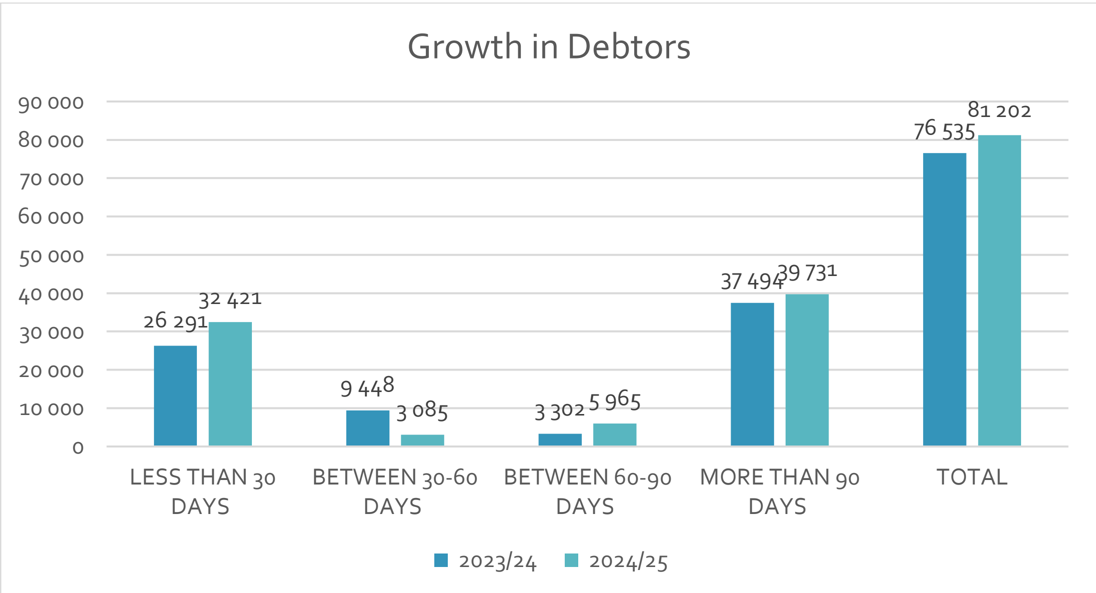
FINANCIAL YEAR	RATES	TRADING SERVICES (ELECTRICITY AND WATER)	ECONOMIC SERVICES (SANITATION AND REFUSE)	RENTALS	OTHER	TOTAL
	(R'000)					
2023/24	18 106	52 190	20 371	1 349	6 693	98 709
2024/25	19 957	51 355	22 992	1 396	8 922	104 622
Difference	1 851	-835	2 621	47	2 229	5 913
% growth year on year	**10.22%**	**-1.60%**	**12.87%**	**3.48%**	**33.30%**	**5.99%**

5.12 TOTAL DEBTORS AGE ANALYSIS

TABLE 194 SERVICE DEBTOR AGE ANALYSIS

FINANCIAL YEAR	LESS THAN 30 DAYS	BETWEEN 30-60 DAYS	BETWEEN 60-90 DAYS	MORE THAN 90 DAYS	TOTAL
	(R'000)				
2023/24	26 291	9 448	3 302	37 494	76 535
2024/25	32 421	3 085	5 965	39 731	81 202
Difference	6 130	-6 363	2 663	2 237	4 667
% growth year on year	**23.32**	**-67.35**	**80.65**	**5.97**	**6.10**

FIGURE 22 SERVICE DEBTORS AGE ANALYSIS



5.13 BORROWING AND INVESTMENTS

Infrastructure needs to be replaced and therefore borrowings for periods of 15 years are taken up to lessen the impact on consumers.

5.13.1 ACTUAL BORROWINGS

TABLE 195 ACTUAL BORROWINGS

INSTRUMENT	2023/24	2024/25
	R'000	
Long-Term Loans (annuity/reducing balance)	48 779	38 827
Total	**48 779**	**38 827**

5.13.2 INVESTMENTS

TABLE 196 INVESTMENTS

INVESTMENT TYPE	2023/24	2024/25
	R'000	
Deposits - Bank	3 789	3 789
Total	**3 789**	**3 789**

COMPONENT D: OTHER FINANCIAL MATTERS

5.14 SUPPLY CHAIN MANAGEMENT

The Supply Chain Management Policy was reviewed on 29 May 2018, as part of the annual budget policy review. The review addressed the latest legislative amendments; SCM Regulations, Treasury Circulars and recommendations made by the Auditor-General and Provincial Treasury to give enhance compliance. This will enable the Supply Chain Management Unit to streamline procedures and processes to promote more efficient and effective service delivery to all internal and external stakeholders.

No Councillors are members of any committee handling the supply chain processes. The supply chain officials received ongoing training and have completed the prescribed MFMA Competency Regulations. Provincial Treasury quarterly working forum meetings are attended regularly in order to promote the professional development of SCM practitioners within the municipalities in the Western Cape and create a culture of cohesion between municipalities and the Directorate: Local Government Supply Chain Management.

5.15 GRAP COMPLIANCE

GRAP is the acronym for Generally Recognized Accounting Practice, and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance ensures that municipal accounts are comparable and more informative for the Municipality. It also ensures that the Municipality is more accountable to its citizens and other stakeholders. GRAP was fully implemented in the Municipality in the 2024/25 financial year, and the financial statements of 2023/24 are fully GRAP compliant.

TABLES

FIGURES