



ANNUAL REPORT

Swellendam Municipality

2023-2024

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Message by the Executive Mayor

Annual Report 2023-2024

From the Office of the Executive Mayor

This annual report proudly showcases the significant strides we've made during the 2023/2024 financial year, reinforcing our commitment to building an economically sustainable and thriving municipality for all. Swellendam Municipality is steadily advancing toward the goals in our Integrated Development Plan for 2022–2027, and we are optimistic about the future.

Our achievements are founded on the pillars of good governance, enhanced infrastructure, sound financial management, dedicated personnel, and active citizen engagement. These critical elements form the backbone of our efforts to improve service delivery and fulfil our higher purpose of alleviating poverty.

The Annual Report is a testament to our unwavering commitment to accountability and transparency. It provides our community with a comprehensive overview of the municipality's decisions and actions throughout the year, reassuring you that our performance aligns with our established objectives and targets.

I extend my deepest gratitude to our residents, partnering stakeholders, the Council, the Speaker, the Mayoral Committee, the Executive Management Team, and all municipal employees for their unwavering support and active participation during the 2023/24 financial year. Your contributions have been invaluable to our success, and we deeply appreciate your continued support.

Yours in service delivery,



FRANCOIS DU RAND

EXECUTIVE MAYOR

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Municipal Manager Overview

Swellendam Municipality is a category B municipality, tasked with the functions assigned in Schedules 4 and 5 of the 1996 South African Constitution. Since the inauguration of a newly elected municipal council on 11 November 2021 the Municipality embarked on a new path to strives towards prosperity through cooperative participation and high-quality services delivery.

In the 2023-2024 financial year, the coalition between the Democratic Alliance (DA) and the Freedom Front Plus party (FFP) continued. The FFP holds the veto power between the two political governing parties (the DA and African National Congress - ANC) which caused various fluctuations in the political environment.

However, with most of the senior management (Section 56/57) positions were filled during the year operations of the Municipality continued as normal. The Director: Infrastructure Services position was only filled until August 2023 and became vacant subsequently. Despite the vacancy, acting directors were appointed to ensure the functions continued as usual until the appointment of a director.

The Municipality achieved an unqualified audit opinion with findings for the 2022-2023 financial year, which was mainly due to the disastrous protest actions that occurred early in the 2023-2024 financial year. This had a ripple effect into the 2023-2024 financial year and outcomes.

Despite all the challenges during the 2023-2024 financial year, the Municipality improved its audit outcomes and achieved an unqualified audit opinion (clean audit) This demonstrated the commitment and resilience of the dedicated staff of the Municipality.

In terms of the 2023-2024 financial year's financial statements and based on the Auditor-General of South Africa's (AGSA) audit report, the Municipality remains a going concern and the financial indicators/ ratios are within the prescribed norms, which mean that the Municipality is financially viable.

No new loans were the taken up through in the 2023-2024 financial year.

With regards to risk management within the municipality, the limited lifespan of the Bontebok Waste Disposal Facility (WDF) remains an issue. The Municipality developed Integrated Waste Management Policy/ Plan (IWMP) to ensure waste issues are addressed in a sustainable manner. Technical feedback is still awaited from the Department of Environmental Affairs and Development Planning (DEADP).

In terms of electricity supply, Eskom's inability to increase the maximum demand of supply to the Municipality, remains a matter of concern for the Municipality. Therefore, an Energy Resilience Plan (ERP) was developed to assist the Municipality with meeting the electricity demand going forward.

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Illegal connections inherently remain a challenge within the municipal environment; hence disconnections and investigations are completed on an ongoing basis.

The Railton Housing Project is about 35,79% completed and 340 houses were handed over to new owners, hence illegal land evasion still continues due to the socio-economic conditions within our country. The situation is monitored on a strategic level on an ongoing basis.

Vandalised and theft within the Municipality has decreased but still occurs. This diverts essential funds from critical service delivery and increase replacement and maintenance costs. The implementation of the community Safety Plan is crucial and is ongoing in combatting crime and vandalism in our communities.

Considering all the uncertainties and challenges the Municipality faces, it is no doubt that more cooperation between various stakeholders is needed and should be enhanced. Therefore, we would like to encourage the public and its stakeholders to peruse through the Annual Report.

We remain committed to good governance and high-quality service delivery.

Yours faithfully,



Mrs. A Vorster
Municipal Manager

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CHAPTER 1 – EXECUTIVE SUMMARY

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1.1 MUNICIPAL OVERVIEW

This report addresses the performance of the Swellendam Municipality in the Western Cape with respect to its core legislative obligations. Local government must create a participatory framework that defines and enhances the relationship between elected leaders and their communities. This requires that the council of the municipality provides regular and reliable reporting on the performance of the municipality and the general state of affairs.

The 2023/24 Annual Report reflects on the performance of the Swellendam Municipality for the period 1 July 2023 to 30 June 2024. The Annual Report is prepared in terms of Section 121(1) of the MFMA, in terms of which the Municipality must prepare an Annual Report for each financial year.

The Swellendam Municipality committed itself to the following vision and mission:

Vision:

"A visionary Municipality that strives towards prosperity for all through cooperative participation and high-quality services delivery"

Mission:

It is envisaged that the municipal vision will be achieved through:

- Providing a transparent and accountable government by rendering affordable and sustainable services and encouraging economic and social development through community participation
- Transparent institutional and infrastructure development
- Sustainable local economic development and the establishment of public/private partnerships
- Governance for the people by the people
- Service delivery through integrity

Strategic Objectives:

The Strategic Objectives of the municipality are as follows:

- To create a capacitated people centred institution;
- To create a safe and healthy living environment;

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- To develop integrated and sustainable settlements with the view to correcting spatial imbalances;
- To enhance access to basic services and address maintenance backlogs;
- To enhance economic development with a focus on both first and second economies;
- To improve financial viability and management;
- To promote good governance and community participation;

1.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

1.2.1 Population

a) Total Population

The graph below indicates the total population within the municipal area:

Age and Population group by Geography type and Sex									
	Urban			Farms			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
0 – 14									
Black African	290	248	538	0	52	52	290	300	590
Coloured	3 866	3 912	7 778	533	474	1 007	4 399	4 386	8 785
Indian/Asian	0	41	41	0	0	0	0	41	41
White	463	560	1 023	464	281	745	927	841	1 768
Total	4 619	4 761	9 381	997	806	1 804	5 616	5 568	11 184
15 – 24									
Black African	133	93	226	27	0	27	160	93	253
Coloured	2 557	2 348	4 905	542	252	794	3 099	2 600	5 699
Indian/Asian	36	0	36	0	0	0	36	0	36
White	228	256	484	87	201	288	315	457	7 72
Total	2 955	26 97	5 652	656	453	1 109	3 611	3 150	6 761
25 – 34									
Black African	213	187	400	90	44	134	303	231	534
Coloured	2 036	2 195	4 232	248	297	545	2 285	2 492	4 777
Indian/Asian	0	0	0	0	0	0	0	0	0
White	108	63	170	93	255	348	201	318	519
Total	2 357	2 445	4 802	431	596	1 027	2 789	3 041	5 830
35 – 44									
Black African	203	173	376	120	0	120	323	173	496
Coloured	2 142	1 803	3 945	284	341	625	2 425	2 144	4 570
Indian/Asian	0	0	0	0	0	0	0	0	0
White	206	266	472	209	45	254	415	311	727
Total	2 551	2 243	4 793	613	386	999	3 164	2 628	5 792
45 – 54									
Black African	232	98	330	45	15	60	278	112	390
Coloured	1 438	1 836	3 274	208	142	350	1 647	1 978	3 625
Indian/Asian	0	0	0	0	0	0	0	0	0
White	416	246	662	49	153	203	465	400	865
Total	2 087	2 180	4 267	303	310	612	2 390	2 490	4 879
55 – 64									
Black African	42	47	89	8	0	8	50	47	97
Coloured	804	1 094	1 898	205	95	300	1 009	1 189	2 198

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Age and Population group by Geography type and Sex									
	Urban			Farms			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Indian/Asian	0	17	17	0	0	0	0	17	17
White	268	362	630	166	82	248	434	444	878
Total	1 114	1 520	2 634	379	177	556	1 493	1 697	3 190
65+									
Black African	39	26	65	0	0	0	39	26	65
Coloured	394	554	948	31	55	86	426	609	1 034
Indian/Asian	0	0	0	0	0	0	0	0	0
White	529	773	1 302	76	97	173	605	870	1 475
Total	962	1 352	2 315	108	152	260	1 070	1 504	2 575
Total by race									
Black African	1 154	872	2026	290	111	401	1 444	982	2 427
Coloured	13 238	13 742	26 980	2 052	1 655	3 707	15 290	15 397	30 687
Indian/Asian	36	58	95	0	0	0	36	58	95
White	2 217	2 526	4 743	1 146	1 114	2 260	3 362	3 641	7 003
Total	16 645	17 199	33 843	3 488	2 880	6 368	20 133	20 078	40 211

Age and population group by geography type and sex

b) Population Profile

According to the Department of Social Development's 2022 projections, Swellendam currently has a population of 39,474 in 2022, rendering it the second least populated municipal area within the Overberg District (OD). This total is estimated to increase to 41 195 by 2026 with a growth rate of 0.9 per cent according to the Municipal Economic Review and Outlook 2020. Population growth is driven by young and foreign persons emigrating as a result of changes in work culture and the perceived better quality of life in small towns compared with larger cities as well as employment seeking. This has caused significant increases in the informal settlement at Swellendam. The influx to the informal settlement creates an untenable situation with pressures on service delivery that are not budgeted for, creating a growing and persistent risk, not only in terms of service delivery but also socio-economic factors such as deteriorating environmental health, increased unemployment, a rising crime rate and growing tensions within the community.

The table below indicates the population growth for the district:

Year	Theewaterskloof	Overstrand	Cape Agulhas	Swellendam
2022	124 050	110 971	35 758	39 474
2023	125 890	114 680	36 115	39 906
2024	127 539	118 253	36 468	40 369
2025	129 239	121 958	36 832	40 847
2026	131 733	124 826	37 483	40 195

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1.2.2 Households

The table below indicates the Swellendam household segmentation vs that of the Overberg District.

Area	Formal		Informal		Other	
Swellendam	10 229	89.2%	1 171	10.2%	64	0.6%
Overberg District	73 192	82.3%	14 688	16.5%	1 015	1.5%

Total Number of Households

1.2.3 Wards

Swellendam municipal area is divided into six wards, reflected in the table below.

Ward	Areas
1	Swellendam and rural areas of Stormsvlei and Nooitgedacht
2	Barrydale, Smitsville, part of Suurbraak, Vleiplaas and surrounding rural areas
3	Buffeljagsrivier, the largest part of Suurbraak, Mullersrus and Malgas/Infanta
4	Part of the town of Swellendam and part of Railton
5	Railton, including the informal area
6	Railton

Wards within the Area

1.2.4 Demographic

Municipal Geographical Information

The Swellendam Municipality has been classified as a Category B municipality and was proclaimed as a local municipality with a mayoral executive system combined with a ward participatory system. The Swellendam Municipality is deemed to be a low-capacity Municipality and shares executive and legislative authority with the Overberg District Municipality according to

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the functional divide prescribed within Chapters 5 and 6 of the 1996 South African constitution. The municipal area is demarcated into six wards.

Swellendam, which is situated in the Overberg District, is well known for its location at the foot of the Langeberg Mountain range and is seen as the gateway between the Overberg and the Eden Districts. The Swellendam Municipal area is the second largest municipal area in the Overberg region and covers a geographical area of 3 835 km². The greater Swellendam Municipal area comprises the town of Swellendam and the villages of Barrydale, Suurbraak, Malgas, Buffeljagsrivier, Wydgeleë (Ouplaas), Akkerboom (Op de Tradouw), Infanta and Stormsvlei.

Swellendam is linked with other urban and rural areas mainly through the N2 National Road. The area is also served with the main railway line which links Cape Town with the Garden Route. The R324 links Swellendam with Barrydale through the well-known Tradouw Pass. The R62, a road which has now also become a well-known tourist route, links Barrydale with Montagu and Oudtshoorn.

The R60 links Swellendam with towns like Ashton, Montagu and Robertson and forms an important link between the N1 and N2 tourism routes. The towns of Swellendam and Suurbraak have a rich historical and cultural heritage. In Swellendam, many old buildings dating back to the 18th century can be found. Suurbraak is an old mission station near the foot of the Tradouw Pass and its origin dates back to 1812. The climate for the Swellendam area is warm during the summer season with summer rains and very wet winters. Rainfall is spread over the year and ranges between 55% in winter and 45% in summer.

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1.3 SERVICE DELIVERY OVERVIEW



1.3.1 Basic Service Delivery Highlights

The table below specifies the basic service delivery highlights for the year:

Highlights	Description
Railton – 204 Top Structures Completed	Densified Railton Top Structures
New Hermitage Pumpstation Completed (with upgraded pump and electrical switchgears).	Bulk water supply challenges experienced in Railton
Maintenance at Waste Water Treatment Works (WWTW)	Maintenance on pumps and electrical motors were done at Klipperivier WWTW
Electricity services	Electrification of 241 houses and installation of high mass solar lights in Railton

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Highlights	Description
Upgrading of Roads and Stormwater	Upgrade of the roads and stormwater in Railton (Phase 2) Resealing of various roads (see page 137 for more details).
Upgrade of the Water Treatment Works in Barrydale (Phase 2)	The water treatment works in Barrydale – phase 2 compromised the construction of clearwell and filters.
Waste minimisation	Waste minimisation has been prioritised by the Waste Manager with several initiatives launched. Organic waste is being diverted for chipping and recycling is taking place. Raising public awareness was prioritised.
Illegal dumping	The municipality has set up an illegal dumping task team that responds to resident complaints and does general clean-ups around town.

Table 1: Basic Service Delivery Highlights

1.3.2 Basic Service Delivery Challenges

Challenge	Actions to address
Lack of Funding	There is a lack of funding for plans to upgrade and improve the water services network. Additional applications for funding are ongoing. Work procedures are to be revisited to ensure savings and optimal performance with limited funding. Shared service options are being implemented where possible.
Ageing infrastructure	The ageing water infrastructure remains a burden. Potential projects will be included in the planning depending on their priority assessment within the IDP
Load shedding	Generators at critical sites are maintained.
Uncontrolled growth in the Matjoks informal Settlement	Procure funding to formalise the informal settlement; Improve squatter control

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Challenge	Actions to address
Increased vandalism and theft	Increased theft and vandalism of infrastructure are a direct result of the decreasing socio-economic circumstances and rising poverty and inequality. Security needs to be improved and a rewards system must be considered.

Basic Service Delivery Challenge

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1.4 FINANCIAL HEALTH OVERVIEW



Table 1 Consolidated Overview

WC534 Swellendam - Table A1 Budget Summary									
Description	2019/20	2020/21	2021/22	Current Year 2022/23			2023/24 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year 2024/25
Revenue									
Property rates	39 898	42 797	45 860	50 326	49 304	49 304	49 304	57 462	62 088
Service charges	124 146	127 965	130 200	140 707	136 605	136 605	136 605	174 551	193 947
Investment revenue	5 260	5 513	4 294	4 962	6 490	6 490	6 490	6 676	6 692
Transfer and subsidies - Operational	42 228	49 834	63 575	79 706	65 841	65 841	65 841	117 646	117 646
Other own revenue	44 375	60 653	63 164	79 374	79 035	79 035	79 035	80 507	84 257
Total Revenue (excluding capital transfers and contributions)	255 615	286 733	327 259	339 133	356 245	356 245	356 245	436 685	464 428
Expenditure									
Employment costs	17 601	108 107	113 369	132 582	126 481	126 481	126 481	142 965	151 245
Procurement of materials	9 262	9 219	9 816	9 823	9 188	9 188	9 188	9 353	9 257
Depreciation and amortisation	10 046	8 626	14 366	14 932	15 262	15 262	15 262	16 178	17 148
Finance charges	4 508	4 771	4 547	6 121	6 244	6 244	6 244	6 301	6 301
Inventory consumed and bulk purchases	72 356	79 136	95 460	106 803	102 768	102 768	102 768	114 064	129 434
Transfers and subsidies	842	1 193	440	1 254	1 165	1 165	1 165	1 185	1 230
Other expenditure	17 498	58 225	92 303	113 916	119 733	119 733	119 733	169 284	172 381
Total Expenditure	202 163	305 186	322 713	387 581	377 851	377 851	377 851	438 550	497 825
Surplus/Deficit	53 452	81 547	104 546	51 552	78 394	78 394	78 394	98 135	66 603
Transfers and subsidies - capital (monetary allocations)	25 326	18 452	81 947	45 786	65 811	65 811	65 811	25 245	20 091
Transfers and subsidies - capital (in-kind)	27 037	14	—	—	1 753	1 753	1 753	6 781	—
Surplus/Deficit after capital transfers & contributions	43 828	7 912	84 142	23 918	49 947	49 947	49 947	5 649	(216)
Share of Surplus/Deficit attributable to Associates	—	—	—	—	—	—	—	—	—
Surplus/Deficit for the year	43 828	7 912	84 142	23 918	49 947	49 947	49 947	5 649	(216)
Capital Expenditure & Contributions									
Capital expenditure	28 201	21 382	188 829	99 893	89 764	89 764	89 764	45 330	30 841
Transfers recognised - capital	10 724	16 046	95 694	45 786	67 064	67 064	67 064	29 521	20 649
Financing									
Internally generated funds	17 477	5 365	15 131	4 976	8 500	8 500	8 500	17 712	7 790
Total resources of capital funds	28 201	21 382	188 829	99 893	89 764	89 764	89 764	45 330	30 841

1.4.1 Financial Viability

The table below specifies the financial viability highlights for the year:

Highlights	Description
Payment percentage	The payment percentage is 97%, irrespective of the impact of current economic conditions.
Cashflow	Improvement of the liquidity of the Council.
Unqualified Audit	The municipality received an Unqualified Audit opinion.

1.4.2 Financial Viability Challenges

The table below specifies the financial viability challenges for the year:

Challenges	Description
Small revenue base and insufficient cash resources;	Insufficient cash resources for ageing infrastructure and upgrade of infrastructure.
Landfill site rehabilitation not cash back;	Landfill site remaining usefull life less than 5 years with no cash resources to rehabilitate.
Decentralised procurement	Limited resources to move to centralised procurement system.
Compliance requirements	There are too many compliance requirements.

1.4.3 National Key Performance Indicators – Municipal Financial Viability and Management (Ratios)

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

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Performance Management Regulations of 2001 and Section 43 of the Municipal Systems Act (MSA) (Act 32 of 2000). These key performance indicators are linked to the National Key Performance Area Namely Municipal Financial Viability and Management.

KPA & Indicator	2022/2023	2023/2024
Debt coverage ((Total operating revenue-operating grants received): debt service payments due within the year)	52,04	56,78
Service debtors to revenue – (Total outstanding service debtors/revenue received for services)	22,82	33,00
Cost coverage ((Available cash+ investments)/Monthly fixed operating expenditure)	5,16	6,33

1.4.4 Financial Overview

The table below indicates the financial overview for the year:

Details	R' 000		
	Original budget	Adjustment Budget	Actual
Income:			
Grants	142 869	207 449	107 821
Taxes, Levies and tariffs	235 499	230 993	237 554
Other	83 341	83 248	148 207
Sub Total	461 709	521 690	493 582
Less: Expenditure	456 060	497 677	434 113
Net Surplus / (deficit)	5 649	24 014	59 468

1.4.5 Total Capital Expenditure

The table below indicates the total capital expenditure for the year:

Detail	Total Capital Expenditure	
	2023	2024
	Prior Year	Current
Original Budget	46 330	46 330
Adjustment Budget	74 903	74 903
Actual	56 223	58 162
% Spent	75,1%	77,7%

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The capital expenditure for 2023/24 is below management's target of 90%. Significant challenges remain regarding the conditions of the grant especially if received late in the second half of the financial year. The procurement process remains a challenge and delays projects significantly. Despite improved monitoring and planning, timely expenditure on projects is challenging. The Municipality will investigate strategic partnerships to improve project readiness and update the sector plans of the respective service delivery fields.

1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW

1.5.1 Municipal Transformation and Organisational Development Highlights

The table below indicates the municipal transformation and organisational development highlights for the year:

Highlights	Description
Roll out of the WIL program to support young and previously disadvantaged individuals.	The WIL-training programme is ongoing and managed internally and offers mentorship and coaching to TVET College or University of Technology students who need practical exposure to obtain their NQF level 6 or 7 qualifications.
Review and development of HR policies to be aligned to the Local Government Municipal Staff Regulations, 2021	A diverse array of HR policies was developed in preparation for the implementation of the Local Government Municipal Staff Regulations in 2021. During the past year these policies were workshopped during roadshows in the various towns.
Review of organisational design	The organogram was reviewed in preparation for the Local Government Municipal Staff Regulations, 2021. The Municipality also embarked on a provincially funded project to review the organisational design that was completed in October 2023 and Council approved in June 2024.
Maintaining sound labour relations	LLF and other forums were used to maintain sound labour relations and ensure Occupational Health and Safety complaint practices. Greater emphasis was placed on mental and psychological wellness and a few officials were supported while facing challenging mental health conditions that in some cases required hospitalization, rehabilitation or counselling.
Supporting of other municipalities with labour relations	Swellendam Municipality HR-staff continued to support other municipalities with labour relations and other matters.

Municipal Transformation and Organisational Development Highlights

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1.5.2 Municipal Transformation and Organisational Development Challenges

The table below indicates the municipal transformation and organisational development challenges for the year:

Description	Actions to address
Equity in managerial posts.	With limited vacancies, obtaining the EE-targets is still challenging.
Equity / inequalities on different levels throughout the organisation.	Recruitment and advertising are to be conducted wider than the Western Cape to draw applicants from EE - groups.
Not enough persons with disabilities are employed/ offices are not disabled friendly to accommodate people with disabilities.	More persons with disabilities are to be placed on training programmes and internships/ capital expenditure is to be sourced to make structural changes to buildings and offices.
Succession planning is not managed well.	Funding is not available to put in place a fully-fledged coaching and mentoring system. However, through EPWP-funding we offer potential talent short contracts to enrich their practical development and to teach them critical skills.
Recruitment of skilled and well-trained people, especially in professional posts.	Policies are constantly reviewed to attract qualified and well-experienced professional people in critical and scarce posts.
Retaining trained staff.	Opportunities for further career development are offered in the form of bursaries under the Study Aid Policy.

Municipal Transformation and Organisational Development Challenges

1.6 2023/24 IDP / BUDGET PROCESS

The table below provides details of the 2023/24 IDP/Budget process

No.	Activity	Responsible person	Date
Pre-Budgeting Processes/Tasks			
Item A166/2022	Integrated Development Plan (IDP) and Process Plan	Municipal Manager	25 August 2023, Item A130/25/08/2023
Community Participation Process			
First and second-round participation sessions can be seen in section 2.4 Public meetings			
Budget Preparatory Process			
Item A78/30/05/2024	Preparation & Review of annual budget	Budget Treasury Office	30 May 2024
No.	Activity	Responsible Person	Date
Item A78/30/05/2024	Customer Care, Credit Control and Debt Collection Policy	Municipal Council	30 May 2024

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No.	Activity	Responsible person	Date
	Asset Management Policy		
	Supply Chain Management Policy		
	Budget Policy		
	Banking Cash Management and Investment Policy		
	Tariff Policy		
No.	Activity	Responsible person	Date
Item A78/30/05/2024	Bad Debt Write-off Policy	Municipal Council	30 May 2024
	Preferential Procurement Policy		
	Petty Cash Policy		
	UIFW Expenditure Reduction Policy		
	Funding and Reserve Policy		
	Borrowing Policy		
	Indigent Support Policy		
	Property Rates Policy		
	SCM Policy for Infrastructure Procurement		
Tabling of Budget			
Item: A53/27/03/2024	The tabling of the draft annual budget	Municipal Council	27 March 2024
Item: A50/27/03/2024	The tabling of draft 2024/2025 Review IDP, 2nd Review of the 2022-2027 IDP	Municipal Manager	27 March 2024
Approval of Budget and Policies			
Item A78/30/05/2024	Approval of amended annual budget	Municipal Council	30 May 2024
	Approval of 2022-2027 Policies		
Item A76/30/05/2024	That the Final IDP be approved as the Final 2024/2025 Review IDP, 2 nd Review of the 2022-2027 IDP	Municipal Manager	30 May 2024
Item A76/30/05/2024	Adoption of the Swellendam Spatial Development Framework, as part of the Final 2024/2025 Review IDP, 2nd Review of the 2022-2027 IDP	Municipal Manager	30 May 2024
Finalizing			
	Submission of the final annual budget and related schedules to relevant government departments	Municipal Manager	June 2024
Final 2024/2025 Review IDP, 2nd Review of the 2022-2027 IDP 2022-2027	Submission of documents to Minister Anton Bredell	Municipal Manager	03 June 2024 (Emailed letter)

2022/23 IDP / Budget Process

CHAPTER 2 – MUNICIPAL GOVERNANCE

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Component A: Political and Administrative Governance

Good governance has 8 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 NATIONAL KEY PERFORMANCE INDICATORS – GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The following table indicates the Municipality's performance in terms of the National Key Performance Indicator required in terms of the Local Government: Municipal Planning and the Performance Management Regulations 796 of 2001 and Section 43 of the MSA. This key performance indicator is linked to the National Key Performance Area - Good Governance and Public Participation.

Indicator	Municipal achievement 2022/23	Municipal achievement 2023/24
The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan (After roll-over projects)	67.59%	75.06%

Table 1: National KPIs - Good Governance and Public Participation Performance

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2.2 GOVERNANCE STRUCTURE



2.2.1 Political Governance Structure

The Council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated their executive function to the Mayor and the Mayoral Committee. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision-makers, councillors are actively involved in community work and the various social programmes in the municipal area.

a) Council

The Swellendam Local Municipal Council comprises of 11 elected councillors, made up of 6 ward councillors and 5 proportional representation councillors. The portfolio committees are made up of councillors drawn from all political parties. Below is a table that categorises the councillors within their specific political parties and wards for the 2023/24 financial year:

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Name of Councilor	Capacity	Political Party	Ward representing or proportional
F du Rand	Executive Mayor, Infrastructure Portfolio Chair	DA	Ward 4
F Kees	Member of Mayco, Corporate and Finance Portfolio Chair	DA	Proportional
E Lamprecht	Member of Mayco, Community Services and Housing Chair	DA	Ward 1
A Bokwana	Member, MPAC Chair until 27 February 2024	DA	Proportional
D Julius	Member, representative to ODM	DA	Proportional
J van Schalkwyk	Speaker	FF	Proportional
A Swart	Member	ANC	Proportional
I Ferguson	Member	ANC	Ward 2
DJ Julius	Member	ANC	Ward 3
J Matthysen	MPAC Chair from 27 February 2024	ANC	Ward 6
G Libazi	Member	ANC	Ward 5

Council 2023/24

Below is a table which indicates the Council meeting attendance for the 2023/24 financial year:

Meeting dates	Council Meetings Attendance	Apologies for non-attendance
Special Council Meeting, 28 July 2023	11	0
Special In Committee Council Meeting 28 July 2023	11	0
Special Council Meeting, 16 August 2023	10	1
Special Council Meeting, 25 August 2024	8	3
Special Council Meeting, 21 September 2023	11	0
Council Meeting, 29 September 2023	11	0
In Committee Council Meeting, 29 September 2023	11	0
Council Meeting, 31 October 2023	11	0

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Meeting dates	Council Meetings Attendance	Apologies for non-attendance
Special Council Meeting, 13 November 2023	10	1
Special Council Meeting, 21 November 2023	10	0
Council Meeting, 30 November 2023	11	0
In Committee Council Meeting, 30 November 2023	11	0
Special Council Meeting, 11 December 2023	11	0
In Committee Council Meeting, 11 December 2023	11	0
Council Meeting, 30 January 2024	11	0
In Committee Council Meeting, 30 January 2024	11	0
Council Meeting, 27 February 2024	11	0
In Committee Council Meeting, 27 February 2024	11	0
Council Meeting, 27 March 2024	10	1
Council Meeting, 30 April 2024	11	0
Special Council Meeting, 16 May 2024	11	0
Council Meeting, 30 May 2024	11	0
Special Council Meeting, 11 June 2024	11	0
Special In Committee Meeting, 11 June 2024	11	0
Special Council Meeting, 27 June 2024	11	0

Council Meetings

b) Mayoral Committee

The Executive Mayor of the Municipality, Councillor H. F du Rand assisted by the Mayoral Committee, heads the executive arm of the Municipality. The mayor is at the centre of the system of governance since executive powers are vested in him to manage the day-to-day affairs. He has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Mayoral Committee, delegated by the Council, as well as the powers assigned by legislation.

Although accountable for the strategic direction and performance of the Municipality, the Mayor operates in concert with the Mayoral Committee.

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The name of each member of the Mayoral Committee is listed in the table below for the period 1 July 2023 to 30 June 2024. Council has no deputy mayor.

Name of member	Capacity	Number of meetings
Cllr. H.F. Du Rand	Chairperson	4 September 2023 10 October 2023 25 October 2023
Cllr. E.J. Lamprecht	Member	22 November 2023 7 December 2023 24 January 2024
Cllr. F. Kees	Member	21 February 2024 19 March 2024 23 April 2024 20 May 2024

Executive Committee 2023/24

c) Portfolio Committees

Section 80 Committees are permanent committees that specialise in a specific functional area of the Municipality and may in some instances make decisions on specific functional issues. They advise the Executive Mayor on policy matters and make recommendations to Council. Section 79 Committees are temporary and appointed by Council if and when required. They are usually set up to investigate a particular issue and do not have any decision-making powers. Just like Section 80 Committees, they can also make recommendations to Council. Once their ad hoc task has been completed, Section 79 Committees are usually disbanded. External experts, as well as councillors, can be included on Section 79 Committees.

The portfolio committees for the 2023/24 period and their chairpersons are as follows:

Community and Housing Portfolio Committee		
Chairperson	Other members	Number of meetings
E.J. Lamprecht	A.Bokwana	13 September 2023 17 October 2023 14 November 2023 12 February 2024 13 March 2024

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	G.Libazi	10 April 2024 8 May 2024
Corporate and Financial Services Portfolio Committee		
Chairperson	Other members	Number of meetings
F.Kees	M.T.A. Swart	18 September 2023 17 October 2023 14 November 2023 12 February 2024 13 March 2024
	D. Julius	15 April 2024 15 May 2024 12 June 2024
Infrastructure Services Portfolio Committee		
Chairperson	Other members	Number of meetings
H.F. Du Rand	E.J. Lamprecht	18 August 2023 17 October 2023 14 November 2023 12 February 2024 13 March 2024
	J.A. Matthysen	15 April 2024 15 May 2024 12 June 2024

Portfolio Committees

d) Political decision-taking

Section 53 of the MSA stipulates inter alia that the respective roles and areas of responsibility of each political structure and political once bearer of the Municipality and the Municipal Manager must be defined. The section below is based on the Section 53 role clarification:

Municipal Council

- Governs by making and administering laws, raising taxes and taking decisions that affect people's rights;
- Is a tax authority that may raise property taxes and service levies;
- Is the primary decision maker and takes all the decisions of the Municipality except those that are delegated to political structures, political once bearers, individual councillors or officials;

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- Can delegate responsibilities and duties for the purposes of fast and effective decision-making;
- Must strive towards the constitutional objects of local government;
- Must consult the community with respect to local government matters;
- Is the only decision maker on non-delegated matters such as the approval of the Integrated Development Plan (IDP) and budget.

Executive Mayor

- Is the executive and political leader of the Municipality and is in this capacity supported by the Mayoral Committee;
- Is the social and ceremonial head of the Municipality;
- must identify the needs of the Municipality and must evaluate progress against key performance indicators;
- Is the defender of the public's right to be heard;
- Has many responsibilities with respect to the annual budget, the budget process, budget control and various other financial matters;
- Perform the duties and exercise the responsibilities that were delegated to him by the Council;

Mayoral Committee

- Its members are elected by the Executive Mayor from the ranks of councillors;
- Its functional responsibility area is linked to that of the Executive Mayor to the extent that he must operate together with the members of the Mayoral Committee;
- Its primary task is to assist the Executive Mayor in the execution of his powers - it is an "extension of the office of Mayor";
- The committee has no powers of its own – decision-making remains that of the Executive Mayor.

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Ward Committees

Ward Committees are the main public engagement tool of a council. The ward committees consist of a maximum of ten members under the chairmanship of the ward councillor. Swellendam Municipality have six wards, with six ward committees that were elected and established within the prescribed 120 days after the establishment of Council on 11 November 2021. The ward committee members underwent training during April 2022 and perform their functions advising their respective ward councillors, partaking in the Integrated Development and budgetary preparations.

2.2.2 Administrative Governance Structure

The Municipal Manager is the Chief Accounting Officer of the Municipality. She is the head of the administration and primarily serves as chief custodian of service delivery and implementation of political priorities. She is assisted by her direct reports, which constitute the management team. The Municipal Manager for the reporting year was Ms Anneleen Vorster.

The administrative governance structure reflecting the Municipal Manager and her directors are reflected in the table below:



Name of Official	Department	Performance agreement signed Yes/No
A Vorster	Municipal Manager	Yes
B Neale	Director Infrastructure Services (until August 2023)	Yes
K Stuurman	Director Community Services	Yes
E Wassermann	Director Financial Services	Yes

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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, adhering to agreed procedures and avoid legal proceedings against one another.

2.3 INTERGOVERNMENTAL RELATIONS

2.3.1 Intergovernmental Structures

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

Name of structure	Members	Outcomes of engagements/topics discussed
Municipal Managers Forum	Municipal Managers, SALGA, PGWC	The consultative forum aimed at increasing communication and coordination through information sharing, capacity building and consultation on matters of mutual interest including: • The implementation of national policy and legislation affecting local government; • Matters arising in the PCF and other intergovernmental forums affecting local government; • Draft national and provincial policies and legislation related to such matters. Any other matter that affects local government.

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Name of structure	Members	Outcomes of engagements/topics discussed
Premiers Coordinating Forum (PCF)	The plenary session of the PCF is composed of the Premier (the chair) and all MEC's, the Director-General and Head of Departments, Mayors and Municipal Managers of all 30 municipalities (including Metro). The composition of the PCF cluster session is similar to the PCF plenary except that the Premier is not part of the cluster sessions and the sessions are chaired by relevant MEC's and co-chaired by the host District Mayor.	The objective of the PCF is to promote and facilitate intergovernmental relations and cooperative government between provincial government and municipalities to ensure integrated, effective and efficient service delivery. The PCF is the primary consultative forum for the Premier of the Western Cape and municipalities within the province to discuss and consult on matters of mutual interest. Existing provincial and municipal IGR engagements and national IGR engagements feed into the PCF and vice versa. The PCF consists of the PCF plenary and PCF cluster sessions. i.e., Social, Economic, Governance and administration. Resolutions or referrals from the cluster sessions feed into the PCF Plenary session for final resolution and adoption.
SALGA Working Groups	SALGA, Municipal	SALGA's programs are driven through its working groups. The working groups act as

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Name of structure	Members	Outcomes of engagements/topics discussed
	Managers, Senior Managers, Councillors and division heads of municipalities.	the policy and strategic engine of the organisation and serve as an important platform for the communication and coordination between SALGA national, provinces and municipalities. The main purpose of working groups is to encourage, ensure and promote local government matters which, include: • Cooperative governance; • Consultation and coordination; • Participative decision-making. The working groups, within their derived mandate, must develop policies, strategies and programmes to address critical local government issues.
District Coordinating Forum (DCF)	Mayors, Councillors, Municipal Managers, SALGA and PGWC.	The objective of the DCF is to promote and facilitate intergovernmental relations and cooperative government between the district municipality and the local municipalities in the area of jurisdiction. It is to ensure integrated, effective and efficient service delivery and is a primary consultative forum for the municipalities to liaise on matters of mutual interest.
Municipal Governance Review & Outlook (MGRO) Strategic engagement	Provincial Treasury, PGWC, Senior Managers of Municipalities.	The Western Cape Government aims to continuously improve the level of municipal governance and audit outcomes within Western Cape municipalities. The MGRO process has since 2012 assisted municipalities to improve their state of governance and the partnership between provincial and local government has been strengthened. It

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Name of structure	Members	Outcomes of engagements/topics discussed
		is evident that the objective of the MGRO process to drive a single-minded focus on clean governance has had a concomitant impact in terms of the improvement of municipal audit outcomes over the past three years.
Back to Basics	PGWC, Department of Cooperative Government and Traditional Affairs, Senior Managers of Municipalities	The Swellendam Municipality is part of the Back-to-Basics programme, previously known as the Local Government Turn Around Strategy. Back-to-Basics aims to ensure that all municipalities throughout the country deliver quality services to all South Africans The back-to-basics programme is a high-level engagement to understand the challenges and to decide on support needed from the sectoral departments within the province.
IDP Managers Forum	All Provincial Government Departments	The Provincial IDP Forums focus on the extent to which municipalities have been able to reflect alignment between municipal and sector planning in the IDP, which Province facilitates quarterly. The IDP Manager Forums at a district level should provide a platform for sharing good practices and where peer support can be provided. This raises the question as to how effective the intergovernmental planning structures are in ensuring the sharing of best practices and the provision of peers. Possible areas of collaboration and co-ordination by the

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Name of structure	Members	Outcomes of engagements/topics discussed
		district include the development of Coastal Management Plans, Air Quality Management Plans and Water Management Plans as an example.
LED Managers Forum	All Provincial Government Departments	Swellendam Municipality currently has limited capacity in respect of local economic development and tourism
SCM Forum	SCM Managers	Provide additional support to municipalities in the implementation of the provisions of the MFMA and other applicable legislation relating to supply chain management.
IDP Indaba's / Working Group	All Provincial Government Departments	The purpose of the IDP Indaba is to: • To discuss the implementation of IDP projects in the municipality; • To discuss sector departmental projects that will be implemented in a specific locality in the municipality; • To provide a physical location for the implementation of these projects in a space in the municipal area where this is possible; • To agree on time frames, support needs, and resource allocation.
Provincial Public Participation and Communication Forum (PPPCOM)	All Provincial Government Departments	The Public Participation Practitioner chairs the meetings. They are responsible for: • advising and updating committees and municipalities on issues pertaining to community/public participation; • Co-ordination and alignment of district strategic objectives, initiatives and priorities;

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Name of structure	Members	Outcomes of engagements/topics discussed
		• Identification and sourcing of resources for implementation in ensuring effective and efficient utilization of such resources; • Promote effective decision-making on issues relating to community/public participation; • Co-ordination and monitoring of the establishment and functioning of ward committees; • Information and knowledge sharing among stakeholders; • Identify key intervention areas; and • To ensure the coordinated and coherent implementation and establishment of the ward participatory process to encourage the involvement of communities and organizations in matters of local government. The Municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance and must for this purpose.
Provincial Skills Development Forum	SDF's, LGSETA, MISA, Provincial Treasury, Provincial Training Committee	The purpose of this forum is to give the SDF's from Western Cape municipalities a platform to share information, get feedback from LGSETA and other training authorities on possible funding and the status of approved projects and submit quarterly reports. SDF's from different municipalities liaise with LGSETA concerning the Sector Skills Plan, WSP

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Name of structure	Members	Outcomes of engagements/topics discussed
		and discretionary grant application and processing matters. New software is tested to improve processes and municipalities identify and arrange for regional and national training projects Monitor trends in the training sector and liaise with other SETA's or training bodies if and when necessary. Equity-related matters are also prominent on the agenda of this forum.
HR Practitioner's Forum	HR Practitioners from all the municipalities in the Western Cape meet.	The topics discussed at the forum are: • Discuss collective bargaining matters and ensure that proper mandates are obtained before and during negotiations; • Grey areas in social legislation are identified and draft policies are developed to give guidance; • TASK-job evaluation is coordinated, and problem areas are discussed; • The agenda for the HR Working and Development –group is formulated, and inputs are discussed for decision-making; • HR Practitioners share information and develop best practice formulas for many complex HR issues in local government; • Professionalization of the standing of the HR practitioner is also high on the agenda; • Municipalities are guided and supported with labour disputes, strikes and implementation of agreements and policies;

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Name of structure	Members	Outcomes of engagements/topics discussed
		This forum monitors labour trends, changes in court or CCMA rulings and outcomes of collective bargaining in other state/public sectors;
Overberg Air Quality Forum (AQF)	Dedicated officials (Air Quality Officers) of Municipalities within the Overberg and officials from DEA&P.	The objective of the AQF is to ensure proper communication between the ODM and other local municipalities, provincial government, business and industry as well as interested and affected parties with regard to current institutional capacity, air pollution sources, air quality monitoring and issues relating to air quality law enforcement.
OPF (Overberg Planning Forum)	Spatial Planners, land surveyors and environmental practitioners in the government as well as private sector	Quarterly meetings take place between the Provincial Government, Municipalities and the private sector to ensure proper spatial planning. Agenda points in general would include: - Progress with the implementation of new planning legislation; - Lessons to be shared with regard to certain requirements of new legislation such as the establishment and functioning of tribunals, planning bylaws, examples of application types, etc.; - Alignment of current SDF's and zoning schemes with new planning legislation.
Provincial Planning Heads Forum	Planning Heads of all Municipalities within the Western Cape. The Forum is	The Forum is held every quarter. The objective is to discuss issues of common concern relating to the implementation of new Land Use Legislation (SPLUMA, LUPA), Spatial Planning, Standard Operating

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Name of structure	Members	Outcomes of engagements/topics discussed
	hosted and chaired by the Provincial Department of Environmental Affairs & Development Planning (Director: Spatial Planning). Representatives from the Surveyor-General & the Register of Deeds also attend.	Procedures, the National Building Regulations, and Property Registration.
COMMTECH (Communication Forum)	Communications officials of Municipalities within the Western Cape. The forum is hosted by the Western Cape Provincial Government and chaired by the Department of Communication. Representatives	The forum is being held throughout the Western Cape every quarter. The objective is to ensure that all spheres of government go forth with the same communications theme, legislation is discussed, best practice ideas are exchanged, current trends, complaints management systems, social media platforms, news and the importance of good, accurate and credible communication is promoted.

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Name of structure	Members	Outcomes of engagements/topics discussed
	from all Communications departments are present.	
District Energy Council	Mayors, Municipal Managers and Technical staff in the Overberg District	To engage on energy security in the Overberg and identify possible collaboration and projects for implementation in the respective municipalities.

Intergovernmental Structures

2.3.2 Joint Projects and Functions with Sector Departments

All the functions of government are divided between the different spheres namely national, provincial and local. The Municipality, therefore, share its area and community with other spheres of government and various sector departments and has to work closely with national and provincial departments to ensure the effective implementation of various projects and functions. The table below provides detail of such projects and functions:

Name of project/function	Expected outcome of the Project	Sector department involved	Contribution of sector department
JPI 1-008: Create a business environment conducive to economic growth and employment opportunities	Establishment of an informal business hub in Barrydale	Department of Economics. Development and Tourism (DEDAT). Overberg District Municipality. Swellendam Municipality.	Municipality is providing ongoing support to the hub.

Joint projects and functions with sector departments

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Component C: Public Accountability and Participation

Section 16 of the MSA refers specifically to the development of a culture of community 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. Such participation is required in terms of:

- 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;
- Preparation of the municipal budget;
- The preparation of its budget; and
- Strategic decisions relating to the provision of municipal services;
- Contribute to building the capacity of;
- The local community to enable it to participate in the affairs of the municipality; and
- Councillors and staff to foster community participation.

2.4 PUBLIC MEETINGS

IDP public consultation mechanisms / approaches

The Swellendam Municipality's 2023/2024 IDP/SDF/SDBIP and Budget Time Schedule was adopted by Council on 25 August 2022, Item A130/25/08/2023 and can be viewed on the Swellendam Municipal website, www.swellendam.gov.za.

1st Round: September / October 2023 meetings were postponed due to challenges of riots, load-shedding and heavy weather conditions.

New public engagement approach

Ward	Area / Town	Venue	1st Consultation Date	Time
Ward 1: Cllr. Elna Lamprecht	Town, Swellendam	Town Hall	06 Sept. 2023	18h00
Ward 2: Cllr. Isaac Mngoson	Barrydale	Barrydale Town	07 Sept. 2023	18h00
Ward 3: Cllr. Dorcas Mthembu	Malagas	Malagas Hall	12 Sept. 2023	10h00
Ward 4: Cllr. Doreen Mthembu	Isifanta	Grassland	12 Sept. 2023	14h00
Ward 5: Cllr. Doreen Mthembu	Buffeljagsrivier	Community Hall	13 Sept. 2023	18h00
Ward 6: Cllr. Doreen Mthembu	Suurbrak	Community Hall	14 Sept. 2023	18h00
Ward 7: Cllr. Doreen Mthembu	Railton, Swellendam	Town Hall	19 Sept. 2023	18h00
Ward 8: Cllr. Doreen Mthembu	Railton, Swellendam	Musong Centre	27 Sept. 2023	18h00
Ward 9: Cllr. Doreen Mthembu	Railton, Swellendam	Community Hall	27 Sept. 2023	18h00
NGO's/schools/health/social development /churches)	Town, Swellendam	Thusong Centre		11h00
Tourism & Business Sector	Town, Swellendam	Town Hall		16h00
Agriculture Sector	Town, Swellendam	Town Hall		11h00
Sports & Recreation	Town, Swellendam	Town Hall	20 Oct. 2023	18h00
Small Scale Farmer Sector	Town, Swellendam	Town Hall	21 Oct. 2023	18h00
Transport Sector	Town, Swellendam	Traffic Department	21 Oct. 2023	18h00
Safety & Security Sector	Town, Swellendam	Town Hall	27 Oct. 2023	18h00
Environmental Sector	Town, Swellendam	Town Hall	27 Oct. 2023	11h00

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FEBRUARY/ MARCH 2024

IDP/SERVICE DELIVERY OPEN DAYS

This is an opportunity where you can discuss your ideas, municipal service delivery questions or complaints as well as future plans and projects.

WARD 3
27 FEB 2024

Infanta: 16:30-18:30
Infanta Park Kantoor

info@swellendam.gov.za | 028 514 8500 | Swellendam Municipality - SWEMun

The IDP Unit supported this process with a concept of **Open Days** where Senior Management and overarching disciplines such as Housing, Town Planning and Building Control, Credit Control and IDP all gathered in the town hall in the respective towns so that the community can come and engage with us on matters of concern. The idea is a little mini imbizo. Complaints were lodged and one on one engagements on service delivery and various social issues took place.

The below IDP/Service Delivery Open Days were scheduled as follows:

Date	Ward	Attendees
19 February 2024	Ward 2, Barrydale IDP&Service Delivery Open Day	49
20 February 2024	Ward 3, Suubraak IDP&Service Delivery Open Day	40
26 February 2024	Ward 3, Buffeljagsrivier IDP&Service Delivery Open Day	33
27 February 2024	Ward 3 Infanta / Malgas IDP&Service Delivery Open Day	10/28
06 March 2024	Ward 1, IDP&Service Delivery Open Day	13
14 March 2024	Wards 1,4,5,6 IDP&Service Delivery Open Day	27

Methods of advertising the scheduled IDP calendar:

PUBLIC IDP MEETINGS
2024/2025 Draft IDP Review & Draft Budget

Notice is hereby given in terms of the stipulations of Section 21 of the Local Government: Municipal Systems Act, Act 32 of 2000 as amended, requires Municipalities to involve local communities and role players with their IDP planning processes and to promote participative democracy.

The municipality provides feedback on the current municipal projects, reviewing the priorities of Wards 1-6 and the different sector groups of the 2022/2027 IDP (5-year plan).

The schedule below contains details of the various community meetings as follow:

Ward	Town	Date	Time	Venue
Ward 3	Malgas	14 April 2024	11:30	Malgas Hotel
Ward 3	Infanta	16 April 2024	18:00	Infanta Park Office
Ward 2 (new date due to weather)	Barrydale, Smithville	23 April 2024	18:30	Fort Haven Hall
Ward 3 (new date due to weather)	Buffeljagsrivier	24 April 2024	18:30	Community Hall
Ward 1	Town, Swellendam	24 May 2024	18:00	Town Hall
Ward 4	Railton, Swellendam	07 May 2024	18:30	Community Hall
Ward 3 (Councillor not available on the scheduled date of 18 April 2024)	Suurbraak	08 May 2024	18:30	Community Hall
Ward 6	Railton, Swellendam	13 May 2024	18:30	Community Hall
Ward 5 (new date due to low attendance)	Railton, Swellendam	14 May 2024	19:00	VRT Pitt Primary School Hall
Swellendam Municipal Advisory Forum Meeting (SMAF)	Town, Swellendam	18 May 2024	18:00	Town Hall

028 514 8500 | djonas@swellendam.gov.za | Swellendam Municipality - SWEMun

1. The municipality advertised the IDP-Budget-SDF public on 28 March 2024 in the local newspapers and on the municipal Facebook.
2. The Traffic Peace Officers assisted with the distribution of flyers in all wards.
3. Posters were placed at shops.
4. Advertising on WhatsApp groups and via email.
5. Ward Committees supported the IDP Process
6. Load hailing

PUBLIC IDP MEETINGS
2024/2025 Draft IDP Review & Draft Budget

Ward 6

Area/Town:
Railton, Swellendam

Monday, 13 May 2024
Railton Community Hall
18:30

Ward 6 Councillor
J.A. Matthyen

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April/May 2024 IDP & Draft Budget – Posts Statistics

IDP Post	Reach/Views	Date Posted
Public IDP Meetings: 2024/2025 Draft IDP Review & Draft Budget – Full Schedule	1,535	11 April
WARD 3: Suurbraak	917	11 April

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Ward 3: Malgas	1,076	12 April
Ward 3: Infanta	809	12 April
Ward 5: Railton, Swellendam	1,518	17 April
Ward 2: Barrydale	1,470	17 April
Ward 3: Buffeljagsrivier	1,078	17 April
Ward 1: Swellendam	950	02 May
Ward 4: Railton, Swellendam	776	02 May
WARD 3: Suurbraak – 2 nd Meeting Added	658	02 May
Ward 6: Railton, Swellendam	699	09 May
Ward 5: Railton, Swellendam – 2 nd Meeting Added	33	13 May

2nd Round IDP Consultation Meetings were scheduled as follows:

Ward	Area / Town	Attendance	2nd Consultation Date	Time
Ward 1: Cllr. Elna Lamprecht	Swellendam Town Hall	30	06 May 2024	18h00
Ward 2: Cllr. Isaac Ferguson	Smitsville Fortshaven Community Hall, Barrydale	30	23 April 2024	18h30
Ward 3: Cllr. Donovan Julius	Community Hall, Suurbraak	3	08 May 2024	18h30
Ward 3: Cllr. Donovan Julius	Community Hall, Buffeljagsrivier	26	16 April 2024	18h30
Ward 4: Cllr. Francois Du Rand	Railton Community Hall, Swellendam	21	07 May 2024	18h30
Ward 5: Cllr. Gladys Libazi	Railton Thusong Centre, Swellendam VRT Pitt Primary School Hall	34 68	22 April 2024 14 April 2024	18h30 19h00
Ward 6: Cllr. Julian Matthysen	Railton Community Hall, Swellendam	11	13 April 2024	18h30
Ward 3: Cllr. Donovan Julius	Malgas Hotel	10	16 April 2024	11h30
Ward 3: Cllr. Donovan Julius	Benthead, Infanta	12	16 April 2024	15h00
Strategic Budget Summit (SMAF change to SBS)	Swellendam Town Hall	27	15 May 2024	18h00

2.4.1 Ward Committees

2.4.1 Ward Committees

The Ward Committees support the Ward Councillor who receives reports on development, participates in development planning processes, and facilitate wider community participation. To this end, the Municipality constantly strives to ensure that all Ward Committees function optimally with community information provision, convening of meetings, ward planning, service delivery, IDP formulation and performance feedback to communities.

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a) Ward 1: Swellendam and Rural areas of Stormsvlei and Nooitgedacht

Name of representative	Capacity representing	Dates of meetings
Denville Jonkers	Youth	Committee Meetings: 10 Nov 2023 7 Dec 2023 27 Feb 2024 22 May 2024 Feedback Meetings: 22 June 2023 6 Sept 2023 26 March 2024
Gerhardus Swanepoel	Social Deveopment	
Lestine Abrahams	Geographical	
Pieter Hopkins Uys	Business Agriculture	
Scot John Bleasdale	Events/Media	
Mari-Louise van der Merwe	Tourism/Heritage	

Table 2: Ward 1: Committee Members

b) Ward 2: Barrydale, Smitsville, part of Suurbraak, Vleiplaas and surrounding rural areas

Name of representative	Capacity representing	Dates of meetings
Renaldo Claassen	Education/Geographical	Committee meetings: 25 Jan 2024 10 June 2024 Ward feedback: 29 Feb 2024
Conroy Williams	Smitsville	
Daniel Southey	Barrydale Boerevereniging	
September E. Fortuin	Ebenhaezer Dienssentrum	
Elton Esau	Barrydale Youth Desk	

Ward 2: Committee Members

c) Ward 3: Buffeljagsrivier, the largest part of Suurbraak, Mullersrus and Malgas/Infanta

Name of representative	Capacity representing	Dates of meetings
Alan Thompson	Geographical	Committee Meetings: 14 June 2023 28 Feb 2024 Feedback Meetings: 12 Nov 2023 13 March 2024
Naomi v/d Kolff	Malgas NCIS Security	
Ruwayne October	Education	
Karina Sauls	Health & Education	
Ferdio Kestoor	Agriculture	
Marlene Classen	CPA & Landbou	
Andrew Hendricks	Church	

Ward 3: Committee Members

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d) Ward 4: Part of town of Swellendam and part of Railton

Name of representative	Capacity representing	Dates of meetings
Miliswa Matlanyane	Individual	Committee Meeting: 28 June 2023 11 Sept 2023 6 Feb 2024 Ward feedback: 2 April 2024
Ntombodidi Y Ramadlani	Individual	
Lucreshia Pietersen	Rondomskrik	
Mio Langenhoven	Hamba Phambile NGO	
Nandipha Lungiso	Individual	
Lanville Cupido	Racnet geographic NGO	
Riaan Jonas	AFM	
Hilton R. I. Hartnick	Business	
Catherine Martin	Women	

Ward 4: Committee Members

e) Ward 5: Railton, including the informal area

Name of representative	Capacity representing	Dates of meetings
Francina Maneval	Geographical	Committee Meetings: 18 Sept 2023 20 Feb 2024 10 June 2024 Feedback Meetings: 16 Nov 2023 16 April 2024 11 June 2024
Monwabisi Mtyanga	Disabled Community CPF	
Enrico Adams	Apostolic C V Church	
Felicia Joseph	Aandblom Street	
Jeffrey Matthysen	S/dam Sakekamer	
Mantombi Badella	Asla Area	
Jerome van Staden	Rose Joseph Drive	
Dliki Mazwana	Soccer	
Erna Sabo	Church of Christ	

Ward 5: Committee Members

f) Ward 6: Railton

Name of representative	Capacity representing	Dates of meetings held during the year
Edgar Gertse	Sport	Committee Meetings: 14 Aug 2023 18 Sept 2023 31 Jan 2024 2 May 2024
Leslie Swarts	Smartie Town Area	
Bertie Pekeur	Geographic	
Kilene Lewis	Health	
Johannes Michaels	Avondson Dienssentrum	

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Name of representative	Capacity representing	Dates of meetings held during the year
Dawid Markus	Geographic	
Barbara Witbooi	Godsdiens	
Hendrik Jamboe	Geographic	
Linda De Vie	Women	

Ward 6: Committee Members

2.4.2 Functionality of Ward Committee

The purpose of a ward committee is:

- To get better participation from the community to inform council decisions;
- To make sure that there is more effective communication between the Council and the community; and
- To assist the ward councillor with consultation and report-backs to the community.

Ward committees should be elected by the community they serve. A ward committee may not have more than 10 members and women should be well represented. The ward councillor serves on the ward committee and acts as the chairperson. Although ward committees have no formal powers, they advise the ward councillor who makes specific submissions directly to the administration. These committees play a very important role in the development and annual revision of the Integrated Development Plan of the area. To ensure the optimum effectivity of the ward committees, the ward committee members received training on their legislative roles and responsibilities. Senior municipal staff attend ward committee meetings on request of the ward councillors.

The table below provides information on the establishment of ward committees and their functionality:

Ward	Committee established	Committee functioning effectively
1	Yes	Yes
2	Yes	Yes

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Ward	Committee established	Committee functioning effectively
3	Yes	Yes
4	Yes	Yes
5	Yes	Yes
6	Yes	Yes

Functioning of Ward Committees

2.4.3 Representatives Labour Forum

The Local Labour Forum is tasked to ensure sound labour relations and to ensure consultation on local labour matters that are not reserved for national negotiation. The Local Labour Forum at Swellendam is compiled as follows:

Name of representative	Capacity
N Olivier	Chairperson (Imatu)
D Murphy	Vice Chairperson (Imatu)
S Evertson	Member (Imatu)
J Kapp	Employer Representative
A Bokwana	Member (Employer)
E Lamprecht	Member (Employer)
P Le Roux	Member (HR)
E Wassermann	Member (Employer)
K Stuurman	LLF Vice Chairperson Member (Employer)
B De Silva	Member (Samwu)
E Dolf	LLF Chairperson Member (Samwu)

Labour Forum members

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2.5 RISK MANAGEMENT

In terms of Section 62(1)(c)(i) of the MFMA “the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control;

The Swellendam Municipal Risk Management Unit (RMU) forms part of the office of the Municipal Manager, led by the Internal Audit Function of Swellendam Municipality:

The initiatives and actions performed by the RMU during 2023/24 include:

- An annual risk assessment conducted and facilitated by the Internal Audit Unit, as a consulting engagement, per directorate, engaging with all heads of departments;
- Periodic assessments with quarterly monitoring of the status of the risk register, as well as quarterly reporting and recommendations to various statutory and non-statutory committees;
- Annual review of risk management documents;
- Compilation and monitoring of the risk management implementation plan;
- Continuous aim of building a sufficient municipal risk profile to constantly improve risk maturity;
- Streamlining risk-related documents and processes with National Treasury's Public Sector Risk Management Framework, King Code of Governance for South Africa, Committee of Sponsoring Organisations of the Treadway Commission (COSO), International Organisation for Standardisation (ISO 31000), etc;
- Adding value to “best practice” developments to the Fraud and Risk Management Committee by reviewing the risk register, incident and emerging risks and corrupt, fraudulent, and unethical incidents are also standard agenda items for Risk Management Committee meetings;
- Fraud and Risk Management Committee performance evaluation through individual assessments in the form of a questionnaire and the assessment of the approved Key Performance Indicators (KPIs) for the committee;
- Regular communication and updates from various professional bodies;
- Regular communication between the Provincial Treasury (Co-operative Governance) and the IAF on risk-related matters;
- Recommendations for improvement of software being utilised;
- Risk universe and risk maturity initiatives through comparison reporting and benchmarking;
- Exploiting opportunities and strategies through the identification of emerging and incident risks;
- Progressive application of compliance-related documents and processes;
- Participation in the Risk Management and Internal Audit Provincial and District Forums;

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- Exploring opportunities through meaningful integration of the functions of ethics, anti-corruption and fraud prevention, occupational health and safety, long-term planning, business continuity, and disaster management into the risk management objectives and processes;
- Business continuity engagements with management to implement the Business Continuity Framework;
- Participating in strategic planning sessions to conduct strategic risk assessments and emphasise the importance of risk-based decision-making;
- Continuous emphasis on fraud and corruption risks and the related risk action plans;
- Quarterly compilation of the Combined Assurance Model based on the Combined Assurance Policy Framework adopted by the Council;
- Risk Management Maturity Assessment to determine the Municipality's maturity level utilising the Western Cape Provincial Government MGRO Assessment tool;
- Improved cooperation between the RMU and Internal Audit Services (IAS), reducing duplication and increasing the sharing of risk information while respecting IAS's independence;
- Focus on cyber security and ICT control awareness;
- Review of year-end internal control procedures and demand management process (including performance).

The table below includes the strategic risks of the Municipality:

Strategic Risks:

Risk Nr	Risk Description	Inherent Risk	Inherent Risk
1	Limited Lifecycle/ lifespan of Waste Disposal Facility (WDF) (Bontebok)	High	90
2	Unpredictable Loadshedding: Unstable supply of electricity	High	90
3	Illegal Electrical, Water, and Waste Water connections	High	90
4	Inability to manage Land Invasions & Erection of Illegal Structures	High	81
5	Vandalism and Theft of Infrastructure	High	72

Strategic Risks

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Operational Risks:

Risk Nr	Risk Description	Inherent Risk	Inherent Risk
1	Fires outbreaks due to the vast amount of Alien Vegetation	High	72
2	Ageing Roads and Stormwater infrastructure	High	70
3	Constraints in the Provision of Bulk Water	High	64
4	Illegal Dumping	High	56
5	Ageing sewerage infrastructure	High	56

Operational Risk

2.5.1 Risk Assessment Process

The risk assessment for the 2023/24 financial year was performed during June 2023 where risks were identified and assessed in accordance with the Risk Management Policy to determine the inherent (before considering controls) and residual risks (after considering existing control measures). Additional actions to mitigate these risks were subsequently formulated. Risk identification and assessment are ongoing processes and part of management's monthly monitoring responsibilities.

2.5.2 Fraud and Risk Management Committee

The role of the Fraud and Risk Management Committee is to provide a timely and useful enterprise risk management report to the Audit and Performance Audit Committee of the Municipality. The report contains the current top risks of the Municipality, which include:

- key strategic and financial risks facing the Municipality
- key operational risks per strategic objective

Further details on the roles of the Fraud and Risk Management Committee are included in the approved Fraud and Risk Management Committee Charter.

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The table below details the membership of the committee and the dates of the meetings held:

Name of Committee Member(s)	Designation	Capacity	Meeting dates
Ms. A Vorster	Municipal Manager	Chairperson	02 August 2023 29 November 2023 13 February 2024 13 May 2024
Ms. E Wassermann	Director: Financial Services	Member	02 August 2023 29 November 2023 13 February 2024 13 May 2024
Mr. B Neale	Director: Infrastructure Services	Member	02 August 2023
Mr. K Stuurman	Director: Community Services	Member	02 August 2023 29 November 2023 13 February 2024 13 May 2024
Mr. W Treurnicht	Acting Director: Infrastructure Services (1 September 2023 – 30 March 2024)	Member	29 November 2023 13 February 2024
Mr. J Bester	Acting Director: Infrastructure Services (1 April 2024 – 30 June 2024)	Member	29 November 2023 13 May 2024
Mr. A Petersen	Senior Internal Auditor	Standing Invitee	02 August 2023 29 November 2023 13 February 2024 13 May 2024
Mr. H Swart	Internal Auditor	Standing Invitee	02 August 2023 29 November 2023
Mr. M Vermeulen	Internal Audit: Intern & Secretariat	Standing Invitee	02 August 2023 29 November 2023 13 February 2024 13 May 2024
Mr. Z Wiese	Performance & Compliance Officer	Standing Invitee	13 February 2024 13 May 2024

Fraud & Risk Management Committee

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2.5.3 Combined Assurance

Combined assurance ensures that a coordinated approach is applied to the management of the key risks within the Municipality. The Combined Assurance Policy Framework will be used as a guide to construct the Combined Assurance Model. The combined assurance champion will be the Internal Audit Unit and as such, the Fraud and Risk Management Committee should be in charge of oversight over combined assurance.

Principle 15 of King IV recommends that the governing body (Council) should:

- Ensure that assurance services and functions enable an effective control environment and that these support the integrity of information for internal decision-making and of the organisation's external reports;
- Oversee the combined assurance model for the effective cover of significant risks and material matters through line functions, internal audits, independent external assurance providers, and regulatory inspectors;
- Assess the output of combined assurance with objectivity and professional skepticism, apply an enquiring mind, and form an opinion on the integrity of the reports and the degree to which an effective control environment has been achieved.

The Combined Assurance Policy Framework is a guide that informs the development of the Annual Combined Assurance Plan for the Swellendam Municipality. The Combined Assurance Plan aims to inform, in a simple manner, on the effectiveness of assurance providers and to create confidence in the assurance provided over key organizational risks.

2.5.4 Risk Management Documents

The following risk management documents for 2023/24 have been approved by Council:

Name of document	Developed (Yes/No)	Date Adopted/ Revised
Risk Management Strategy	Yes	27 July 2023
Risk Management Policy	Yes	27 July 2023
Risk Management Implementation Plan	Yes	27 July 2023
Fraud and Risk Management Committee Charter	Yes	27 July 2023
Combined Assurance Policy Framework	Yes	30 May 2019
Code of Ethics	Yes	The Code of Ethics was tabled at Council on 27 July 2023, item A149. However, it was proposed by the Mayor that the 2023/2024 Code of Ethics

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Name of document	Developed (Yes/No)	Date Adopted/ Revised
		be workshopped before approval.
Anti-Corruption and Fraud Prevention Strategy	Yes	27 July 2023
Anti-Corruption and Fraud Prevention Policy	Yes	27 July 2023
Anti-Corruption and Fraud Prevention Plan	Yes	27 July 2023

Risk Management Document

2.6 ANTI-CORRUPTION AND ANTI-FRAUD

Section 6(2)(c) of the 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 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, 2014 regulates the reporting, investigation, and disciplinary proceedings regarding allegations of financial misconduct, including fraud and corruption.

One of the main purposes of Anti-Corruption and Fraud Prevention Policies is to ensure that the Municipality is in compliance with the MSA and MFMA, which requires the Municipality to develop and adopt appropriate systems and procedures that contribute to the effective and efficient management of its resources. The following revised policies were adopted by Council on 27 July 2023:

- Revised Anti-Corruption and Fraud Prevention Strategy;
- Revised Anti-Corruption and Fraud Prevention Policy;
- Revised Anti-Corruption and Fraud Prevention Plan.

The Municipality has established a Financial Misconduct Disciplinary Board and reporting procedures in terms of the Municipal Regulations on Financial Misconduct Procedures and Criminal Proceedings, 2014 read with Section 21(1)(a) and (b) of the MSA.

A summary of the reporting procedures is as follows:

- Fraud, corruption, maladministration, or any other unethical activities of a similar nature will not be tolerated. Such activities will be investigated and actions instituted against those found responsible.

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Such actions may include the laying of criminal charges, civil and administrative/ disciplinary actions, and the recoveries by the Municipality where applicable;

- Prevention-, detection-, response, and investigative strategies will be designed and implemented (as and when applicable);
- It is the responsibility of all employees to report all incidents of fraud and corruption that may come to his/her attention;
- All reports received will be treated with the requisite confidentiality;
- All managers are responsible for the detection and prevention of fraud and corruption within their areas of responsibility;
- Any person can report allegations of fraud or corruption anonymously. They can also contact or write to any member of management, the Municipal Manager, the Executive Mayor, the Speaker, or Internal Audit or use the national fraud hotline (0800 701 701). The public is called upon to report any allegations or real incidents of fraud and corruption;
- Whistle-blowers will be protected. A whistle-blower who reports suspected fraud and/or corruption may remain anonymous should he/she so desire. The Municipality will do its best to protect an individual's identity when he/she raises a concern and does not want their identity to be disclosed;
- No person will suffer any penalty or retribution for good faith reporting of any suspected or actual incident of fraud and corruption which occurred within Swellendam Municipality. The Municipality will not tolerate harassment or victimisation.

2.6.1 Implementation Plan

The following table provides an overview of Swellendam Municipality's plan to combat fraud and corruption:

Key Risk Areas	Key Measures to Curb Fraud and Corruption
Policy	An Anti-Corruption and Fraud Prevention Policy is a key defense 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 are 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 and the definition of roles and responsibilities facilitate the coordination and management of

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Key Risk Areas	Key Measures to Curb Fraud and Corruption
	program implementation. At a municipal level, these would include structures such as the Risk Management Unit, Internal Audit, Fraud and Risk Management Committee, and the Audit and Performance Audit Committee.
Systems and controls	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.
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 the Municipality to test the integrity and completeness of its systems and controls to implement measures that strengthen areas of weakness and close gaps. This approach proactively allows the Municipality to prevent fraud and corruption.
Training, awareness, and communication	Making managers, staff, suppliers, and customers aware of the risks of fraud and corruption, how to deal with it, what the consequences are, and why it is important to prevent and combat 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 look 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 a deterrent to others and builds the corporate image of the Municipality.

Implementation of the Strategies

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2.7 AUDIT AND PERFORMANCE AUDIT COMMITTEE

Section 166 of the MFMA, requires every Municipality to establish and maintain an Audit Committee, as an independent appraisal function.

Section 166:

" (1) Each municipality and each municipal entity must have an audit committee, subject to subsection (6).
(2) An audit committee is an independent advisory body that must— (a) advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, or the board of directors, the accounting officer and the management staff of the municipal entity, on matters relating to:

- Internal financial control and internal audits
- (ii) Risk management
- (iii) Accounting policies
- (iv) The adequacy, reliability, and accuracy of financial reporting and information
- (v) Performance management
- (vi) Effective governance
- (vii) Compliance with this Act, the annual Division of Revenue Act, and any other applicable legislation
- (viii) Performance evaluation
- (ix) Any other issues referred to it by the municipality or municipal entity"

Experience has shown that a properly constituted Audit Committee can make an effective and valuable contribution to the process by which an organization is directed and controlled. The overall objectives of the Audit and Performance Audit Committee are to ensure that management has created and maintained an effective control environment in the organization and that management demonstrates and stimulates the necessary respect for the Swellendam Municipality's systems, policies, and procedures and the internal control structure. The Swellendam Audit and Performance Audit Committee is well-established and functioning as required. A revised Audit and Performance Audit Committee Charter has also been developed and approved by the Council. All the members of the Audit Committee are also members of the Performance Audit Committee. The Audit and Performance Audit Committee meets quarterly.

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Members of the Audit and Performance Audit Committee of Swellendam Municipality

The following table indicates the members of the Audit and Performance Audit Committee and the meetings that were attended:

Members	Capacity	Dates of Meetings attended
Mr. A Dippenaar	Chairperson	31 August 2023 15 September 2023 (Special Meeting) 11 December 2023 16 April 2024 26 June 2024
Mr. R Rhoda	Member	31 August 2023 15 September 2023 (Special Meeting) 16 April 2024 26 June 2024
Adv. N Hendricks	Member	31 August 2023 15 September 2023 (Special Meeting) 11 December 2023
Mr. P Silbernagl	Member	15 September 2023 (Special Meeting) 16 April 2024 26 June 2024
Mr. Prof. N. Olivier	Member	16 April 2024 26 June 2024

Members of the APAC

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The Audit and Performance Audit Committee executed all of their delegated functions for the 2023/24 financial year as follows:

Duties of the APAC as per Approved APAC Charter	Achieved: Yes/No	Comments
To consider the annual financial statements	Yes	2022/2023 AFS was tabled to the Audit and Performance Audit Committee on 15 September 2023
To consider and review the audit plans of the internal auditors to ensure that they address the critical risk areas of the business of the Council and to formulate instructions to the internal auditors	Yes	The 2023/2024 Risk-Based Internal Audit Plan was approved on 27 June 2023
To ensure that no restrictions are placed on the rights, obligations, and responsibilities of any internal and external auditors of the Council	Yes	As and when needed
To evaluate all internal and external audit reports and the replies thereto	Yes	Audit and Performance Audit Committee meets quarterly to review all Internal Audit reports
To consider problems, of whatever nature, that may be experienced by internal or external audit while conducting an audit	Yes	All concerning areas are highlighted to the Audit and Performance Audit Committee regularly and discussed during the quarterly meetings
To consider any recommendation pertaining to the audit of the Municipality or the amendment/rescindment of any approved recommendation	Yes	All concerning areas are highlighted to the Audit and Performance Audit Committee regularly and discussed during the quarterly meetings. Recommendations and considered and implemented as proposed by the Audit and Performance Audit Committee
To facilitate proper communication and co-ordination between the internal and external auditors of the Council	Yes	The Audit and Performance Audit Committee strives to enhance the coordination between the Internal and External Auditors. The Audit and Performance Audit Committee

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Duties of the APAC as per Approved APAC Charter	Achieved: Yes/No	Comments
		Chairperson has a standing invite to attend all steer-com meetings with external auditors
To evaluate the effectiveness of auditing functions of the Council	Yes	The Audit and Performance Audit Committee reviews the Internal Audit function performance reports quarterly and comments on the effectiveness of the function in the Audit and Performance Audit Committee Chairperson Quarterly Report which is submitted to Council
To evaluate the cost of the external auditing function in terms of value-for-money	Yes	The Audit and Performance Audit Committee commented on the fees of the Auditor-General South Africa (AGSA) and has a standing invite to attend all steer-com meetings
To report to the Council on the activities of the Committee	Yes	The Audit and Performance Audit Committee Chairperson reports are quarterly submitted to the Council, together with the minutes of the meetings attended and held
To review the Auditor-General's report on the financial statements and the Council's and management's responses thereto to ensure satisfactory responses and corrective action, where necessary	Yes	The 2022/2023 Management notification letter and final management report were submitted to the Audit and Performance Audit Committee for review and input
To review measures for safeguarding council assets	Yes	The internal Audit function reviews the measures implemented by the municipality to safeguard Council assets together with the Auditor-General South Africa who also conducts verifications on an annual basis
To review any proposals for improving efficiency, effectiveness, and economy	Yes	The Audit and Performance Audit Committee reviews ongoing all Internal Audit reports submitted

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Duties of the APAC as per Approved APAC Charter	Achieved: Yes/No	Comments
To review the effectiveness of the Council's internal checking and control measures identified during internal and external audits and the Municipal Manager's follow-up action	Yes	The Audit and Performance Audit Committee reviews on an ongoing all Internal Audit follow-up reports and provides recommendations and input
To receive and consider quarterly reports from the Chief Audit Executive	Yes	The Senior Internal Auditor (<i>on behalf of the Chief Audit Executive due to the vacancy</i>) submits quarterly progress reports to the Audit and Performance Audit Committee for review, input, and recommendations
To ensure compliance with relevant legal requirements	Yes	The Audit and Performance Audit Committee provides input and recommendations on the compliance component to the municipality quarterly during the meetings
To ensure that proper accounting records are kept	Yes	The Audit and Performance Audit Committee reviews on an ongoing all the Financial and Accounting Information such as Sections 52 and 71, Supply Chain Management quarterly reports as well as the Annual Financial Statements
To review the role and position of risk management in a corporate context, to critically appraise it	Yes	The Audit and Performance Audit Committee annually reviews the Risk Management strategic documents. In addition, quarterly the Audit and Performance Audit Committee provides input and recommendations on the Risk Management processes adopted by the municipality
To summon annually members of management to present themselves before the committee to provide explanations (written or oral) as may be deemed necessary	Yes	As and when needed. Quarterly feedback is provided to the Audit and Performance Audit Committee on any irregular behaviours by members of the municipality
Review compliance within-year reporting	Yes	The Audit and Performance Audit Committee reviews ongoing all the Financial and

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Duties of the APAC as per Approved APAC Charter	Achieved: Yes/No	Comments
		Accounting Information such as Sections 52 and 71, Supply Chain Management quarterly reports as well as the Annual Financial Statements
Review the quarterly performance reports submitted by the internal audit	Yes	The Audit and Performance Audit Committee reviews quarterly performance management reports submitted by the Internal Audit function and provides input and makes recommendation
Review and comment on the Municipality's annual reports within the stipulated time frame	Yes	The Audit and Performance Audit Committee reviews the annual report during a special meeting. The 2023/24 annual report was tabled to the Audit and Performance Audit Committee for review, input, and recommendation during August 2024
The Audit and Performance Audit Committee assesses its performance and achievements against its charter on an annual basis	Yes	On an annual basis, the Audit and Performance Audit Committee assesses its performance and achievements against the approved charter
The findings of the self-assessment are presented by the Chairperson to the Accounting Officer and Council	Yes	This self-assessment was conducted during the 2023/24 financial year and was discussed during the Audit and Performance Audit Committee meeting
Review and comment on compliance with statutory requirements and performance management best practices and standards	Yes	The Audit and Performance Audit Committee provides input and recommendations on the compliance component to the municipality quarterly during the meetings
Review and comments on the alignment IDP, Budget, SDBIP, and performance agreements	Yes	The Audit and Performance Audit Committee reviewed the IDP, Budget, SDBIP, and Performance Agreements and provided input, and made recommendations

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Duties of the APAC as per Approved APAC Charter	Achieved: Yes/No	Comments
Review and comment on the relevance of indicators to ensure it is measurable and related to services performed by the Municipality	Yes	The Audit and Performance Audit Committee reviewed the Service Delivery and Budget Implementation Plan (SDBIP) quarterly (Section 52 reports)
Review and comment on the Municipality's performance management system and make recommendations for its improvement	Yes	The Audit and Performance Audit Committee reviewed the performance management system or quarterly performance management reports extracted from the performance management system as well as the Section 52 report submitted during the meetings
Ensure compliance with legislation in terms of the Council's policies and standing orders	Yes	The Audit and Performance Audit Committee provides input and recommendations on the compliance component to the municipality quarterly during the meetings
The Chairperson of the Committee should report to the responsible Committee and the Council	Yes	The Audit and Performance Audit Committee Chairperson reports are quarterly submitted to the Council, together with the minutes of the meetings attended and held
The findings of the self-assessment are presented by the Chairperson to the Accounting Officer and Council	Yes	This self-assessment was conducted during the 2023/24 financial year and was discussed during the Audit and Performance Audit Committee meeting
Review and comment on compliance with statutory requirements and performance management best practices and standards	Yes	The Audit and Performance Audit Committee provides input and recommendations on the compliance component to the municipality quarterly during the meetings
Review and comments on the alignment IDP, Budget, SDBIP, and performance agreements	Yes	The Audit and Performance Audit Committee reviewed the IDP, Budget, SDBIP, and Performance Agreements and provide input, and made recommendations

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Duties of the APAC as per Approved APAC Charter	Achieved: Yes/No	Comments
Review and comment on the relevance of indicators to ensure it is measurable and related to services performed by the Municipality	Yes	The Audit and Performance Audit Committee reviews quarterly performance management reports submitted by the Internal Audit function and provides input and make recommendation
Review and comment on the Municipality's performance management system and make recommendations for its improvement	Yes	The Audit and Performance Audit Committee reviews quarterly performance management reports submitted by the Internal Audit function and provides input and make recommendation
Ensure compliance with legislation in terms of the Council's policies and standing orders	Yes	The Audit and Performance Audit Committee provides input and recommendations on the compliance component to the municipality quarterly during the meetings
The Chairperson of the Committee should report to the responsible Committee and the Council	Yes	The Audit and Performance Audit Committee Chairperson reports are quarterly submitted to the Council, together with the minutes of the meetings attended and held

Duties and Activities of the Audit Committee

2.8 INTERNAL AUDIT

In terms of Section 165 (1) of the MFMA, each municipality must have an Internal Audit function. Section 165 (2) of the Act, gives guidance on what is expected of the internal audit unit with regard to responsibility, functions, and reporting requirements.

Section 165 (1) of the MFMA states that:

- (1) Each municipality and each municipal entity must have an Internal Audit function
- (2) The internal audit unit of a municipality or municipal entity must
 - (a) Prepare a Risk-Based Audit Plan and an internal audit program for each financial year

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(b) Advise the accounting officer and report to the audit committee on the implication of the internal audit plan and matters relating to

- (i) internal control
 - (ii) internal audit
 - (iii) accounting procedures and practices
 - (iv) risk and risk management
 - (v) performance management
 - (vi) loss control
 - (vii) compliance with this Act, the Division of Revenue Act, and any other applicable legislation
- (c) perform such other duties as may be assigned to it by the accounting officer"

The Swellendam Municipality's Internal Audit function is capacitated to provide independent, objective assurance and consulting services. Independence is maintained by being accountable to the Accounting Officer administratively and by functionally reporting to the Audit Committee. These reporting lines are clearly stated in the Swellendam Internal Audit Charter. The Internal Audit function strives to provide value-added service to the Municipality by providing workable and sustainable solutions. The Swellendam Municipality has an in-house Internal Audit function. During the period under review, the Senior Internal Auditor has made significant strides in improving and maintaining a functional Internal Audit function. The Senior Internal Auditor has also reviewed various strategic Internal Audit documents during the year under review. Internal Audit engagements are conducted as stated in the Internal Audit methodology. Furthermore, progress in terms of the Risk-Based Internal Audit Plan was duly reported to the Audit and Performance Audit Committee on 26 June 2023 for input, comments, and approval.

The structure of the Internal Audit function makes provision for the following posts, namely: Chief Audit Executive (1 post), Senior Internal Auditor (1 post) and Internal Auditor (1 post). The position of the Chief Audit Executive for Swellendam Municipality is currently co-sourced. For 2023/24 the Internal Audit function consisted of the following officials:

Name	Position	In-service during the Reporting Period
Co-sourced with ODM	Chief Audit Executive	-
Mr. A Petersen	Senior Internal Auditor	01 July 2023 - 30 June 2024
Mr. H Swart	Internal Auditor	01 July 2023 - 30 June 2024
Ms. M Vermeulen	Intern: Internal Audit	01 July 2023 - 30 June 2024

Internal Audit Unit Personnel

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2.8.1 Highlights: Internal Audit

The table below specifies the highlights for the year:

Highlights	Description
Risk-Based Audit Plan	94% of the approved Risk Based Audit Plan was completed.
Ad Hoc Requests	The Internal Audit function accommodates all of the ad hoc management requests received with the capacity staff constraints encountered by the function
Training	Attended various training courses to foster continued professional development (CPD) of our Internal Audit staff. Attend Provincial and District Internal Audit and Risk Management Forums
Trusted Advisor	The Internal Audit function value proposition cuts across all of the types of risks that the Municipality faces, including operational and strategic risks

Internal Audit Highlights

The 2023/2024 Revised Risk-Based Internal Audit Plan was presented to and approved by the Audit and Performance Audit Committee on 27 June 2023. An overview of the status of the internal audit work performed in terms of the approved internal audit plan for the fourth quarter of the 2023/2024 financial year is presented below:

Audit Ref	Audit Activity Planned	Status	Comments	Budgeted Hours	Actual Hours	Reason for Deviation
1st Quarter Audit Activities (July 2023 – September 2023)						
2022/23:001	2022/2023 Annual Stock Count Review	Completed	The Final Report Issued.	40	40	-
2023/24:002	2022/2023 Compliance review	Completed	The Final Report Issued.	200	200	-

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Audit Ref	Audit Activity Planned	Status	Comments	Budgeted Hours	Actual Hours	Reason for Deviation
2022/23:003	2022/2023 Annual Performance Management (SDBIP) Review	Completed	The Final Report Issued.	160	160	-
2023/24:004	2022/2023 Annual Financial Statements (AFS) High-Level Review	Completed	The Final Report Issued.	80	80	-
2022/23:005	Internal Audit Follow-Up Review	Completed	The Final Report Issued.	50	50	-
2nd Quarter Audit Activities (October 2023 – December 2023)						
2023/24:006	2023/24 1 st Quarter SDBIP Performance Review	Completed	The Final Report Issued.	80	80	-
2023/24:007	Governance Review	Completed	The Final Report Issued.	180	180	-
2023/24:008	Internal Audit Follow-Up Review	Completed	The Final Report Issued.	50	50	-
3rd Quarter Audit Activities (January 2024 – March 2024)						
2023/24:009	2023/24 2 nd Quarter SDBIP Performance Review	Completed	The Final Report Issued.	80	80	-
2023/24:010	2023/2024 Ageing and Inadequate Roads and Stormwater Review	Completed	The Final Report Issued.	180	180	-

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Audit Ref	Audit Activity Planned	Status	Comments	Budgeted Hours	Actual Hours	Reason for Deviation
2023/24:011	SCM Compliance and Procurement Review	Completed	The Final Report Issued.	210	210	-
2023/24:012	Risk Management Review	Completed	The Final Report Issued.	130	130	-
2023/24:13	Internal Audit Follow-Up Review	Completed	The Final Report Issued.	50	50	-
4th Quarter Audit Activities (April 2024 – June 2024)						
2023/24:014	2023/24 3 rd Quarter SDBIP Performance Review	Completed	The Final Report Issued.	80	80	-
2023/24:015	Land Evasions & Erection of Illegal Structures Review	Completed	The Final Report Issued.	180	180	-
2023/24:016	Internal Quality Assurance Review	Completed	The Final Report Issued.	40	40	-
2023/24:017	Internal Audit Follow-Up Review	Completed	The Final Report Issued.	50	50	-

Internal Audit Activities

Consulting Engagements:

- Ongoing Risk Management Support
- Ongoing Management Support
- Advisory Services Council portfolio committees

Ad Hoc Activities:

- Investigation of Electrical Metering: Properties on Abelia Street and Sneeuvloukkie Street in Swellendam
- Investigation of Duplicate Order Collection at SSK
- Investigation of Requisition Books and Goods Receive Notes for Completeness and Accuracy purposes.

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2.9 BY-LAWS AND POLICIES

Section 11 of the MSA gives a Council the executive and legislative authority to pass and implement by-laws and policies. Below is a list of all the by-laws developed and reviewed during the financial year:

By-laws developed/revised	Date adopted	Public Participation Conducted Before the adoption of policy Yes/No
Swellendam Coastal Access Land By-Law	27 March 2024	In process

By-laws Developed and Reviewed

Below is a list of all the policies developed and reviewed during the financial year:

Policies developed/ revised	Date adopted	Public Participation Conducted Prior to the adoption of policy Yes/No
Property Rates Policy	30 May 2024	Yes
Customer Care, Credit Control and Debt Collection Policy	30 May 2024	Yes
Bad Debt Write-off Policy	30 May 2024	Yes
UIF Expenditure Reduction Policy	30 May 2024	Yes
Tariff Policy	30 May 2024	Yes
Finance and Reserve Policy	30 May 2024	Yes
Budget Implementation on Monitoring Policy	30 May 2024	Yes
Banking, Cash Management and Investment Policy	30 May 2024	Yes
Supply Chain Management Policy	30 May 2024	Yes
Preferential Procurement Policy	30 May 2024	Yes
Asset Management Policy	30 May 2024	Yes
Petty Cash Policy	30 May 2024	Yes
Indigent Support Policy	30 May 2024	Yes
Borrowing Policy	30 May 2024	Yes
Restriction Policy	30 May 2024	Yes
Cost Containment Policy	30 May 2024	Yes
Audit- and Performance Audit Committee Charter	29 September 2023	No
Combined Assurance Policy Framework	29 September 2023	No
Risk Management Policy	30 May 2024	No
Risk Management Strategy	30 May 2024	No
Risk Management Implementation Plan	30 May 2024	No

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Policies developed/ revised	Date adopted	Public Participation Conducted Prior to the adoption of policy
		Yes/No
Fraud & Risk Management Committee Charter	30 May 2024	No
Anti-Corruption and Fraud Prevention Plan	30 May 2024	No
Anti-Corruption and Fraud Prevention Policy	30 May 2024	No
Anti-Corruption and Fraud Prevention Strategy	30 May 2024	No
Councillor Safety Plan	29 September 2023	Yes
Public Art Policy	27 February 2024	Yes
Emergency Housing Assistance Policy	21 November 2023	Yes
Placement Policy	27 June 2024	No
Integrated Waste Management Plan and the Organics Waste Diversion Plan	30 May 2024	In process
ICT Backup and Recovery Policy	29 June 2023	No
ICT Network Access and Monitoring Policy	29 June 2023	No
Cellular Phone and Data Policy	29 June 2023	Internal
ICT Security Controls Policy	29 June 2023	No
SSEG Policy and Application Guidelines	30 November 2023	Yes

Policies Developed and Reviewed

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2.10 COMMUNICATION

Local government has both a responsibility and legal obligation to ensure regular and effective communication with its communities. The Constitution of the Republic of South Africa, 1996, and other statutory enactments all impose this obligation on local government as well as require high standards of transparency, accountability, openness, participatory democracy and direct communication with its communities, to improve the lives of all.

Good customer care is of fundamental importance to any organisation and a successful communication strategy links the people to the municipality's programmes for the financial year.

Below is a communication checklist of compliance with regard to necessary communication requirements:

Communication activities	Yes/No	Date Approved/Completed
Communication Strategy	Yes	This was compiled in 2016 – must be reviewed
Communication Policy	No	To be reviewed with communication strategy
Functional and sufficient distribution of notices, and legal and financial information of concern to communities.	Yes	N/A

Communication Activities

Communication Channels Utilised

Channel	Yes/No
SMS system	Yes
Call system and WhatsApp	Yes
Facebook	Yes
Newspapers (Independent Media)	Yes
Public meetings	Yes
Sectoral meetings	Yes
Rate payers' meetings	Yes
Business Chamber meetings	Yes
Ward committee meetings	Yes
IDP public meetings	Yes
Press releases	Yes
Walk in meetings / in person meetings	Yes
Intergovernmental meetings	Yes

Additional Communication Channels Utilised

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2.11 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 S21A and B of the MSA as amended.

The website should serve 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 tool in terms of service offering, information distribution and public participation. It is a communication tool that allows for easy and convenient access to relevant information. The municipal website serves as an integral part of the municipality's communication strategy.

A new municipal website was developed and is in full operation. The website is well-maintained and administrated by the Office of the Municipal Manager.

The table below indicates the information and documents that are published on the municipality's website.

Description of information and/or document	Yes/No
Municipal contact details (Section 14 of the Promotion of Access to Information Act)	
Full Council details	Yes
Description of information and/or document	
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)	
Draft Budget	Yes
Adjusted Budget	Yes
Asset Management Policy	Yes
Customer Care, Credit Control & Debt Collection Policy	Yes
Indigent Policy	Yes
Investment & Cash Management Policy	Yes
Rates Policy	Yes
Supply Chain Management Policy	Yes
Tariff Policy	Yes
Virement Policy	Yes
Travel and Subsistence Policy	Yes
SDBIP	Yes
Budget and Treasury Office Structure	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	Yes
Supply Chain Management (Sections 14(2), 33, 37 & 75(1)(e) & (f) and 120(6)(b) of the	

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MFMA and Section 18(a) of the National SCM Regulation	
List of capital assets that have been disposed	Yes
Long-term borrowing contracts	Yes
SCM contracts above R30 000	Yes
Section 37 of the MFMA (Unsolicited Bids/Contracts)	Yes
Public invitations for formal price quotations	Yes
Reports (Sections 52(d), 71, 72 & 75(1)(c) and 129(3) of the MFMA)	
Annual Report	Yes
Oversight Reports	Yes
Mid-year Budget and Performance Assessment	Yes
Quarterly Reports	Yes
Monthly Budget Statement	Yes
Local Economic Development (Section 26(c) of the MSA)	
Description of information and/or document	Yes/No
Local Economic Development Strategy	No
LED Policy Framework	No
Economic Profile	No
LED Projects	No
Performance Management (Section 75(1)(d) of the MFMA)	
Performance agreements for employees appointed as per Section 57 of the MSA	Yes

Website Checklist

2.12 SUPPLY CHAIN MANAGEMENT (SCM)

B-BBEE Compliance Performance Information

Section 121(3)(k) of the MFMA indicates that the annual report of a municipality should include any other information as may be prescribed. The Broad-Based Black Economic Empowerment (B-BBEE) Act (Act 53 of 2003; as amended by Act 46 of 2013) read in conjunction with the B-BBEE Regulations of 2016 states in Section 13G (1) that all spheres of government, public entities and organs of state must report on their compliance with broad-based black economic empowerment in their Annual Financial Statements and Annual Reports. In accordance with the explanatory notice (Notice 1 of 2018) issued by the B-BBEE.

Commission the following tables provide details on the municipality's compliance with regard to broad-based black economic empowerment:

2.12.1 Management Control

Category	Number	Race Classification	Gender	Disability
Senior Management	4	1 Coloured 3 White	2 Female 2 Male	0

Management Control

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2.12.2. Skills Development

Category	Number	Race Classification	Gender	Disability	Total Amount Spend
Black employees	83	A; C	F - 16 M - 67	None	N/A
Black non-employees	None	N/A	N/A	N/A	N/A
Black people on internships, apprenticeships, learnership	13	A; C	F - 7 M - 6	N/A	2x National Treasury 2x Bank seta 9x LGSETA
Unemployed black people on any programme under the learning programme matrix	33	A; C	F - 21 M - 12	N/A	Services Seta NARYSEC & IETI
Black people absorbed at end of internships, apprenticeship, learner ships	2	A; C	F - 2	N/A	N/A

Skills development

2.12.3. Enterprise and Supplier Development

Enterprise and supplier development statistics are not available for the year under review.

CHAPTER 3 – ORGANISATIONAL PERFORMANCE

PERFORMANCE REPORT

This chapter provides an overview of the key service delivery achievements of the Municipality during 2023/24 in terms of the deliverables achieved compared to the key performance objectives and indicators in the Integrated Development Plan (IDP).

3.1 OVERVIEW OF PERFORMANCE WITHIN THE ORGANISATION

Performance Management is a planned process of directing, supporting, aligning and improving individual and team performance in enabling the sustained achievement of the municipality's objectives. It is also a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the municipality.

At the local government level performance management is institutionalized through the legislative requirements on the performance management process for Local Government. Performance management provides the mechanism to measure whether targets to meet its strategic goals, set by the organisation and its employees, are met.

3.1.1 Legislative Requirements

The Constitution of the RSA, Section 152, dealing with the objectives of local government paves the way for performance management with the requirements for an "accountable government". The democratic values and principles in terms of Section 195 (1) are also linked with the concept of performance management, with reference to the principles of inter alia:

- the promotion of efficient, economic and effective use of resources
- accountable public administration
- to be transparent by providing information
- to be responsive to the needs of the community
- to facilitate a culture of public service and accountability among staff

The Municipal Systems Act (MSA), 2000 requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act (MFMA) require the IDP to be aligned to the municipal budget and

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to be monitored for the performance of the budget against the IDP via the Service Delivery and the Budget Implementation Plan (SDBIP).

In addition, Regulation 7(1) of the Local Government: Municipal Planning and Performance Management Regulations, 2001 states that "A municipality's performance management system entails a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players." Performance management is not only relevant to the organisation but also to the individuals employed in the organisation as well as the external service providers and the Municipal Entities. The aspect of individual performance management is highlighted in the Local Government Municipal Staff Regulations and is detailed in the municipal Performance Management and Development policy.

In terms of Section 46(1)(a) of the MSA a municipality must prepare for each financial year a performance report reflecting the municipality's and any service provider's performance during the financial year, including comparison with targets of and with the performance of the previous financial year. The report must, furthermore, indicate the development and service delivery priorities and the performance targets set by the municipality for the following financial year and measures that were or are to be taken to improve performance.

3.1.2 Organisational Performance

Strategic performance indicates how well the Municipality is meeting its objectives and whether policies and processes are working effectively. All government institutions must measure and report on their strategic performance to ensure that service delivery is done in an efficient, effective and economical manner. Municipalities must therefore develop strategic plans and allocate resources for the implementation. The implementation of the plans must be monitored on an on-going basis and the results must be reported on during the financial year to various role-players to enable them to timeously implement corrective measures where required.

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This report highlights the strategic performance in terms of the Municipality's Top Layer SDBIP, high level performance in terms of the strategic objectives and performance on the National Key Performance Indicators as prescribed in terms of Section 43 of the MSA.

3.1.3 Performance Management System

a) Adoption of a Performance Management Framework

Council adopted a Performance Management Framework that drives performance management within the organisation. Performance management is the setting and measurement of desired outcomes and activities of the Municipality, the municipality's individual components and the staff who contribute to the achievement of its strategic vision. It is a multi-level process that starts with an overall strategy and cascades into individual performance management and appraisal. The framework has been reviewed to align with the new municipal staff regulations.

The Performance Management System is web based and provides for the assessment of performance to the lowest level. Senior Managers sign annual performance contracts and will be evaluated accordingly. The municipality aims to adhere to the staff regulations which state every employee is required to enter into a performance agreement, which is reviewed and signed annually.

Senior Manager's performance bonuses are linked to their performance agreements. Other staff members are not being additionally remunerated for their performance as it is a tool to measure service delivery. However, a reward and recognition structure will be implemented with guidance from Senior Management and Council.

b) The IDP and the Budget

The IDP and the budget for 2023/24 were approved by Council.

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The IDP process and the performance management process are integrated. The IDP fulfils the planning stage of performance management. Performance management, in turn, fulfils the implementation management, monitoring and evaluation of the IDP.

In compliance with the policy and legislation, the mayor approved the Top Layer SDBIP on **28 June 2023**. The Top Layer SDBIP indicators are aligned with the budget, which was prepared in terms of the reviewed IDP. The indicators in the Top Layer SDBIP include indicators prescribed by legislation, indicators that will help to achieve the objectives adopted in the IDP and indicators that measure service delivery-related responsibilities. The actual performance achieved in terms of the Key Performance Indicators (KPIs) was reported quarterly. The indicators and targets were adjusted after the finalisation of the previous year's budget and mid-year budget assessment. The Top Layer SDBIP was revised with the Adjustments Budget in terms of Section 26 (2)(c) of the Municipal Budget and Reporting Regulations and an amended Top Layer SDBIP was approved by the Council with each round of adjustments.

The performance agreements of the senior managers were compiled and revised in terms of the SDBIP indicators, as well as the portfolio of evidence that supports the actual targets reported.

c) Actual Performance

The Municipality utilise 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
- All performance comments
- Actions to improve the performance in alignment with the designated target, 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.

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3.1.4 Monitoring of the Service Delivery Budget Implementation Plan

Municipal performance was measured in the following way:

- Quarterly reports were submitted to the Council concerning the actual performance in terms of the Top Layer SDBIP
- The mid-year assessment was completed along with the submission of the mid-year report to the mayor in terms of Sections 72(1)(a) and 52(d) of the MFMA to assess the performance of the Municipality during the first half of the financial year.

a) Organisational Performance

The organisational performance is monitored and evaluated via the SDBIP and the performance process can be summarised as follows:

- The mayor approved the Top Layer SDBIP on **28 June 2023** and the information was loaded on the electronic web-based system.
- The web-based system routinely sends automated e-mails to the users of the system as a reminder to all staff responsible for updating their actual performance against KPIs targets by the 15th of every month for the previous month's performance.
- The performance agreements of the senior managers are aligned with the approved Top Layer SDBIP.

b) Municipal Manager and Managers Directly Accountable to the Municipal Manager

The MSA prescribes that the municipality must enter into performance-based agreements with all Section 57-employees and that performance agreements must be reviewed annually. This process and the format are further regulated by Regulation 805 (August 2006). The performance agreements for the Municipal Manager and applicable directors for the 2023/24 financial year were signed within the timeframes

The formal appraisal of the actual performance took place in June 2024, after the approval of the Annual Report.

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

Panel for the Municipal Manager	Panel for all Managers Directly Accountable to the Municipal Manager
• Executive Mayor	• Municipal Manager
• Deputy Mayor	• Portfolio Councillor
• Chairperson of the Audit Committee	• Chairperson of the Audit Committee
• External Municipal Manager	• External Municipal Manager
• Ward Committee Member	

Senior Management Performance Evaluation Panel

3.2 INTRODUCTION TO STRATEGIC AND MUNICIPAL PERFORMANCE FOR 2023/24

This section provides an overview of the key services achievements of the Municipality that came to fruition during 2023/24 in terms of the deliverables achieved against the strategic objectives of the IDP.

3.2.1 Strategic Service Delivery Budget Implementation Plan (Top Layer)

This section provides an overview on the achievement of the municipality in terms of the strategic intent and deliverables achieved as stated in the IDP. The Top Layer SDBIP assists with documenting and monitoring of the Municipality's strategic plan and shows the strategic alignment between the IDP, Budget and Performance plans.

In the section below the performance achievements are illustrated against the Top Layer SDBIP KPI's applicable to 2023/24 in terms of the IDP strategic objectives.

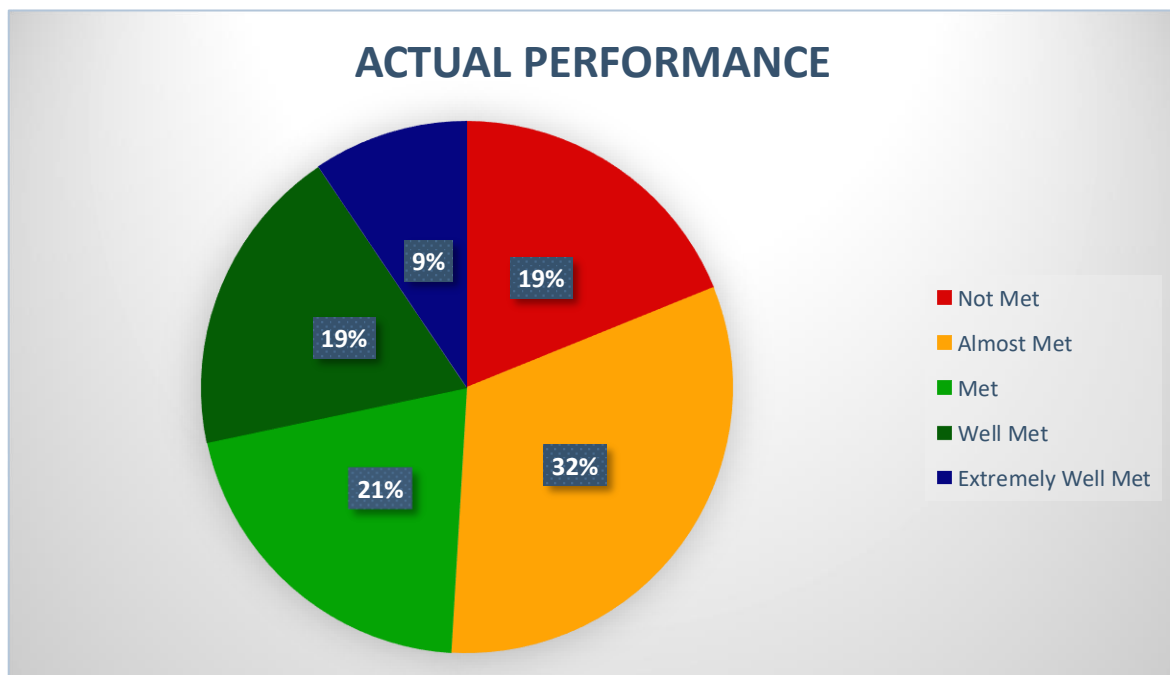
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The figure below explains the method by which the overall assessment of the actual performance against the targets set for the key performance indicators (KPI's) of the

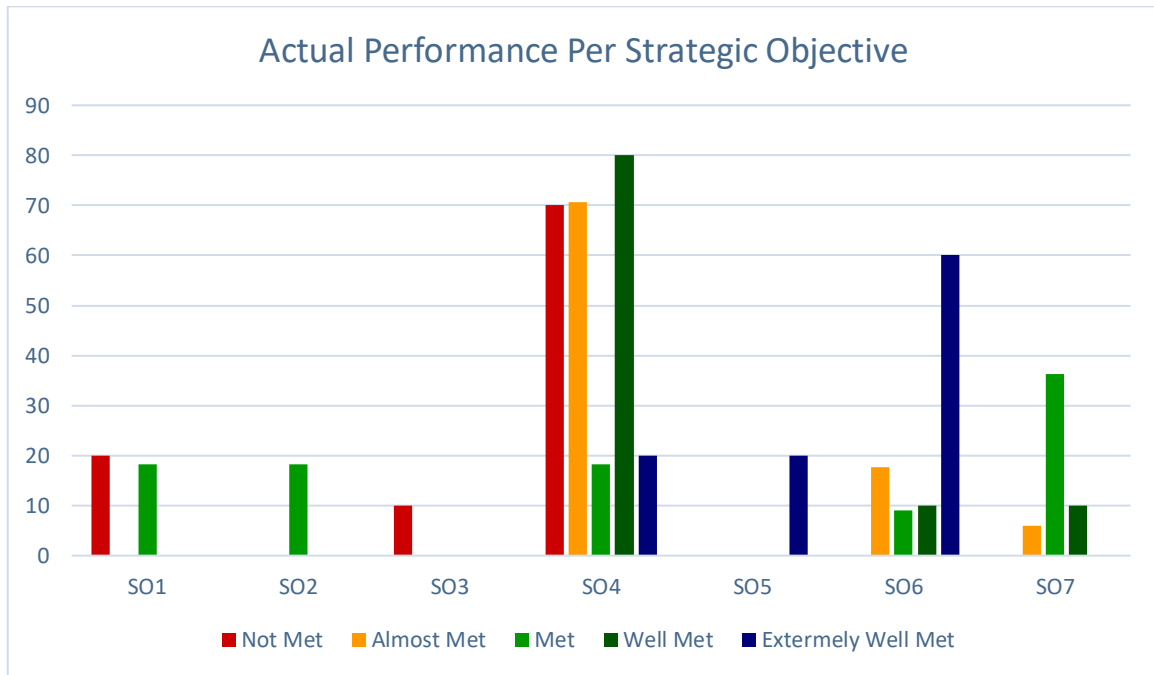
					
KPI met	KPI well met	KPI extremely well met	KPI not yet measured	KPI not met	KPI almost met
Explanation : Actual/Target = 100%	Explanation : Actual/Target > 100%	Explanation : Actual/Target > = 150%	Explanation : KPI's with no targets or actuals in the selected period	Explanation : 0% > = Actual/Target < 75%	Explanation : 75% > = Actual/Target < 100%

Table 3: SDBIP Measurement Criteria

The overall performance results achieved by the Municipality in terms of the Top Layer SDBIP per Strategic Objective are indicated in the tables and graphs below:



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Top Layer SDBIP Actual Performance per Strategic Objective

Actual strategic performance for 2023/24 per strategic objective and corrective measures that will be implemented:

Category	SO1	SO2	SO3	SO4	SO5	SO6	SO7	Total
	To create a capacitated, people centred institution	To create a safe and healthy living environment	To develop integrated and sustainable settlements with the view to correct spatial imbalances	To enhance access to basic services and address maintenance backlogs	To enhance economic development with focus on both first and second economies	To improve financial viability and management	To promote good governance and community participation	
Not Met	2	0	1	7	0	0	0	10
Almost Met	0	0	0	13	0	3	2	18
Met	2	2	0	1	0	1	4	10
Well Met	0	0	0	8	0	1	1	10
Extremely Well Met	0	0	0	1	1	3	0	5
	4	2	1	30	1	8	7	53

Top Layer SDBIP Per Strategic Objective

Not Met: About half of the KPI's that were not met was, was due to delays in procurement processes (Appeals), however, roll-overs were approved. Projects will also be monitored at Risk Management Meetings.
The other KPI's included the issues on unaccounted water and employee related information, where reasons and corrective actions were included in the APR.

Almost Met: More than half of the KPI's that were almost met, were due to the revision of indigent applications. A re-application process was followed where the indigents were requested to re-apply to obtain record of their applications. This was reconciled with the records as reported.
The other KPI's that were almost met relates to the Annual Report that was submitted late due the Audit that were finalised later than the targeted date.

NB! It is also important to note that the riots took place during August 2023 and September 2024 which had a direct impact on the Municipality's operations as well as projects.

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
Strategic Objective: To promote good governance and community participation												
TL1	Compile the Risk Based Audit Plan (RBAP) and submit to the Audit Committee by 30 June 2024	RBAP submitted to the Audit Committee by 30 June 2024	All	1	0	0	0	1	1	1	G	
TL2	90% of the RBAP for 2023/24 implemented by 30 June 2024 {(Number of audits and tasks completed for the period /Number of audits and tasks identified in the RBAP) x 100}	% of the RBAP implemented by 30 June 2024	All	95%	15%	40%	60%	90%	90%	94%	G2	
TL3	Compile and submit the 2 nd review of the final IDP for the 2024/25 financial year to Council by 31 May 2024	IDP compiled and submitted to Council	All	1	0	0	0	1	1	1	G	
TL4	Compile and submit the final IDP for 2023/24 financial year to Council by 31 May 2024	Council item on final IDP for 2023/24 tabled to Council by 31 May 2024	All	1	0	0	1	N/A	1	1	G	Comment KPI was removed by Council on 27 Feb 2024

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
TL5	Submit the draft Annual Report for 2022/23 in terms of the MFMA to Council by 31 January 2024	Draft report submitted to Council by 31 January 2024	All	1	0	0	1	0	1	1	○	Draft AR was tabled on 27 March 2024 due to the delay of the External Audit. Reasons were provided to oversight bodies.
TL6	Approve the Annual Report in terms of MFMA within two months after submission of draft	Annual Report approval within 2 months of draft submission	All	1	0	0	1	0	1	1	○	The AR was tabled and approved by Council in May 2024. Reasons were provided to oversight bodies.
Strategic Objective: To create a capacitated, people-centred institution												
TL7	Complete the annual risk assessment and submit to the Audit Committee by 30 June 2024	Completed risk assessment submitted to the Audit Committee	All	1	0	0	0	1	1	1	G	
Strategic Objective: To enhance access to basic services and address maintenance backlogs												

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
TL8	Number of residential properties that receive piped water that is connected to the municipal water infrastructure network as at 30 June 2024	Number of residential properties which are billed for water or have pre-paid meters as at 30 June 2024	All	6 711	0	6 629	0	6 629	6 629	6 425	○	Council resolved that informal settlements do not automatically qualify for indigent support. Basic charges were subsequently removed from accounts. Targets to be updated in line with criteria that were set (downwards)
TL9	Number of residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering and excluding Eskom areas) as at 30 June 2024	Number of residential properties which are billed for electricity or have pre-paid meters (Excluding Eskom areas) as at 30 June 2024	All	6 975	0	6 598	0	6 598	6 598	6 812	G2	

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
TL10	Number of residential properties connected which have access to a sewerage network or septic tank irrespective of the number of water closets (toilets) as at 30 June 2024	Number of residential properties which are billed for sewerage as at 30 June 2024	All	6 394	0	6 560	0	6 560	6 560	6 575	G2	
TL11	Number of residential properties for which refuse is removed once per week as at 30 June 2024	Number of residential properties which are billed for refuse removal as at 30 June 2024	All	6 210	0	6 200	0	6 200	6 200	6 555	G2	
TL12	Provide access of 6kl free basic water to indigent and poor households in terms of the approved indigent policy	Number of registered indigent and poor households receiving or that have access to free basic water	All	2 339	0	2 291	0	2 291	2 291	2 228	○	Refer to comments under TL 8
TL13	Provide access of 50kwh free basic electricity to indigent households in terms of the approved indigent policy	Number of registered indigent households receiving electricity	All	2 023	0	1 967	0	1 967	1 967	1 928	○	Refer to comments under TL 8

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							
					Target					Actual	R	Corrective Measures
					Q1	Q2	Q3	Q4	Annual			
TL14	Provide access of 20kwh free basic electricity to poor households in terms of the approved indigent policy	Number of registered poor households receiving or that have access to free basic electricity	All	316	0	324	0	324	324	300	○	Refer to comments under TL 8
TL15	Provide free basic sanitation to indigent households in terms of the approved indigent policy	Number of registered indigent households receiving free basic sanitation	All	2 023	0	1 967	0	1 967	1 967	1 928	○	Refer to comments under TL 8
TL16	Provide discounted basic sanitation to poor households in terms of the approved indigent policy (50% discount)	Number of registered poor households receiving discounted basic sanitation	All	316	0	324	0	324	324	300	○	Refer to comments under TL 8
TL17	Provide free basic refuse removal to indigent households in terms of the approved indigent policy	Number of registered indigent households receiving free basic refuse removal	All	2 023	0	1 967	0	1 967	1 967	1 928	○	Refer to comments under TL 8

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
TL18	Provide discounted basic refuse removal to poor households in terms of the approved indigent policy (50% discount)	Number of registered poor households receiving free basic refuse removal	All	316	0	324	0	324	324	300	○	Refer to comments under TL 8
Strategic Objective: To improve financial viability and management												
TL19	Spend 90% of the municipality's capital budget actually spent by 30 June 2024 {(Amount actually spent on capital projects/ Amount budgeted for capital projects) x100}	% of capital budget spent by 30 June 2024	All	67.59%	0%	20%	40%	90%	90%	69.83%	○	Several SCM appeals were received which caused a delay in the procurement processes. Procurement processes to be strengthen. Projects will also be quarterly monitored by FARMCO.

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24								
					Target					Actual	R		Corrective Measures
					Q1	Q2	Q3	Q4	Annual				
TL20	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2024 {(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant) x 100	Debt to revenue as at 30 June 2024	All	9.15%	0%	0%	0%	25.30%	25.30%	7.96%	B		
TL21	Financial viability measured in terms of the outstanding service debtors as at 30 June 2024 {(Total outstanding service debtors/ revenue received for services) x 100}	Service debtors to revenue as at 30 June 2024	All	8.31%	0%	0%	0%	18%	18%	9.03%	B		

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
TL22	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June 2024 {(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))	Cost coverage as at 30 June 2024	All	5.18	0%	0	0	1.80	1.80	3.43	B	

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24								
					Target					Actual	R	Corrective Measures	
					Q1	Q2	Q3	Q4	Annual				
Strategic Objectives: To enhance access to basic services and address maintenance backlogs													
TL23	Limit unaccounted for water to less than 25% by 30 June 2024 {(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified x 100}	% unaccounted for water by 30 June 2024	All	28.50%	0%	25%	0%	25%	25%	29.1%	R	Meters not reading accurately, leakages, infrastructure issues, illegal connection and water management issues. Replacement of water meters. Leak detection and repairs. Monitoring. Implement pressure Management, public awareness.	
TL24	Limit unaccounted for electricity to less than 12% by 30 June 2024 {(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and/or generated) x100}	% unaccounted for electricity by 30 June 2024	All	8.95%	0%	12%	0%	12%	12%	9.08%	B		

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							R	Corrective Measures
					Target					Actual			
					Q1	Q2	Q3	Q4	Annual				
Strategic Objective: To improve financial viability and management													
TL25	Achieve a debtors payment percentage of 95% by 30 June 2024 {(Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue} x 100}	Debtors' payment percentage as at 30 June 2023	All	97.40%	95%	95%	95%	95%	95%	97,10%	G2		
TL26	Approve an action plan to address all the issues raised in the management letter of the Auditor-General by 31 March 2024	Action plan approved by the MM by 31 March 2024	All	1	0	0	1	0	1	1	O	OPCAR was approved by MM & Council in June 2024 due to the delay in the audit. The delay was communicated to relevant oversight bodies (including the APAC).	

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
TL27	Achieve an Unqualified Audit Opinion for the 2022/23 financial year	Unqualified Audit Opinion Achieved	All	1	0	1	0	0	1	1	○	Unqualified with Findings Audit Opinion. OPCAR to be implemented.
TL50	Submit annual financial budget by 31 May 2024 to Council	Submission of annual financial budget to Council by 31 May 2024	All	1	0	0	0	1	1	1	G	
Strategic Objective: To create a capacitated, people-centred institution												

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
TL28	The number of people from employment equity target groups employed in the three highest levels of management in compliance with the equity plan by 30 June 2024	Number of people employed from the equity target groups in the three highest levels of management	All	1	0	0	0	1	1	0	R	Management refers to the MM, Directors & Snr Management Only the Director: Infrastructure Services was vacant and is still. Will be considered in 2024/25
TL29	The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June 2024 {(Actual amount spent on training/total personnel budget) x100}	% of the personnel budget spent on implementing the workplace skills plan	All	0.09%	0%	0%	0%	0.50%	0.50%	0.19%	R	Only R280k was budgeted and R268k was spent for Training. Budget will adjusted i.e. target set.
TL30	Limit quarterly vacancy rate to less than 10% of funded posts {(Number of funded posts vacant / number of funded posts) x100}	% quarterly vacancy rate	All	7.40%	10%	10%	10%	10%	10%	10.08%	G	

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							
					Target					Actual	R	Corrective Measures
					Q1	Q2	Q3	Q4	Annual			
Strategic Objectives: To enhance economic development with focus on both first and second economies												
TL31	Create temporary work opportunities in terms of EPWP by 30 June 2024	Number of temporary work opportunities created	All	221	45	55	55	55	210	292	B	
Strategic Objective: To create a safe and healthy living environment												
TL32	Review the Spatial Development Framework and submit to Council for consideration by 31 May 2024	SDF review and submitted to Council for consideration	All	1	0	0	0	1	1	1	G	
Strategic Objective: To enhance access to basic services and address maintenance backlogs												
TL33	Spend 90% of the roads and stormwater maintenance (excluding general vehicles-streets) budget by 30 June 2024 {(Actual expenditure on maintenance divided by the total approved maintenance budget) x100}	% of the maintenance budget spent	All	92.57%	10%	30%	60%	90%	90%	90.30%	G	

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
TL34	Spend 90% of the electricity maintenance (excluding general vehicles-electricity) budget by 30 June 2024 {(Actual expenditure on maintenance divided by the total approved maintenance budget) x100}	% of the maintenance budget spent on the electricity maintenance votes	All	88.16%	10%	30%	60%	90%	90%	93.90%	G2	
TL35	Spend 90% of the waste water maintenance (excluding general vehicles-sewerage network & general vehicles sewerage administration) budget by 30 June 2024 {(Actual expenditure on maintenance divided by the total approved maintenance budget) x100}	% of the maintenance budget spent on the waste maintenance votes	All	39.86%	10%	30%	60%	90%	90%	34.46%	R	Lack of personnel & Training and no service provider appointed. Tender process was followed and a service provider was appointed.

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
TL36	Spend 90% of the water maintenance (excluding general vehicles-water purification, general vehicles-irrigation water & vehicle costs-water dams) budget by 30 June 2024 {(Actual expenditure on maintenance divided by the total approved maintenance budge	% of the maintenance budget spent on the water maintenance votes	All	70.39%	10%	30%	60%	90%	90%	73.67%		Lack of personnel & Training and no service provider appointed. Tender process was followed and a service provider was appointed.
TL37	Spend 95% of the MIG funding allocated for completion of projects by 30 June 2024 {(Actual expenditure on MIG funding received divided by the total MIG funding received) x100}	% of MIG funding received spent	All	93.51%	0%	40%	60%	95%	95%	100%	G2	

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
TL38	Spend 95% of the capital budget allocated for the upgrade of the Railton Bulk water Reticulation program by 30 June 2024 {(Actual capital expenditure on the project divided by the total approved capital budget for the project) x100}	% of the capita budget spent for the upgrade of the Railton Bulk Water Reticulation program by 30 June 2024	All	0.00%	0%	10%	40%	95%	95%	91.41%	○	Project was completed. Saving incurred.
TL39	Spend 95% of the capital budget allocated for the Railton Upgrading of Gravel Roads and Stormwater Phase 3 by 30 June 2024 {(Actual capital expenditure on the project divided by the total approved capital budget for the project) x100}	% of the capital budget spent for the Railton Upgrading of Gravel Roads and Stormwater Phase 3 by 30 June 2024	All	New	0%	10%	40%	95%	95%	0,00%	R	Procurement started in January 2024. Funding will be roll-over to 2024/25 Financial year.

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
TL40	Spend 95% of the capital budget allocated for the Rehabilitation of a section of Van Riebeeck Street in Barrydale by 30 June 2024 {(Actual capital expenditure on the project divided by the total approved capital budget for the project) x100}	% of the capital budget spent from amount allocated for the Rehabilitation of Van Riebeeck Street in Barrydale by 30 June 2024	All	New	0%	10%	40%	95%	95%	29.36%	R	Procurement started in January 2024. Funding will be roll-over to 2024/25 Financial year
TL41	Spend 90% of the capital budget allocated for the upgrade of Bakenskop and Railton Pumpstation by 30 June 2024 {(Actual capital expenditure on the project divided by the total approved capital budget for the	% of the budget spent in respect of the upgrade of Bakenskop and Railton pump station by 30 June 2024	All	0%	0%	10%	40%	90%	90%	99.40%	G2	

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
TL42	Spend 95% of the capital budget allocated for the Electrification of housing project 950 erven by 30 June 2024 {(Actual capital expenditure on the project divided by the total approved capital budget for the project) x100}	% of the capital budget spent, allocated for the electrification of housing project (950 units)	All	New	0%	10%	40%	95%	95%	99.99%	G2	
TL43	Spend 90% of the capital budget allocated for the construction of a new Silo at the wastewater Pump Station by 30 June 2024 {(Actual capital expenditure on the project divided by the total approved capital budget for the project) x100}	% of the capital budget spent allocated for the construction of a new Silo waste water Pump station by 30 June 2024	All	0%	0%	10%	40%	90%	90%	7.49%	R	SCM process started late. The tender process was completed and a contractor was appointed, hence an appeal process started. An appeal process pending. Funding to be rolled over to 2024/2025.

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
TL44	Spend 90% of the capital budget allocated for the Fencing of the Bontebok Landfill site by 30 June 2024 {(Actual capital expenditure on the project divided by the total approved capital budget for the project) x100}	% of the capital budget spent for fencing of the Bontebok Landfill site	All	0%	0%	10%	40%	90%	90%	72.28%	○	Project completed. Saving incurred.
TL45	Spend 95% of the capital budget allocated for the Rehabilitation of roads in Industrial Area (RRAMS priority list) by 30 June 2024 {(Actual capital expenditure on the project divided by the total approved capital budget for the project) x100}	% of the capital budget spent i.e. Rehabilitation of roads in Industrial area by 30 June 2024	All	New	0%	10%	40%	95%	95%	19.33%	R	Procurement started in January 2024. Funding will be roll-over to 2024/25 Financial year

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
TL46	95% microbiological quality level achieved for water as per SANS 241	% microbiological water quality level achieved as per SANS 241 criteria	All	96.70%	95%	95%	95%	95%	95%	92.62%	○	The KPI reflects the average performance for 2023/24, hence insufficient chlorine dosage was used. The baseline chlorine dosage was raised.
Strategic Objective: To create a safe and healthy living environment												
TL47	Review the Disaster Management Plan and submit to Council by 31 May	Disaster Management Plan reviewed and submitted to Council	All	1	0	0	0	1	1	1	⬆	
Strategic Objective: To develop integrated and sustainable settlements with the view to correct spatial imbalances												
TL48	Review the Human Settlements Pipeline and submit to Council by 30 June 2024	Human Settlements Plan reviewed and submitted to Council	All	0	0	0	0	1	1	0	⬇	Die pipe line was approved by Council and incorporated within the IDP as approved by Council in May 2024. No separate plan devised.

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24							Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Annual			
Strategic Objective: To promote good governance and community participation												
TL49	Develop Phase I of the draft Integrated Waste Management Plan and submit to Director by 30 June 2024	Phase I of the draft Integrated Waste Management Plan developed and submitted to Director	All	1	0	0	0	1	1	1	G	
Strategic Objective: To enhance access to basic services and address maintenance backlogs												
TL51	Spend 90% of the capital budget allocated for installation of Chlorination system WTW by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project	% of the budget spent in respect of the installation of Chlorination system WTW by 30 June	All	New KPI	N/A (KPI added by Council on 27 February 2024)			90%	90%	68.24%	O	Installation of services could not take place as equipment was ordered from abroad and did not arrive timely. Roll-over of funding was obtained and contractors are in process of completing the project.

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2022/23	Overall Performance 2023/24						Corrective Measures	
					Target					Actual		R
					Q1	Q2	Q3	Q4	Annual			
TL52	Spend 95% of the capital budget allocated for the upgrade of Barrydale Bulk Water Supply (Phase 2) by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project) x100}	% of the budget spent by 30 June	All	55.60%	N/A (KPI added by Council on 27 February 2024)			90%	95%	95.94%	G2	
TL53	Spend 90% of the capital budget allocated for the Rietkuil reservoir and supply link by 30 June {(Actual capital expenditure on the project divided by the total approved capital budget for the project	% of the budget spent by 30 June	All	New KPI	N/A (KPI added by Council on 27 February 2024)			90%	90%	7.78%	R	Due to the riots in August and September 2023, the project implementation was delayed as all attention was placed on dealing with the aftermath of the riots. Tender process was followed and a service provider was appointed

3.2.2 Service Providers 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 to or for the benefit of the local community
- means an external mechanism referred to in Section 76(b) which provides a municipal service for a municipality
- 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.

During the year under review, the Municipality did not appoint any service providers who provided a municipal service to or for the benefit of the local community on behalf of the Municipality and therefore this report contains no such details. All other contract appointments are regularly monitored and ensured, that the requirements of the contract are complied with.

3.2.3 Municipal Functions

a) Analysis of Functions

The following table indicates the functional areas that the Municipality are responsible for in terms of the Constitution:

Municipal Function	Municipal Function (Yes/ No)
Constitution Schedule 4, Part B functions:	
Air pollution	No
Building regulations	Yes

Municipal Function	Municipal Function (Yes/ No)
Constitution Schedule 4, Part B functions:	
Child care facilities	No
Electricity and gas reticulation	No
Firefighting services	No
Local tourism	Yes
Airports	No
Municipal planning	Yes
Municipal health services	No
Municipal public transport	Yes
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	No
Pontoons, ferries, jetties, piers and harbors, excluding the regulation of international and national shipping and matters related thereto	No
Stormwater management systems in built-up areas	Yes
Trading regulations	Yes
Water and sanitation services are limited to potable water supply systems and domestic waste-water and sewage disposal systems	Yes
Constitution Schedule 5, Part B functions:	
Beaches and amusement facilities	Yes
Billboards and the display of advertisements in public places	Yes
Cemeteries, funeral parlors 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

Municipal Function	Municipal Function (Yes/ No)
Constitution Schedule 4, Part B functions:	
Fencing and fences	Yes
Licensing of dogs	Yes
Licensing and control of undertakings that sell food to the public	No
Local amenities	Yes
Local sport facilities	Yes
Markets	No
Municipal abattoirs	No
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Pounds	No
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

Functional Areas

Component A: Basic Services

This component includes basic service delivery highlights and challenges, includes details of services provided for water, wastewater (**sanitation**), **electricity**, **waste management**, **housing services** and a **summary of free basic services**.

3.3 WATER PROVISION



3.3.1 Introduction to Water Services

The status of the provision of water infrastructure as key municipal service for each of the towns, villages and hamlets in the municipal area is as follows:

Swellendam

- Swellendam – Klippe River water source feeding from surface drainage from the mountain are the main water source for the town of Swellendam.
- Water is extracted from the source via a small informal weir into a 600 mm diameter pipe and then into an open furrow to the Grootkloof Dams.
- Swellendam raw water surplus from the catchment that cannot immediately be treated, is routed to three conservancy storage dams, namely Grootkloof 1, 2 and 3.
- An additional conservancy storage dam (Grootkloof 4) will be needed to be constructed in the near future to accommodate future growth and increasing consumption, or an alternative source. Investigations are being conducted by consulting engineers into

alternative sources of water for Swellendam town. Buffeljags Dam, as well as the Breede river are some of the possibilities being investigated.

- Existing Grootkloof 3 enlargement may be an option if a large enough foot print can be obtained.
- Five reservoirs are available in Swellendam to provide storage capacity for potable water. These storage capacities are inadequate for the planned sub economical housing in Railton and the growth and the development of Swellendam.
- Water pressure fluctuation and reticulation capacity contributing to malfunctioning in the quality of the water supply in the Bakenskop supply area in Swellendam and a second reservoir need to be constructed for the proposed development area to ensure quality of water supply. The average water pressure is 5.2 bar.
- The bulk and bulk link water infrastructure is inadequate for new developing nodes and the completion of various ring feeds in the network will improve water distribution management.
- On the 5th of December 2022, a Consultant was appointed for another section of this pipeline, which included the main Raw water Pumpstation in the Hermitage, North of Swellendam. The contractor for the civil engineering works, which included the 700-meter pipeline of 500 mm diameter and the pumpstation building and several valve chambers was appointed 12 June 2023 – a contract value of R9,99354-00. This section of pipeline and the Hermitage pump station was completed, May 22nd 2024.
- The contract for the Mechanical work was appointed to upgrade the pump and electrical switchgear in the new pumpstation to the value of R5,880917-00 was completed, May 22nd 2024.
- A generator was installed at the new Hermitage raw water Pump Station.

Barrydale

- Barrydale– The Huis River is the main water source for both potable, domestic irrigation and agricultural water for the town of Barrydale via the catchment channel. This channel was upgraded last as Phase 1 of the upgrading of the Water Works in Barrydale
- The Municipality has a water right from the Huisrivier via a channel and must pay for the extraction to Department of Water and Sanitation.
- Purified water is stored in two separate reservoirs.
- Two dams are reserved for the overflow water for domestic irrigation water.
- The use of boreholes as another sources of drinking water was investigated, but is not feasible at this stage.

- Phase 2 of the Upgrade of the Barrydale waterworks was initiated. The project is funded by WSIG. The municipality received project funding for the project to an amount of R 13 644 000 (including VAT) over the 2021/22 and 2022/23 financial years. An amount of R 3 237 733.00 (including VAT) is committed to the Indirect Costs and R 9 785 298.07 (Including VAT & 2% Contingencies) for the Direct Costs. The surplus to the grant funding is R 620 968.93 (including VAT). The municipality to commit the surplus to the Direct Costs in terms of Contingencies.
- Barrydale Water Phase 2A includes for the construction of the water treatment plant office and plant building as well as the Witdam pump station. It also includes the internal water pumps and dosing pumps, was completed.
- The original contract (Barrydale Water Phase 2A) was signed on the 22 April 2022. The site was handed over to the contractor on 18th May 2022. This contract was completed and the next phase in upgrading the Water treatment plant was implemented. It is a resumption of the same Contract awarded to *SC Housing (Colarossi)* for construction of Phase 2. This Portion of the work is now Phase 2 Portion 2.
- The work being carried out under this Phase / portion essentially comprises the construction of the *Clearwell* and *Filters*. This is a concrete structure being built between the pre-existing Clarifier and the recently constructed Plant building, that was built under Phase 2 Portion 1 of the Contract.

Suurbraak

- The water source for Suurbraak is located at the origin of a tributary of the Buffeljags River up in the Langeberg Mountain
- No storage facility for raw water, before treatment, is available.
- The purified water is pumped to four small reservoirs in the reticulation system for Suurbraak. This reservoir capacity was supplemented with an additional 150 kilolitres of steel water tank on a water tower.
- The water reticulation system could not be extended to even north of the Buffeljags River as no funding is available for such infrastructure.
- The raw water pumpstation was upgraded as well as the roads leading to the station.

Rietkuil

- Rietkuil – the small holding area known as Rietkuil, is an agricultural farming area where the owners informally reticulate water amongst themselves. The potable water is supply come from the Overberg Water Board.

- The Overberg Water Board for the 2020/21 financial year included Duivenhoks replacement of Asbestos pipes on central mains at Duivenhoks, replacement/upgrade of rising main at Ruensveld East, replacing blowers and buoy additional standby blowers and additional standby pump sets. This will improve the water supply to Rietkuil, once the project is completed
- The Swellendam Municipality applied for funding from the Municipal Water Resilience Grant for the establishment and upgrading of drinking water infrastructure at Rietkuil. The funding must be spent in the 2023/2024 financial year.
- Swellendam Municipality has identified the following items that need to be addressed as part of the upgrade of the water infrastructure.
- Design and construction of new reservoir(s).
- Installation of new bulk supply line.
- A consultant visited Rietkuil on 13 February 2024. It was recommended that a new platform be constructed to accommodate 10 x 10 000 l and thereby increasing the existing storage sufficiently. The platform will also allow for a new pump and valve chamber as well as new solar panels.
- The existing pipe system will be replaced by a new more efficient system and connected to the pumps located next to the tanks.
- The existing pump will be replaced with a duty and standby solar pump system capable of pumping to the tanks at set one with adequate flow and head to fill these tanks. A pump and valve chamber will be constructed for the new pumps and controls. The installation will also be equipped with a telemetry system to control and monitor the intake and distribution of the water.
- The total cost is estimated at R 1,999, 150. The tender has been awarded.

Buffeljagsrivier

- The village of Buffeljagsrivier obtains its water from an open irrigation water channel from the Buffeljags Dam.
- The water is treated (only for the village) in the Water Treatment Plant at Buffeljagsrivier, is then stored in two reservoirs for distribution; the reservoir capacity is adequate for the current households.
- Water Treatment Works has been upgraded 2016 and a second reservoir has been constructed in 2015. Several minor upgrades were done to the Water Treatment plant, during the current year to ensure good water quality.

- The capacity of the current water storage facilities(reservoirs) is sufficient to accommodate the residents of the village and the capacity of the Water Treatment Works was upgraded. The Buffeljags water treatment works was operating well within its design capacity.
- The treated water and reticulation water samples were sampled monthly and analysed according to SANS 241-1:2015.

Infanta.

- Water supply for domestic and other uses are provided by the residents themselves, either by means of rainwater collection or from boreholes.
- Water treatment is done individually by the owners for domestic consumption.
- No municipal water provision service is currently rendered to the area.
- A borehole water supply is used for municipal ablution facility in Infanta.
- The lack of bulk and bulk link water infrastructure for domestic consumption is restricting the further development of the village.

Malgas and “Nuwe Dorp”

- Some of the properties in the village have access to potable water supplied by the Overberg Water Board, while others make use of water sources such as rainwater collection, ground water from boreholes or water pumped directly from the Breede River.
- No municipal water provision service is rendered to the village of Malgas.
- Long term solutions for the supply of potable water are not classified as a priority. The lack of available water supply for domestic consumption is restricting the further development of the village.
- Swellendam Municipality supply purified drinking water to (SANS 241 quality standards) to Nuwedorp Malagas (a private property), as well as water (non-potable) for flushing purposes in ablution facilities at the Moddergat Infanta, Kabeljou bank and Aasbank.

Stormsvlei

- Water supply for domestic and other uses are provided by residents themselves, by means of rainwater collection, from boreholes or water pumped directly from the Sonderend River.

Other rural areas

- The Overberg Water Board is the main supplier of potable water to the rural areas. On agricultural holdings rivers and groundwater sources provide water for irrigation and agricultural purposes.
- The largest dam in the Swellendam municipal area is the Buffeljags Dam, with a storage capacity of 5 370 thousand million cubic meters of water with no bulk link infrastructure that can be used as a formal water supply. Negotiation is present underway for a possible supply of raw water from this facility to Swellendam town.

3.3.2 Highlights: Water Services

The table below specifies the highlights for the year:

Highlights	Description
Installation of additional equipment at Buffeljags Water Treatment Works	The addition of small upgrades to the Water Treatment Works was the last part of the upgrade to ensure good water quality.
Swellendam Water Treatment Works	• The contract for the Mechanical work was appointed to upgrade the pump and electrical switchgear in the new pumpstation to the value of R5,880917-00 was completed, May 22nd 2024. • The New Hermitage Raw Water pump Station was completed, included the 700-meter pipeline of 500 mm diameter
Microbiological quality level achieved for water	95% microbiological quality level achieved for water as per SANS 241 for all towns.
Barrydale Bulk Water -Upgrade of Water Treatment Works	Upgrade of Water Treatment Works- commence and is still in progress. The Barrydale waterworks upgrade continues with the construction of the <i>Clearwell</i> and <i>Filters</i>.
Pumps and various small plant maintenance	Repair and maintenance
Swellendam (Railton) Bulk Water Reticulation, Purification and Distribution	Upgrade rising water main - PVC water pipeline 355 ø mm (350 meter) and 60 meter of 250 mm pipe between Railton pump station and Railton reservoirs as well as upgrades to the raw water pipeline to the Water Treatment Plant (PVC water pipeline 500 ø mm) and a upgrade to the Hermitage pump station, which is still in progress

Water Services Highlights

3.3.3 Challenges: Water Services

The table below specifies the challenge for the year:

Description	Action Plan
Lack Funding	There is a lack of funding for plans to upgrade and improve the water services network. Additional application for funding will be submitted to relevant departments.
Ageing infrastructure	The ageing water infrastructure remains a burden. Potential projects will be included in the planning depending on their priority assessment within the IDP.

Water Services Challenges

3.3.4 Employees: Water Services

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	7	4	3
4 – 6	14	10	4
7 – 9	18	10	8
10 – 12	2	0	2
13 – 15	4	3	1
16 – 18	-	-	-
19 – 20	-	-	-
*P.T. I	1	1	0
Total	46	28	18

Employees: Water Services

3.3.5 Capital: Water Services

The following table indicates the capital expenditure for this division:

Financial Performance: Water Services					
Capital Projects	Funding Source	2023/2024			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
Swellendam (Railton): Bulk Water Reticulation and	Unspecified:Specify	2 300	3 899	2 642	32,2%
Swellendam (Railton): Bulk Water Reticulation	Municipal Infrastructure Grant	10 653	10 746	10 746	0,0%
Upgrade of Irrigation pump station Suurbraak	Capital Replacement Reserve	250	300	–	100,0%
Swellendam (Railton): Upgrade of Bakenskop and Rai	National Government:Water Services Infrastructure	5 124	4 612	4 584	0,6%
Barrydale Pump Station Fencing 2023/2024	Capital Replacement Reserve	92	–	–	–
Barrydale mid reservoir booster pumpstation	Capital Replacement Reserve	380	380	201	47,2%
Water Machinery and Equipment 2023_2024	Capital Replacement Reserve	30	30	4	85,5%
Access ladder and grids- Suurbraak	Capital Replacement Reserve	50	–	–	–
Repairs to earth channel (Primary raw water storage)	National Government:Municipal Disaster Recovery Gr	–	739	307	58,5%
Grootkloof 1 raw water inlet erosion	National Government:Municipal Disaster Recovery Gr	–	391	73	81,4%
Rietkuil new reservoir and supply link	Capacity Building and Other:Specify (Add grant des	–	1 739	135	92,2%
Upgrade of Telemetry (Swellendam)	Capital:Transfer from Operational Revenue	–	506	–	100,0%
Conversion from	Capital:Transfer from Operational Revenue	100	120	–	100,0%
Steps and channel grids with railings for Swellend	Capital:Transfer from Operational Revenue	–	280	5	98,1%
New MCC with magflow for Swellendam waterworks fil	Capital:Transfer from Operational Revenue	1 400	1 400	1 400	0,0%
Installation of chlorination system WTW	National Government:Municipal Infrastructure Grant	319	–	–	–
Suurbraak WTW Phase 2 Professional Fees	Capital:Transfer from Operational Revenue	–	65	48	25,6%
Diesel Trailor 500l x1	National Government:Water Services Infrastructure	–	5 398	5 179	4,1%
Upgrading of Barrydale Bulk Water Supply Phase 2	Unspecified:Specify	–	700	33	95,3%
Installation of chlorination system WTW					
Total		20 698	31 306	25 358	19,0%
Total project value represents the estimated cost of the project on approval by Council					

3.4 WASTE WATER (SANITATION) PROVISION

3.4.1 Introduction to Waste Water (Sanitation) Provision

Swellendam operates 4 Waste Water Treatment Works (WWTW), 1 in Swellendam and 1 in Buffeljags River, Suurbraak and Barrydale respectively. All residents have access to basic sanitation services, however, the provision of sanitation infrastructure for towns, villages and hamlets of the municipal area, is mainly determined by access to a sustainable water source.

Only areas with sufficient available water can be serviced by waterborne sewerage systems. In the absence of such systems, sewerage suction services, septic tanks, soak-away sanitation facilities and conservancy sewerage tanks must be used for sanitation purposes. The status of the provision of sanitation infrastructure as key municipal service for each of the involved towns, villages and hamlets in the municipal area are as follows:

Swellendam – The Klippe River Waste Water Treatment Works and the N2 main pump station are the main facilities in operation for the town of Swellendam. The existing Klippe River Waste Water Treatment Works (WWTW), located on the north-west urban edge of the town, is the latest activated sludge aerating system that replaced the original N2 Waste Water Treatment Works. The upgrade of the Klippe River Waste Water Treatment Works also allows for the creation of capacity for the future growth of the town of Swellendam for the next 10-years. The construction of the Swellendam Klipperivier Waste Water Works was completed in 2013, to the sum of R64,0 million Rand. The control is from a control centre by means of telemetry communication. The grant funding was obtained from different Government grant fund sources, including RBIC and MIG funding.

The limitation of the funding forces the engineers to reduce the design to basic functionality, which reduces the operational and maintenance requirements of the Works.

The existing sewerage works are fast progressing towards exceeding its capacity and the upgrade of sewerage disposal capacity is a very high priority. The sewerage reticulation system for the town is more than 50-year-old and the pipe network need

to be replaced and upgraded to provide for sufficient level of service for new developments resulting from the densification of the urban area.

An 3rd pump was purchased and installed at the N2 pumpstation. The contract made provision for the installation of a complete 3rd pump set (Pump with eradicator and motor) at the N2 Waste Water pump station, complete with all accessories

Upgrade to the Silo Pump Station in the industrial area in Swellendam is planned for the next financial year. A tender process was undertaken and closed on April 19th, 2024.

The upgrade/rehabilitation of the existing pump station, which will consist of the following:

- General clean-up of collection sump, pump station building and surrounds.
- New concrete floor inside pump station building.
- New suction pipes from existing collection sump.
- New pipe manifold to replace existing.
- One new sewer pump.
- New MCC with telemetry system
- Bypass existing bar screen. Minor vegetation clearing.
- Additional emergency overflow pond.
- New 6 strand electrical security fence.
- Construct new manhole one existing inlet pipeline.
- Construct new inlet structure.
- **Inlet screen**
- The upgrade/rehabilitation of the inlet works which will consist of the following:
 - Supply and install new mechanical drum screen complete with controls.
- **Pump station terrain (Silo)**
- The upgrade/lining of the existing area.

Barrydale – The older part of Barrydale is serviced by conservancy sewerage tanks, while the newer residential area of Smitsville has a waterborne sewerage system. The Waste Water Treatment Works in Barrydale has not been completed and consist of

oxidation tanks. The sewerage purification system is therefore problematic and need urgent upgrade. The present location of the Smitsville Waste Water Treatment Works is also problematic, because it is restricting the future extension of the adjoining residential area (Smitsville) and can only service the Smitsville residential area, because of the restricting topography. Consideration must therefore be given for relocation, to provide a sewerage treatment plant that can service the Barrydale (old town), as well as future developments.

The Waste Water Treatment Works is also lacking capacity and need to be expanded significantly to comply to purification standards and to serve the entire urban area. The planning for this project has already started and an application for RBIC funding was launched in 2016. It is considered a priority.

The Smitsville booster pump station has been upgraded, with the replacement of one of a pump in 2020, but the pipeline to the sewerage purification Works needs to be enlarged to suite the ever-growing demand for more housing in Smitsville. Upgrades of this pump station is planned for the new financial year – 2024-2025.

The fence was upgraded in the pass financial year.

- This upgrade included the supply, delivery and installation of a security fence, which the length of the perimeter of fence 9 meter and the width is 6 meter and included two gates.

A jetting machine was purchased early in the financial year at the cost of R673,020-00. This machine will serve in the sanitation department to eradicate sewer blockages.

Suurbraak – Nearly all houses (750 units) on the south side of the Buffeljags River have waterborne sewerage. All sewerage gravitates to a pump station on the north-eastern edge of the town, from where it is pumped to as Waste Water Treatment Works located on the western edge of the town. The pumping system used, require maximum maintenance. The rising main pipeline connecting the pump station and Waste Water Treatment Works.

This Sewerage Purification facility, Station and rinsing main has been upgraded with co-funding from the Department Rural Development, Municipal Infrastructure Grant and own funding. The purified water can be used to the benefit of small farmers, as an irrigation scheme and pump station was constructed as an additional feature to the project.

The capacity and quality of the Waste Water Treatment Works is now adequate to accommodate future growth.

The erven to the north of Suurbraak have not yet been provided with waterborne sewerage and are making use of conservancy sewerage tanks.

Consulting Engineers finalized a design during 2017/18, although the project was initiated in 2013 already. The upgrading project was subdivided into 4 phases as a multi-year project and construction started in the 2019/20 financial year and was completed in the 2020/21 financial year.

According to the 2023 IRIS report which focusses on a compliance monitoring programme, Suurbraak WWTW has a good performance status.

Buffeljagsrivier – All houses in the village of Buffeljagsrivier have waterborne sewerage connections. The capacity of the present Waste Water Treatment Works is sufficient to serve 400 houses. The location of the treatment plant is limiting future development possibilities.

The main challenge in Buffeljags is that there is no sewerage reticulation amongst the Agri Industries such as the cheese factory, the fruit packaging stores, the BP filling station as a tourist destination and all the schools.

An upgrade of the Sewer pumpstation in Buffeljagsrivier is planned for 2024/2025 financial year.

Infanta – No waterborne sewerage system is used in the village. Sewerage is dealt with by means of in-situ conservancy and septic sewerage tanks. The waste from septic sewerage tanks is transported by trucks to Swellendam to be disposed.

Malgas – No waterborne sewerage system is used in the village. Sewerage is dealt with by means of in-situ conservancy sewerage tanks, septic sewerage tanks and soak-away sanitation facilities. A sewerage suction service is rendered by the Municipality. Serious concerns have been expressed on the negative impact that the older sewerage soakaway system might have on the Breede River, ecology. The waste from septic sewerage tanks is transported by trucks to Swellendam to be disposed.

Other rural areas – A sewerage suction service is rendered for households and schools within the rural area.

3.4.2 Highlights: Waste Water (Sanitation) Provision

The table below specifies the highlights for the year:

Highlights	Description
Klipperivier Waste Water Purification Plant security pedestrian gate	Installation of chlorination system – to be completed in 2024/2025 financial year.
Klipperivier Waste Water Purification Plant - maintenance	Maintenance to pumps and electrical motors.
N2 Pumpstation	Installation of 3 rd T10 Gorman Rupp pump set
Waste Water Purification Plants	Calibration of instrumentation
Railton Old Town sewerage line replacement	Installation of pipelines and concrete manhole rings as part of the reconstruction of old and delapidated sewer network in Railton.
Barrydale Waste Water	New Security Fence for Smitsville sewer pump station
Barrydale Waste Water- Jetting Machine	A Jetting Machine was purchase to the value of R673,020 to rectify sewer blockages
Buffeljagsrivier Waste water pump station	Service of pumps and electrical motors- upgrade to be done in 2024/2025 financial year

Waste Water (Sanitation) Provision Highlights

3.4.3 Challenges: Waste Water (Sanitation) Provision:

The table below specifies the challenge for the year:

Description	Action Plan
Availability of chemicals	Availability of chemicals for the treatment of waste water. Chlorine gas is still not readily available. The Municipality started to install chlorination systems to do complete disinfection on the water and waste water treatment works at Swellendam. The systems need to make use of a salt chlorination process to generate a chemical able of disinfecting the water and waste water effluent.
Power supply to Waste Water Treatment Plants. Constant loadshedding hampers the treatment processes of waste water.	Purchase and install new 250 KVA generator – Funded by Western Cape Government load shedding relief grant. Ongoing plans to seek solutions to energy – there is continuous thinking to find solutions for the shortage of electrical power supply.
Aging distribution networks	The Municipality will investigate funding and the possibility of appointing more personnel for maintenance and reconstruction.
Maintenance cost of Sewerage Purification Plants and pump stations	The normal maintenance cost of Purification Treatment plant is increasing and the availability of parts and the rising cost of imports- report Department of Water & Sanitation to become additional funding.

Description	Action Plan
Protecting the Environment and Communities	As potable water become more and more available to all sectors changes. As the demand grows more sewerage volumes get released. In the protection of the communities' health and hygiene the protection of the environment around them must also be protected and managed against any form of pollution of the natural water in river and streams since this water will be used downstream by other communities.

Waste Water (Sanitation) Provision Challenges

3.4.4 Employees: Waste Water (Sanitation) Provision

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	4	4	0
4 – 6	4	2	2
7 – 9	6	3	3
10 - 12	1	0	1
13 – 15	-	-	-
16 – 18	-	-	-
19 – 20	-	-	-
P.T.I	1	1	0
Total	16	10	6

Employees Waste Water (Sanitation) Provision

3.4.5 Capital: Waste Water (Sanitation) Provision

The following table indicates the capital expenditure for this division:

Financial Performance: Sewerage Services					
Capital Projects	Funding Source	2023/2024			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
3rd pump at N2 sewer pumpstation	Capital Replacement Reserve	–	655	469	28,3%
Railton sanitation upgrade, street front sewers	Unspecified:Specify	–	800	535	33,1%
Sewer Blockage- Jetting Machine	Capital Replacement Reserve	–	590	585	0,8%
Barrydale - Manhole - wilge street	Capital Replacement Reserve	30	–	–	–
New Silo wastewater Pump station	Capital Replacement Reserve	3 000	3 000	225	92,5%
Railton sanitation upgrade, street front sewers 20	Capital Replacement Reserve	150	–	–	–
Barrydale Sewer Manholes (82 Houses)	Capacity Building and Other:Specify	1 100	1 100	400	63,6%
Stone Trap - Barrydale Waste Water Network	Capital Replacement Reserve	120	120	–	100,0%
Generators	Capacity Building and Other:Specify	–	764	764	0,0%
Barrydale Pump Station Fencing 2023/2024	Capital Replacement Reserve	–	136	107	21,3%
Railton sanitation upgrade, street front sewers	Infrastructure:Specify	–	500	435	13,0%
Sewerage - Machinery and equipment	Capital Replacement Reserve	30	30	–	100,0%
Klipperivier Stainless steel safety Railings Repla	Capital Replacement Reserve	200	400	281	29,7%
Installation of chlorination system WWTW 2023/24	Unspecified:Specify	1 298	298	–	100,0%
		–	–	–	
Total		5 928	8 393	3 802	54,7%
Total project value represents the estimated cost of the project on approval by Council					

3.5 ELECTRICITY



3.5.1 Introduction to Electricity

Local Government holds executive authority over electricity reticulation in accordance with the Constitution. Furthermore, the Electricity Regulating Act makes provision for the establishment of the National Energy Regulator that sets specific standards and guidelines concerning the distribution of Electricity Distribution Licences. This places a responsibility on municipalities to ensure the provision of electricity services to communities in a sustainable manner for economic and social support.

Eskom provides grid electricity for further distribution in Swellendam, Barrydale and Suurbraak. Eskom undertakes electrical distribution for all other communities such as Buffeljagsrivier and the rural areas, which include Malgas and Infanta – all of which are under the municipal area.

The status of the provision of electrical infrastructure as a key municipal service in Swellendam, Barrydale and Suurbraak is as follows:

Swellendam:

The current and projected growth of Swellendam is placing enormous strain on the current electricity supply capacity provided by Eskom. Considerable upgrades of Eskom supply points and the bulk electrical infrastructure must be prioritized as a

matter of urgency. The electrical master plan needs to be updated. Various projects are in progress to address the electrical infrastructural and supply constraints. The projects as per the Electricity Master Plan must be implemented to replace old, unsafe switchgear and old low and high voltage (LV and HV) Lines. Railton electrification projects successfully completed within the budget and time frames.

Barrydale:

The Eskom substation is operational for consistent supply to Barrydale with its own dedicated feeder and has significantly improved the electrical supply to Barrydale consumers. The electrical distribution infrastructure needs to be upgraded and capital to fund the electrical infrastructure is of the essence. The electrical Master Plan need to be updated.

Suurbraak:

The electrical distribution network capacity is not sufficient for any further development in this area. The overhead 11 kV distribution network in Suurbraak needs an upgrade. Master planning for the supply of electricity in Suurbraak needs to be updated. Provision must be made in future capital budgets to attend to these matters.

Several operational electrical maintenance projects were conducted during the financial year.

3.5.2 Highlights: Electricity

The table below specifies the highlights for the year:

Highlights	Description
Matjoks SOLAR High Mast Lights	Installation of two SOLAR High Mast Lights the first in the Western Cape
Electrification of 241 Houses	Railton Electrification Project successfully completed
Flash suits purchased	Flashsuits purchased
Electrical training	Electrical training
Generators purchased	Critical generators purchased

Electricity Highlights

3.5.3 Challenges: Electricity

The table below specifies the challenges for the year:

Description	Action Plan
An old oil-type HV switchgear requires replacement	Inspections and first-line Maintenance on the old HV switchgear will be done.
Ageing fleet	Maintenance on vehicles

Description	Action Plan
Electrical losses	Monitoring and reporting of electrical losses
Load shedding	Generators installed at critical sites
Master Plans for Electrical Infrastructure	Need to apply for funding to update the Electrical Master Plans for Swellendam, Suurbraak and Barrydale that include alternative energy.

Electricity Challenges

3.5.4 Employees: Electricity

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	1	1	0
4 – 6	8	8	0
7 – 9	4	3	2
10 – 12	6	4	1
13 – 15	2	2	0
16 – 18	-	-	-
19 – 20	-	-	-
Total	21	18	3

Employees: Electricity Services

3.5.5 Capital: Electricity

The following table indicates the capital expenditure for this division:

Financial Performance: Electricity					
Capital Projects	Funding Source	2023/2024			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
Replacement of Old redundant MV oil switchgear w	Capital Replacement Reserve	500	508	507	0,2%
Electricaition of housing project 950 erven	Infrastructure:Specify	2 174	5 739	5 738	0,0%
Replace 70 LED Streetlights: Barrydale	Capital Replacement Reserve	180	152	152	0,0%
Machinery and Equipment - ELECTRICITY	Capital Replacement Reserve	60	69	61	12,5%
Railton High mast light	Capacity Building and Other:Specify	-	677	677	0,0%
Railton High mast light	Capital Replacement Reserve	-	200	114	43,2%
Swellendam Railton 950 erven - Elec Infrastructure	Infrastructure:Specify	-	4 545	4 545	0,0%
Total		2 914	11 889	11 792	0,8%
Total project value represents the estimated cost of the project on approval by Council					

3.6 WASTE MANAGEMENT (REFUSE COLLECTION, WASTE DISPOSAL, STREET CLEANING AND RECYCLING)



3.6.1 Introduction to Waste Management

Solid waste management is the collection, transport, processing, recycling or disposal, and monitoring of waste materials. The new mandate for Solid Waste management is awareness building of environmental aspects of solid waste as well as waste minimisation leading to zero waste to landfill. As Swellendam Municipality believes a positive behaviour change leads to economic solutions.

Solid waste facilities under the jurisdiction of the Swellendam Municipality are situated in the following towns/ areas:

- Bontebok solid waste management facility situated at Swellendam is the main solid waste facility for the municipality;
- Barrydale solid waste facility limited to building and green waste;
- Suurbraak solid waste facility limited to building and green waste; and
- Infanta solid waste facility limited to building and green waste; and
- Malgas solid waste facility limited to building and green waste

The Swellendam Municipality is situated within the Overberg District Municipality. The Overberg District Municipality shares its area of jurisdiction with the local Municipalities' of Swellendam, Cape Agulhas, Overstrand and Theewaterskloof.

Waste management has reached a stage where the responsibility needs to be shared between the public and municipalities. It is a foregone conclusion that all municipalities' waste disposal facilities will reach the end of their lifetimes and new avenues for solid waste management need to be explored. The days of burying waste for future generations to deal with are over, we have the responsibility to redesign our waste management systems to be close looped and ethical heading towards zero waste to landfill

The Minister of Environmental Affairs and Development Planning, Western Cape who has the authority to the division of powers and function of municipalities has resolved that solid waste management will be centralised at the district municipal level and that no new facilities will be considered, nor the expansion of existing facilities. Municipalities are therefore obliged to implement an integrated waste management system.

The establishment and operation of a waste disposal site for more than one municipality is therefore a district municipal function and the district municipalities are obligated to provide such service in an equitable and accessible manner and further to ensure that it is both financially and environmentally sustainable. The regional site for the Overberg region is situated at Karwyderskraal near Hermanus. The Overberg District Municipality already have an agreement in place with Overstrand- and Theewaterskloof Municipalities` who transport their waste to Karwyderskraal. Swellendam is investigating the most financially and environmentally friendly solution for their waste disposal including but not limited to transport to Karwyderskraal. Seeing waste as a commodity or a product that has the potential to create heat, energy and eventually an income has become apparent and small-scale waste to energy plants is being investigated.

Bontebok landfill site is nearing its end as the licence dictates the amount of waste that can be stored there. Waste minimisation efforts are underway to reduce the volume of waste being deposited. These include recycling, composting, public awareness, W2E and compaction of the landfill.

3.6.2 Highlights: Waste Management

The table below specifies the highlights for the year:

Highlights	Description
Improved compliance	The management and operation of the Bontebok WDF were improved and all legal requirements continue to be met
Waste minimisation	Waste minimisation has been prioritised by the new waste Manager and is supported by the municipal manager. Organic waste is being diverted for chipping, builders' rubble is being sent to a local quarry for crushing and reuse and recycling centres are getting as much support as possible
Composting	Home composting is being prioritised. A municipal compost facility is being opened during 2024 to divert organics from landfill
Illegal dumping	The municipality has set up an illegal dumping task team that will respond to residence complaints and do general clean-ups around town

Waste Management Highlights

3.6.3 Challenges: Waste Management

The table below specifies the challenges for the year:

Description	Action Plan
Illegal dumping	Illegal dumping is prevalent in Swellendam and its surrounding towns. With the discussions of a landfill site tariff, the occurrence of illegal dumping increased. Clean-up project launched.
IWMP (Integrated waste management plan)	Our IWMP is in the final stages and will be complete by the second half of 2024
New Waste Management Policy	Waste permits and new tariffs have been set
Illegal waste picking and infrastructure vandalism	Adequate supervision is required at these sites.
Infrastructure vandalism	Security measures were put in place • Notice boards must be placed at sites
Waste Facility licences	Our Malgas and Barrydale site's licence needs renewal, which will be addressed when funding becomes available
Audits	External audits are needed when funding allows

Waste Management Challenges

3.6.4 Employees: Waste Management

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	15	10	5
4 – 6	3	0	3
7 – 9	6	5	1
10 – 12	2	1	1
13 – 15	2	1	1
16 – 18	-	-	-
19 – 20	-	-	-
Total	28	17	11

Employees: Waste Management

3.6.5 Capital: Waste Management

The following table indicates the capital expenditure for this division (refuse removal):

Financial Performance: Refuse Removal					
Capital Projects	Funding Source	2023/2024			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
Refuse container Malgas and Infanta X6	Capital Replacement Reserve	-	67	44	34,8%
Solar panels, batteries and electrical installation	Capital Replacement Reserve	170	170	136	20,2%
Mini drop off sites for Raiton	Capital Replacement Reserve	100	-	-	-
Landfill site Bontebok Fencing 2023/2024	Infrastructure:Specify	4 781	-	-	-
Recycle bins for public spaces - Drop off facility	Capital Replacement Reserve	16	16	11	31,6%
Recycling bins for all municipal offices	Capital Replacement Reserve	65	65	-	100,0%
Skip for hazardous material Bontebok, Infanta	Capital Replacement Reserve	30	37	33	11,1%
Machinery and equipment - REFUSE	Capital Replacement Reserve	40	40	26	36,2%
SKIPS 2023 - 2024	Capacity Building and Other:Specify	-	217	170	21,8%
Landfill site Bontebok Fencing 2023/2024	Capacity Building and Other:Specify	-	4 781	3 456	27,7%
Total		5 202	5 393	3 874	28,2%
Total project value represents the estimated cost of the project on approval by Council					

3.7 HOUSING



Railton Housing Project

3.7.1 Introduction to Housing

Housing is a concurrent National and Provincial competency guided and prescribed 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. The Human Settlements Department of the Swellendam Municipality strives to uphold and execute the right of its communities to own a house, and not just to support ownership, but build communities within the greater Swellendam Municipal Area. Our focus is always on all the various housing programmes available with a bigger emphasis on the normal Integrated Residential Development Programme (IRDP), Informal Settlement Upgrades (ISSP) and the GAP housing market of household income greater than R3 501 up to R22 000 per month (Finance Linked Individual Subsidy Programme (FLISP)). We will also focus more on the densification of available sites to address the bigger need and make service sites available. Greater emphasis is being put on housing consumer education, to provide information regarding all the different subsidies available, rather than just being part of the statistics of being on the database for years. The vision of the Human Settlement Unit is to provide housing but also to build communities. The Unit is also trying to address the government's approach to shift from housing construction to sustainable settlements, thus

addressing both integration of the poor and previously disadvantaged and providing housing opportunities.

The socio-economic stability of communities within the greater municipal area is an area of great concern for the Municipality. Providing a beneficiary with a house is seen as a fixed asset that not only gives dignity but also provides security for future entry to mainstream financial accreditation with the eye on promoting entrepreneurship.

The need for housing:

The need for an integrated residential development approach, that addresses the whole spectrum of residential needs, has been identified and the following main income categories have been considered:

- Subsidy housing less than R3 500 per month (Normal IRDP and provision of serviced sites)
- Gap housing R3 501 - R22 000 per month

The National Department of Human Settlements stated in a letter dated 30 September 2020 that the delivery of top structures is fiscally unsustainable and there is a need to downscale on the delivery of top structures and to prioritise the delivery of serviced sites. Projects to be implemented will only be supported by the National Department if:

- They will prioritise the elderly, military veterans, people living with disabilities and child-headed households (added to this the province has also added its existing priority categories of backyard residents and persons, longest on the waiting list).
- They contribute to medium to high-density development (i.e. BNG Walk-ups etc.) and promote integrated development.

The NDHS National Directive indicates that top structure projects are intended to benefit households from a limited set of priority groups and that the supply of top structure subsidies by provinces and municipalities should be scaled back. The priority groups referred to are, using terminology defined by the Department in past circulars on beneficiary selection, the following:

- Households headed by persons who are 60 years of age or older (see Framework Policy for Beneficiary Selection of 2012, Circular C10 of 2015, adjusted by a letter in 2016 and by circular C2 of 2019)
- Households affected by permanent disability (see Circulars C6 of 2017 and C6 of 2018)
- Households headed by a military veteran deemed by the Department of Military Veterans and the Department to be eligible for the Military Veterans Housing Programme (see Circular C6 of 2015 and C7 of 2017).

Housing need:

Given the strategic decision to focus on subsidy and gap housing, the needs can be summarized as follows:

Site	Property	Units
	Subsidy: Priority 1	
Railton CBD	MIXED-USE	32
Swellendam	Mixed-use	950
Transnet land	Transfers	N/A

Housing Needs

3.7.2 Highlights: Housing

The table below specifies the highlights for the year:

Highlights	Description
Railton - Services almost done	Densified Railton services and sites
Railton – 204 Top Structures Completed	Densified Railton Top Structures

Highlights: Housing

3.7.3 Challenges: Housing

The table below specifies the challenges for the year:

Description	Action Plan
Shortage of bulk infrastructure for the development of human settlements throughout the municipal area	Municipal Infrastructure Grant (MIG) Funding applications must be formulated and submitted.
The erection of illegal dwellings increases	National interventions are required to ensure a better juridical process is set in place. Assistance to be requested.

Housing Challenges

3.7.4 Employees: Housing

The following table indicates the staff composition for this division:

Job Level	2022/23			
	Posts	Employees	Vacancies (full-time equivalents)	Vacancies (as % of total posts)
0 – 3	0	0	0	0
4 – 6	0	0	0	0
7 – 9	1	0	1	0
10 – 12	1	1	0	0
13 – 15	-	-	-	-
16 – 18	1	0	1	0
19 – 20	-	-	-	-
Total	3	1	2	0

Employees: Housing

3.7.5 Capital: Housing

The following table indicates the capital expenditure for this division:

Financial Performance: Housing					
Capital Projects	Funding Source	2023/2024			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
Purchase of land Swellendam Railton Transnet	Capacity Building and Other:Specify	-	4 446	4 446	0,0%
Emergency Housing alternative	Capital Replacement Reserve	50	48	47	1,7%
Total		50	4 494	4 493	0,0%
Total project value represents the estimated cost of the project on approval by Council					

3.8 FREE BASIC SERVICES AND INDIGENT SUPPORT

The Municipal Council must give priority to the basic needs of the community, promote the social and economic development of the community and ensure that all residents and communities in the Municipality have access to at least the minimum level of basic municipal services in terms of Section 152(1)(b) and 153(b) of the Constitution.

Basic services are generally regarded to be access to electricity, access to clean water within a reasonable distance of one's dwelling, basic sanitation, solid waste removal and access to and availability of roads.

The Constitution recognises Local Government as a distinct sphere of Government and as such also entitles Local Government to a share of nationally raised revenue, which will enable it to perform its basic function of providing essential services to the community within its boundaries.

The key purpose of an Indigent Policy is to ensure that households with no or lower income are not denied a reasonable service, and on the contrary, the Municipality is not financially burdened with non-payment of services. Provided that grants are received and funds are available, the Indigent Policy should remain intact.

The following support per month are provided to indigent households:

- Free electricity of 50 kWh per month;
- Free water of 6kl per month;
- 100% rebate for flat rate where water is supplied through standpipes per month;
- 100% rebate of the basic levy for water for one service point per month;
- 100% rebate for a flat rate for chemical toilet charge per month;
- 100% rebate for the basic levy for sewerage for one service point per month;
- 100% rebate of the basic levy for refuse for one service point per month;
- 100% subsidy of the monthly assessment rates up to a valuation of R750 000 which includes the amount in section 17(i)(h) of the Municipal Property Rates Act (act 6 of 2004);
- Outstanding debt of successful applicants may be written off (once) against the council's provision for bad debt.

Financial Performance 2023/24 Cost to Municipality of Free Basic Services Delivered		
Services Delivered	2022/23	2023/24
	Actual	Actual
	R'000	
Water	3 725	3 748
Electricity	1 836	1 798
Sanitation	6 695	7 203
Refuse Removal	4 522	5 208
Total	16 780	17 957
Total Cost of Free Basic Services Delivered		

Cost to Municipality of Free Basic Services Delivered

Component B: Roads Transport



Road Projects

3.9 ROADS

3.9.1 Introduction to Roads

The Swellendam Municipal area has a total road system of 129 km, which comprises of 94,87 km surfaced and 34,12 km of unpaved roads. The estimated replacement value for surfaced roads is R 400,000,000 + inflation of construction costs annually and the average condition can be rated as fair as per the Rural Road Asset Management System. The estimated rehabilitation backlog is R67,200,000 assuming a rate of R325/m², times the area of roads which are in very poor condition, which equals to 212 000 m².

It is clear that the priority is general maintenance, including pothole repair, general resealing, crack sealing and addressing base and surface failure. Routine maintenance was carried out during the 2023/24 year through the operating budget, with minor capital projects which were implemented during this year.

The department's overall strategy is to eliminate the backlog that currently exists. This can only be achieved by attending to the necessary rehabilitation and resealing of backlogs. The greatest concern is, however, the lack of a sustainable funding source.

The current operating funds available for roads are merely 2% of the replacement value.

Some gravel roads were upgraded to paved standards and conducted via the MIG program – these roads are situated in an existing low-cost housing development in Smitsville, Barrydale and comprise of three phases. Surfaced roads were constructed during the establishment of the new housing development, situated in Railton, Swellendam.

The roads operating budget for the 2023/24 financial year was R 9,625,802.00 with an expenditure of R 8,692,110.39.

The shortage of staff was partially addressed by the EPWP program, but vacancies should still be filled to optimise the departments' operations. Pothole repairs and other maintenance programmes were short-lived since pipe bursts were the primary activity for maintenance teams during the 2023/24 financial year. All of these were backfilled and repaired by the roads department, interfering with planned maintenance works. The department's top 3 priorities are:

- The maintenance of existing streets: This has created a partial impact, since several streets were resealed with an ultra-thin asphalt layer during the 2023/24 year, expanding the lifespan of these roads by at least 10 years.
- The provision of proper access for every resident: This has created an average impact, as a small number of complaints have been received.
- The rehabilitation of old infrastructure: This initiative has achieved partial impact since four sections of the road were rehabilitated. Several streets were upgraded to paved standards in Smitsville via the MIG program – another project was registered at MIG for a three-year period for the upgrading of gravel roads to paved standards in the 7de Laan housing development in Railton, Swellendam. The value of this project is R 27 m.

3.9.2 Highlights: Roads

The table below specifies the highlights for the year:

Highlights	Description
Upgrade of roads and relevant stormwater in Railton, Phase 2	Upgraded gravel roads to paved standards, along with related stormwater drainage. 60 mm Interlocking pavers with related layer works. Technical report and application submitted and approved by MIG to the value of R 27,000,000.
Reseal programme	The following street sections were resealed with a warm ultra-thin asphalt layer (12 – 15 mm avg.): Van Eeden Street Swellengrebel Street Fairbairn Street Auge Street Berg Street Tomlinson Street Van Zyl Street Reid Street Moller Street Van Zyl Cl Groenewald Street Total Area: 30,088 m²
Railton Road Maintenance (MIG)	The following street sections were rehabilitated with a warm asphalt continuous graded wearing course, isolated bitumen-treated base layers and ultra-thin asphalt overlay: Sonneblom Street Queen Street Renonkel Street Petunia Street Kappertjie Street Angelier Street Delphinium Street Aandblom Street Stasie Street Total area: 12,428 m²

Roads Highlights

3.9.3 Challenges: Roads

The table below specifies the challenges for the year:

Description	Action Plan
Lack of funding	Investigate alternative funding models by the Financial Services Department. Application submitted to the Department of Agriculture and Land Reform to the value of R 24,000,076.80 inclusive of VAT, for the rehabilitation of all the roads in Swellendam Industria North.
Deterioration of road infrastructure	Implement continuous, consistent and predictable reseal and rehabilitation programmes each year, in order to minimise backlogs.
Abnormal vehicle weight in the industrial area of Swellendam	Specific funding submissions to be drafted and funding sources. Private partnerships are to be investigated. Application submitted to the Department of Agriculture and Land Reform to the value of R 24,000,076.80 inclusive of VAT, for the rehabilitation of all the roads in Swellendam Industria North.

Roads Challenges

3.9.4 Service Delivery Levels: Roads

The table below specifies the service delivery levels for the year:

Gravel Roads Infrastructure: Kilometres				
Year	Total gravel roads	New gravel roads constructed	Gravel roads upgraded	Gravel roads upgraded/maintained
2022/23	34.12	0	2.0	22
2023/24	34,22	0,1	0	18

Gravel Road Infrastructure

Tarred Road Infrastructure: Kilometres					
Year	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads resealed	Tar roads maintained
2022/23	94.87	2	0.623	2.959	90
2023/24	94.87	0	0	5,821	90

Tarred Road Infrastructure

The abovementioned planned maintenance was conducted in accordance with the Rural Road Asset Management System.

Due to unforeseen deterioration and ageing infrastructure, maintenance was done in accordance with a planned inspection schedule. Maintenance of roads has

been prioritised within the reporting year, with an infrastructure levy identified during the 2021/22 budgetary process to help secure additional funding for the aged infrastructure. This continued in the 2023/24 financial year and comprise of approximately R 1,2 m.

3.9.5 Employees: Roads

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	10	9	1
4 – 6	10	5	5
7 – 9	6	6	0
10 – 12	2	2	0
13 – 15	2	2	0
16 – 18	-	-	-
19 – 20	-	-	-
Total	30	24	6

Employees: Roads & Stormwater

3.9.6 Employees: Mechanical Workshop

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	0	0	0
4 – 6	1	0	1
7 – 9	1	1	0
10 – 12	1	1	0
13 – 15	-	-	-
16 – 18	-	-	-
19 – 20	-	-	-
Total	3	2	1

Employees: Mechanical Workshop

3.9.7 Capital: Roads and Stormwater

The following table indicates the capital expenditure for this division:

Financial Performance: Roads & Stormwater					
Capital Projects	Funding Source	2023/2024			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
Concrete mixer	Capital Replacement Reserve	35	45	45	0,4%
Generator 5 kW Streets	Capital Replacement Reserve	30	23	23	0,0%
Railton Upgrading of Gravel Roads and Stormwater P	Capital Replacement Reserve	1 305	1 305	–	100,0%
Rehabilitation of roads (RRAMS priority list)	Capital Replacement Reserve	3 000	3 000	580	80,7%
Rehabilitation of section of Van Riebeeck Street,	Capital Replacement Reserve	2 100	2 100	616	70,6%
New gravel road erf 832 to 835	Capital Replacement Reserve	200	200	180	10,2%
Hermitage Gravel road Upgrade	Municipal Disaster Recovery Grant	–	1 524	1 524	0,0%
Erosion damage to culvert/outfall, Trichardt Stree	Municipal Disaster Recovery Grant	–	304	74	75,5%
Damage to gabion retainer Kerk Street bridge appro	Municipal Disaster Recovery Grant	–	130	87	33,5%
Total		6 670	8 632	3 129	63,8%
Total project value represents the estimated cost of the project on approval by Council					

3.10 STORMWATER



3.10.1 Introduction to Stormwater

Stormwater systems exist in most of the residential areas. In informal and low-cost housing areas, provisions are made by creating open channels and side drains with an underground pipe network. Some basic, sub-surface stormwater pipes were provided alongside the newly constructed roads to reduce the risk of stormwater ingress in the houses that were built in the latest low-cost housing project.

Stormwater master- and management planning were compiled for Swellendam, Railton, Barrydale and Buffeljagsrivier – plans are still required in Smitsville and Suurbraak in order to rectify issues since little to no systems exist there due to no installation years ago.

Daily maintenance consists of opening and cleaning catch pits, manholes, side drains and open channels.

This still seems to be challenging due to capacity constraints, vandalism and continuous illegal dumping. Isolated problematic areas where flooding occurred, were resolved due to innovative intervention actions. These areas are closely monitored with the relevant maintenance and aftercare.

Various stormwater systems were redirected to municipal and private storage dams. Not only were additional capacities created in these systems, but our most precious commodity was supplemented.

3.10.2 Highlights: Stormwater

The table below specifies the highlights for the year:

Highlights	Description
Upgrade of roads and relevant stormwater in Railton, Phase 2	Upgraded gravel roads to paved standards, along with related stormwater drainage. 60 mm Interlocking pavers with related layer works. Technical report and application submitted and approved by MIG to the value of R 27,000,000.
No serious flooding occurred during 2023/24	Stormwater systems are operational and weather-related issues and complaints system were maintained.
Proactive maintenance was conducted	Stormwater catch pits were maintained per the approved maintenance schedule
Storm water control	A new stormwater system with retarding attenuation dams was constructed to control flash flooding from the new housing project (950 erven), Swellendam.
NDMC funds of R 3,5 m were received for storm damaged sites	Five sites that got damaged during the floods of 2022 commenced with repairs: 1) Hermitage re-gravelling 2) Gabion retainer, Kerk Street 3) Culvert repairs, Trichardt Street 4) Grootkloof 1 Dam inlet repairs 5) Grootkloof 3 Dam earth channel repairs

Stormwater Drainage Highlights

3.10.3 Challenges: Stormwater

The table below specifies the challenges for the year:

Description	Action Plan
Lack of funding to address upgrades	Investigate alternative funding models by the Financial Services Departments. Application submitted to the Department of Agriculture and Land Reform to the value of R 24,000,076.80 inclusive of VAT, for the rehabilitation of all the roads and related storm water systems in Swellendam Industria North. This will greatly assist with stormwater challenges in the industrial area of Swellendam if approved.
Illegal dumping in stormwater systems	Ward councillors to launch awareness campaigns.
Unable to implement Stormwater Master Plan recommendations	Systematically avail budget in accordance with Master Plan

Description	Action Plan
Vandalism of structures and manhole cover theft	Report to SAPD and replace covers with irremovable concrete slabs
River Management Plan	No River Management Plan is currently available for the Koorlands, Huis and Buffeljags Rivers. Such a plan will greatly assist with future emergency repairs and periodic maintenance.

Stormwater Challenges

3.10.4 Employees: Stormwater

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	1	1	0
4 – 6	7	5	2
7 – 9	7	3	4
10 - 12	1	1	0
13 – 15	-	-	-
16 – 18	-	-	-
19 – 20	-	-	-
P.T.I.*	1	1	0
Total	17	11	6

Employees: Waste Water (Stormwater)

Component C: Planning and Local Economic Development (LED)



3.11 PLANNING

3.11.1 Introduction to Town Planning and Building Control

The Swellendam Municipality provides a full spectrum of town planning and building control services within its administrative area, which includes a comprehensive Geographic Information System (GIS). The Division of Town Planning and Building Control is also responsible for compliance and enforcement of the related by-laws and regulations, as well as environmental issues in general, including air quality and noise control.

The Division works within the prescripts of the Municipal Systems Act (MSA), the Spatial Planning Land Use and Management Act (SPLUMA) and the Western Cape Land Use Planning Act (LUPA), read together with the By-Law on Municipal Land Use Planning and the National Building Regulations and Building Standards Act (NBR's). This suite of legislation exists as the broad legislative framework for all land use planning applications and building plans submitted within the Municipality.

Land use planning and decision-making within the Municipality are guided by the Provincial, District and Municipal Spatial Development Frameworks (MSDF) in the first instance. The MSDF exists as a core component of the Municipal Integrated Development Plan (IDP) in terms of the Municipal Systems Act. The MSDF guides where

and when monies should be spent within the municipal area. The MSDF is adopted at the start of each 5-year IDP Planning Term and is reviewed annually as part of the IDP review process. The MSDF may be amended as changing circumstances require. An amendment to the MSDF implies a change to the IDP and by implication Council policy.

The specific land use and development parameters applicable to individual erven within the Municipality are set out in the Swellendam Integrated Zoning Scheme By-Law (IZS) and are applied accordingly. The IZS is consulted for each and every new application for development, whilst each building plan application is considered in terms of the NBRs, in consultation with the Directorate Infrastructure Services. For larger development initiatives, particularly in rural areas, input is also requested from the relevant district and provincial authorities [Department of Health, Cape Nature, Department of Agriculture, Department of Environmental Affairs and Development Planning (DEADP), Department of Water Affairs, Department of Transport and Public Works, Heritage Western Cape] before decisions are made. The Division works closely with the Swellendam Aesthetics and Conservation Committee when considering applications for the redevelopment of heritage-listed buildings and in the conservation areas, as well as for guidance for the overall management of conservation areas and signage within municipal boundaries.

Land use planning applications are advertised in the local press and on the municipal website for public consideration and input. It is noted that in terms of the National Constitution, municipal planning is a local government competency, including the appeal process.

The Division of Town Planning and Building Control has built up a comprehensive Geographic Information System over the past years, which together with other digital platforms and data resources, is put to good daily use when considering the merits of applications and new development initiatives. The Division utilises drone technology (finance permitted) to supplement existing imagery sources, particularly in areas where land uses change on a very regular basis, such as in informal settlements.

The calculation and application of Development Charges, in terms of Council's approved policy (2022) and annual tariff structure, also vests within the Division and is

managed in close consultation with senior engineering and technical staff within the Directorate Infrastructure Services.

Organisationally the Division forms now part of the Directorate Infrastructure Services, since July 2024.

3.11.2 Highlights: Town Planning and Building Control

The table below specifies the highlights for the year:

Highlights	Description
The Railton Hub Community Walkway (adjacent to the Railton Clinic and Community Hall) has been completed, and additional RSEP monies were received for the implementation of the Railton Links Community Walkway,	Both walkways will go a long way in improving the dignity, safety and security of pedestrians currently using these accessways.
Legislation enforcement	Public compliance is being managed more effectively with the active assistance of the law enforcement unit.
New opportunities have been created for industrial and residential development.	Through the effective use of in-house resources, 11 new subdivisions of industrial land and 8 new subdivisions of residential land (smallholdings) are soon to be made available to the market.
Portfolio of Municipal Land	Potential investors now have access to a portfolio of available municipal erven that can be purchased out-of-hand.
House shop survey	A door-to-door visit to all house shops in the municipal area were undertaken

Town Planning and Building Control Highlights



A survey of operating house shops has been made within the whole municipal jurisdiction

3.11.3 Challenges: Town Planning and Building Control

The table below specifies the challenges for the year:

Description	Action Plan
Land use compliance, particularly in the traditional rural areas	- Appointment of a dedicated compliance officer - Due process i.to. compliance and law enforcement
Illegal building works, particularly along the Breede River Estuary and in previously disadvantaged areas	- Due process i.to. compliance and law enforcement - Dissemination of applicable information
Proliferation of informal settlement, particularly in areas not identified or considered suitable for residential purposes	- Due process i.to. compliance and law enforcement - Delineation of a Temporary Relocation Area
Uncontrolled influx in the informal settlement areas	The Municipality is experiencing a high influx in the informal settlement areas, with services that cannot keep up with the number of residents moving into the areas. This negatively impacts the environment and basic service delivery, also leading to social tensions

Town Planning and Building Control Challenges

3.11.4 Statistics: Town Planning and Building Control

The table below specifies the service delivery levels for the year:

Applications for Land Use Development						
Detail			Rezoning		Consent Use / Departures	
	2022/23	2023/24	2022/23	2022/23	2023/24	2022/23
Planning application received	17	16	12	17	16	12
Determination made in the year of receipt	16	14	12	16	14	12
Applications withdrawn	1	2	0	1	2	0
Applications outstanding at year-end	0	0	0	0	0	0
Awaiting DEADP decision	0	0	0	0	0	0

Applications for Land Use Development

Type of service	2022/23	2023/24
Building plans application processed	202	211
Total surface (m2)	25 246	36 134.59
Approximate value (Rand)	232 951 150.00	477 225 010
Land use applications processed	80	90

Additional Performance Town Planning and Building Control

3.11.5 Employees: Town Planning and Building Control

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	-	-	-
4 – 6	-	-	-
7 – 9	1	1	-
10 - 12	3	2	1
13 – 15	2	2	0
16 – 18	1	1	-
19 – 20	-	-	-

Job Level	Posts	Employees	Vacancies (full-time equivalents)
Total	7	6	1

Employees: Town Planning and Building Control

3.11.6 Capital: Town Planning and Building Control

The following table indicates the capital expenditure for this division:

Financial Performance: Town Planning					
Capital Projects	Funding Source	2023/2024			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
Railton Walkway Project	Infrastructure:Specify	783	783	642	18,0%
Railton Walkway Project	Capital Replacement Reserve	–	135	–	100,0%
Total		783	918	642	30,0%
Total project value represents the estimated cost of the project on approval by Council					

Capital Expenditure 2023/24: Town Planning and Building Control

3.12 LOCAL ECONOMIC DEVELOPMENT

3.12.1 Introduction to Local Economic Development (LED)

Local government must promote social and economic development, and structure its administration, budgeting and planning processes to promote social and economic development of the community (Constitution of South Africa, 1996).

The function of strategic facilitation services currently located in the office of the Municipal Manager includes economic development, land release and town planning, tourism and events and coordination of strategic developments. The Swellendam Tourism Growth and Development Strategy 2019 to 2025 was adopted by Council on the 31 October 2019. Ongoing partnerships with the local private sector, NGO's, government entities (sector focused meetings) strengthen the support regarding procurement planning and an economically sustainable delivery model. The new tourism strategy also represents the plan for Swellendam's integrated programme of work for the next six years (July 2019 – June 2025). The programme embraces destination marketing alongside visitor services and industry services with a revamped visitor strategy and membership programme.

The Swellendam municipal area realised an average GDP growth rate of 2.5 per cent between 2014 and 2018. The tertiary sector had the highest average growth rate (3.2 per cent), which was 0.7 percentage points higher than the municipal average, followed by the secondary sector, which realised an average growth rate of 2.5 per cent. The main drivers of economic growth during this period include the finance, insurance, real estate and business services (4.9 per cent) and manufacturing (3.6 per cent) sectors. The construction; wholesale and retail trade, catering and accommodation; and community, social and personal services sectors also made significant contributions to the municipal area's GDP growth (2.6 per cent each). Conversely, the primary sector's GDP contracted by an average of 1.1 per cent per annum during the same period. Estimates for 2019 indicate that this trend persisted – the municipal area's reduced economic growth can largely be attributed to the 10.1 per cent contraction in the agriculture, forestry and fishing sector. The finance, insurance, real estate and business services sector continued to be the main driver of GDP growth in the municipal area, realising an estimated GDP growth rate of 4.7 per cent, which was 4.0 percentage points higher than the municipal average.

Therefore, it is also important to look at the following factors driving the Local Economy (as per the www.spatialtaxdata.org.za):

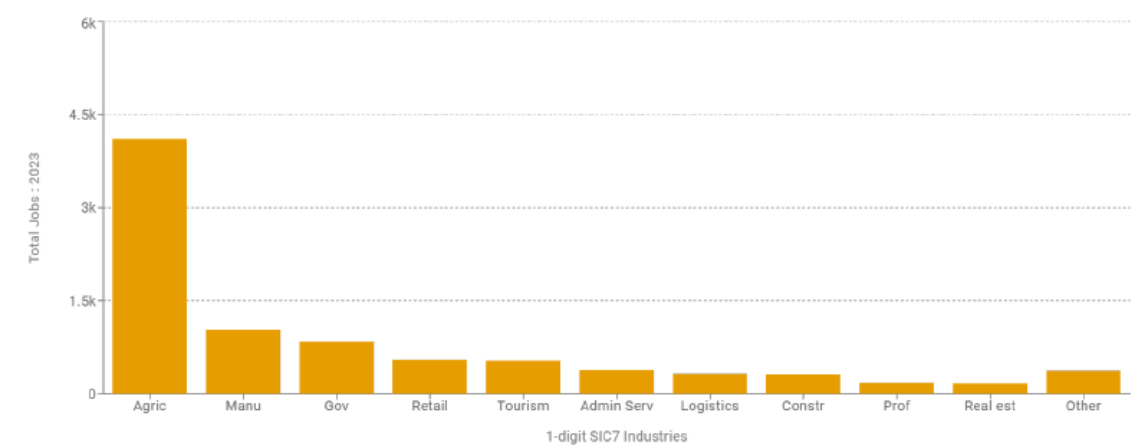
3.12.2 Job Growth



How many jobs are available in Swellendam?

Jobs reported in the spatial tax panel are based on IRP5 certificates which are converted into 'Full Time Equivalents' (FTE), or in other words, full time employment. The data covers employment by firms in the formal sector but excludes informal jobs where firms are not tax compliant. The total number of jobs is a critical indicator of the level of 'decent work' or size of the formal 'mainstream' economy.

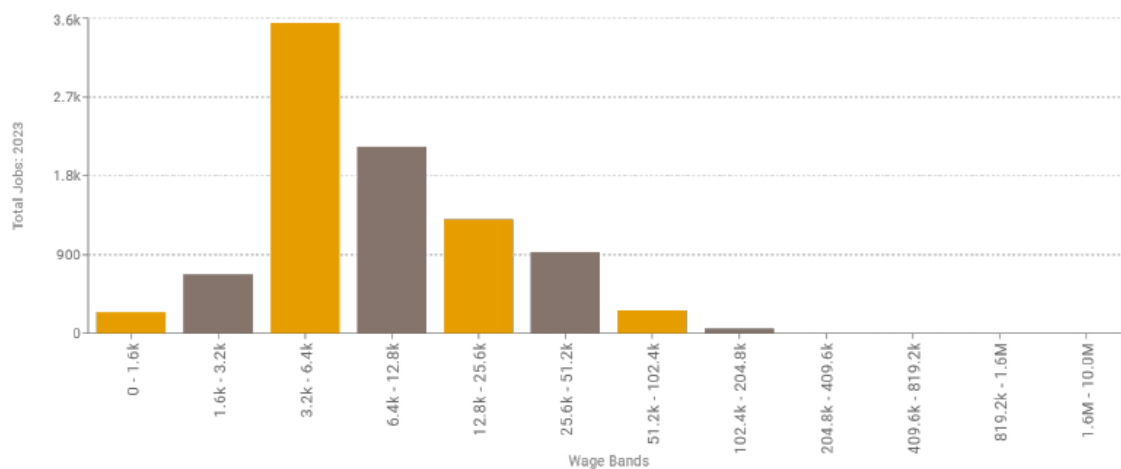
3.12.3 Industry Structure



Which sectors are the biggest employers in Swellendam?

The top 10 sectors ranked here are most important for jobs and livelihoods. The economic outlook depends on the capacity of firms in these sectors to expand, adapt and innovate or otherwise risk becoming a drag on economic performance. non-tradable sectors such as government services tend to be stable but are inherently constrained by the size of local economy (i.e. local demand). Tradable sectors can compete in surrounding (and even international) markets but must be competitive to thrive.

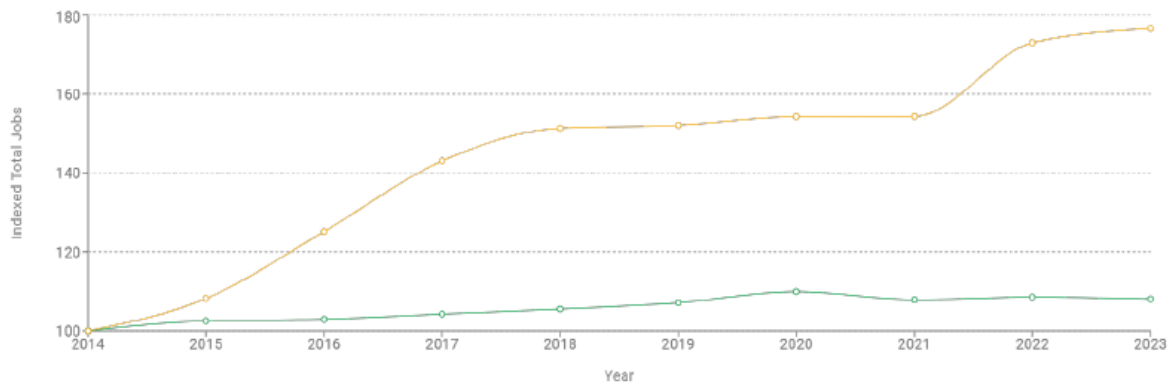
3.12.4 Wage Distribution



What do jobs pay for people working in Swellendam?

The wage distribution shows the number of people who earn at a particular level in Rands per month. The level of earnings is closely related to demand-side factors such as sector of employment as well as supply-side factors such as worker experience, education and occupation. The number of people in each wage category is important to bear in mind considering the local population that these jobs support.

3.12.5 Total Jobs Growth



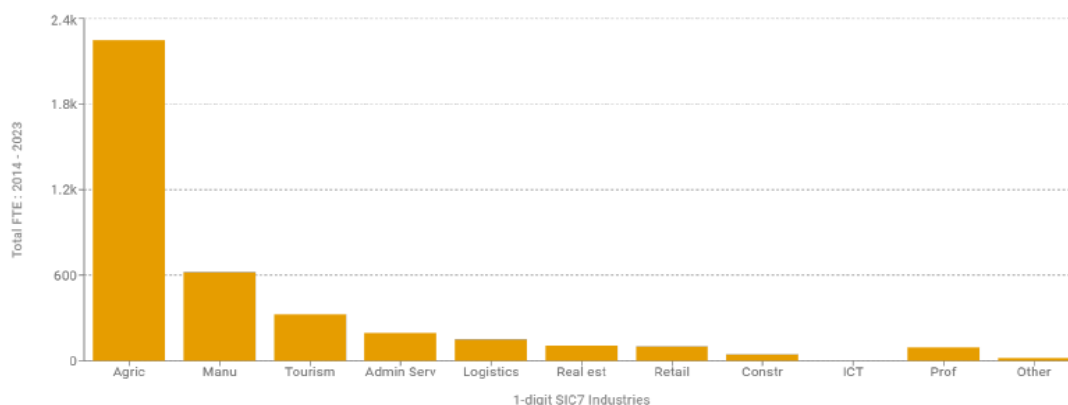
2023

■ South Africa	108.09%
■ Swellendam	176.6%

How does total jobs growth compare in Swellendam?

Indexed total jobs shows the relative performance of each region adjusted for its size in the starting year. It can also be interpreted as the total percentage change in jobs from the starting year by simply subtracting 100. Instability over time can be consequence of a small economic base but also if the economy is stagnant which compresses the y-axis. Getting positioned above (or below) the 'national' benchmark implies that this local economy is pulling ahead (or falling behind) the rest of the country.

3.12.6 New Jobs

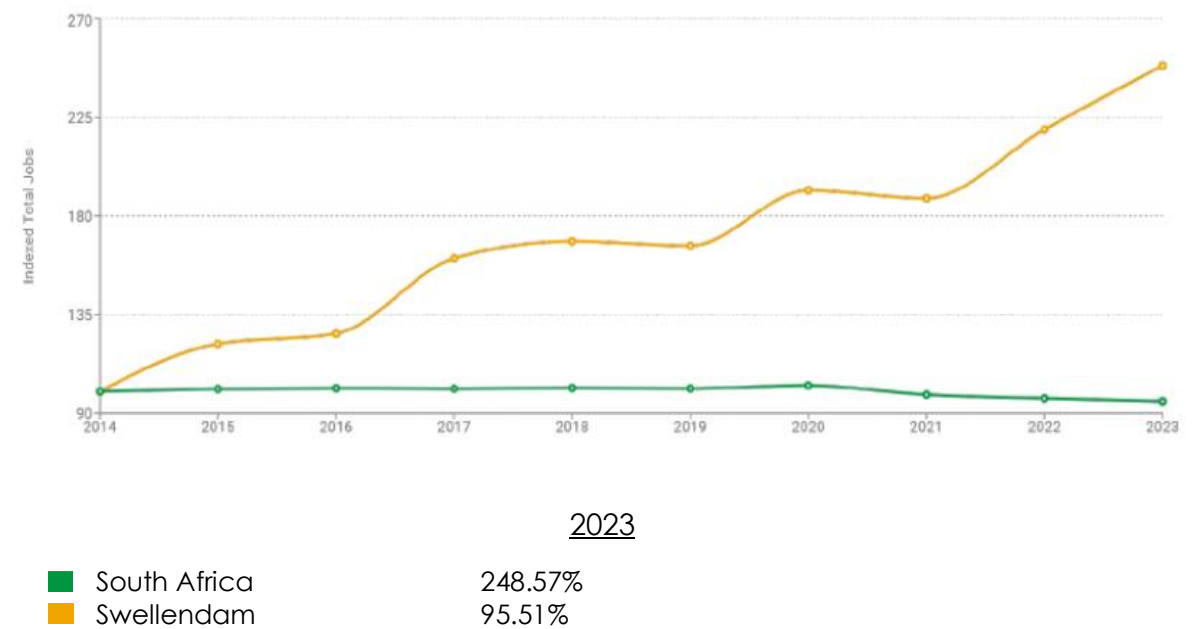


Which sectors created the most jobs in Swellendam?

The sectors which create the most jobs have a critical role to play within the local economy. Job creation can be driven by economic expansion in dynamic sectors. However total jobs growth can also be related to industry size (or dominance)

because modest and even low growth will add up to more jobs in large industries. In either case, these sectors mattered most for job creation.

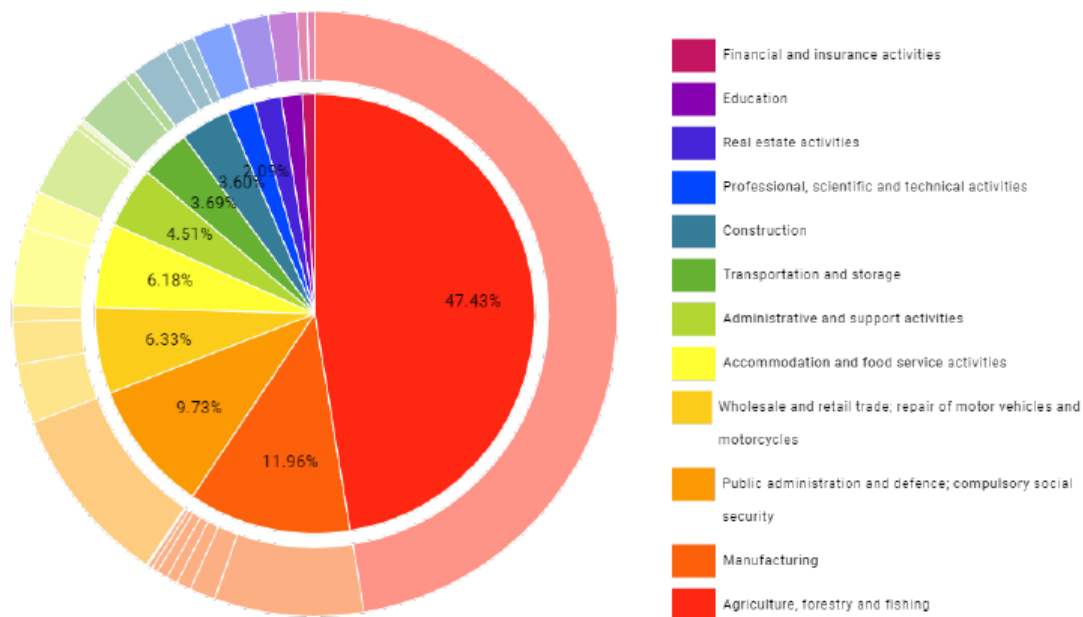
3.12.7 Growth by Sector



How does jobs growth compare between and within sectors in Swellendam?

Total jobs growth hides important differences in performance both between and within sectors of the local economy. National trends are provided as a useful benchmark in each case. Exploring which particular sub-sectors are leading or lagging in jobs growth is critical for policy makers in better supporting local industry. Jobs growth has been indexed to show performance relative to industry size in all figures. Very small industries with less than or equal to 200 employees have been omitted.

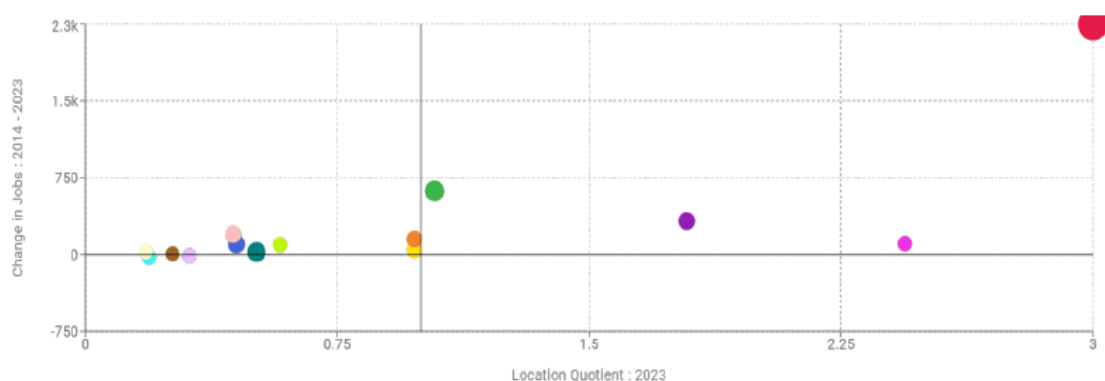
3.12.8 Industry Profile



What is the structure of industry in Swellendam?

Total jobs are split up across industries for sectors (inner pie) and sub-sectors (outer pie) to provide a detailed overview of the structure of local industry. Industries are defined according to the Standard Industrial Classification of all Economic Activities (seventh edition) which includes up to 90 divisions (sub-sectors in the outer pie) for an in-depth review.

3.12.9 Industrial Potential

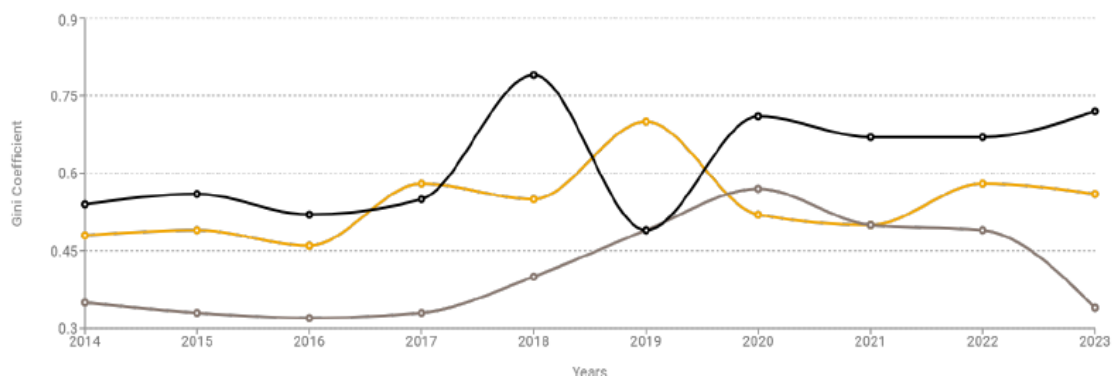




Which sectors show the most potential in Swellendam?

The four quadrants are a tool to sort economic performance for industries across three dimensions: size of industry (bubble size), the location quotient (LQ) or industry specialisation (x-axis, horizontal) and jobs growth (y-axis, vertical). The LQ is a statistical way of a way of quantifying how concentrated a particular industry is (relative to the national average) and therefore the extent of specialisation. Together, these dimensions are indicative of 'winners' and 'losers' where industries in the top right (i.e. solid bet) display the greatest potential. The industry toggle allows the quadrants model to be rerun to at the level of sub-sectors for any industry.

3.12.10 Wage Inequality

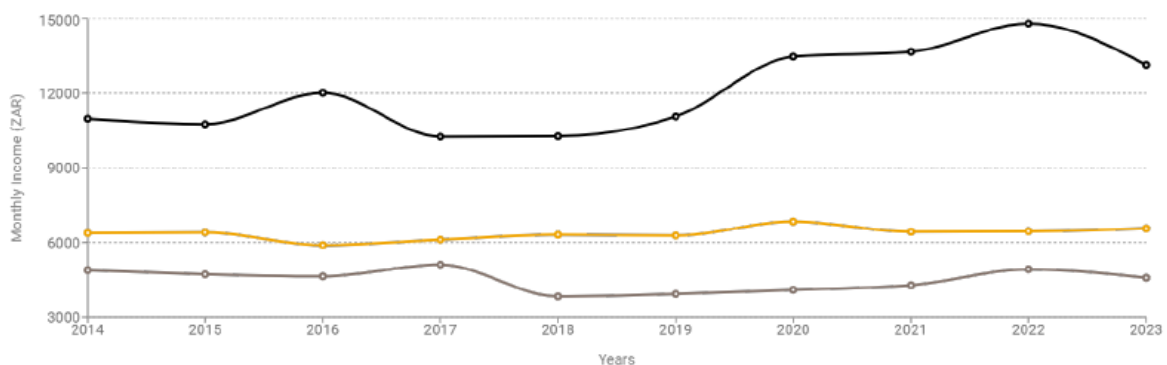


■ Swellendam	0.56
■ Witzenberg	0.34
■ Hessequa	0.72

What is the level of wage inequality in Swellendam?

The gini coefficient is a statistical calculation of inequality where a value of 0 represents absolute equality and a value of 100 absolute inequality. The wage gini calculated from tax data is a measure of inequality amongst wage earners who work in the formal sector and is very different to measuring income inequality amongst all workers or amongst households (which would also include the unemployed). Wage inequality remains a fundamental driver of income inequality in South Africa.

3.12.11 Wage Levels

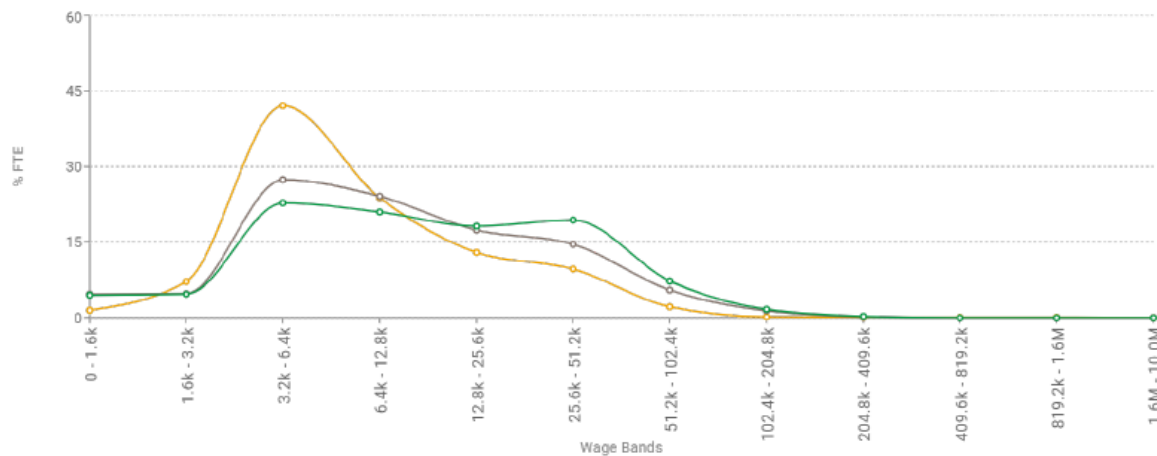


■ Swellendam	6567
■ Laingsburg	4587
■ Stellenbosch	13142

How have average wages changed in Swellendam?

Median income measures the middle or halfway point in wage rankings amongst formal workers. It is a less sensitive measurement of average earnings because it is not impacted by outliers. Median wage levels need to rise each year just to keep up with inflation. The average worker is better off where median wage levels are higher. Median wage levels reported in tax data exclude informal work and the unemployed.

3.12.12 Wage Distribution



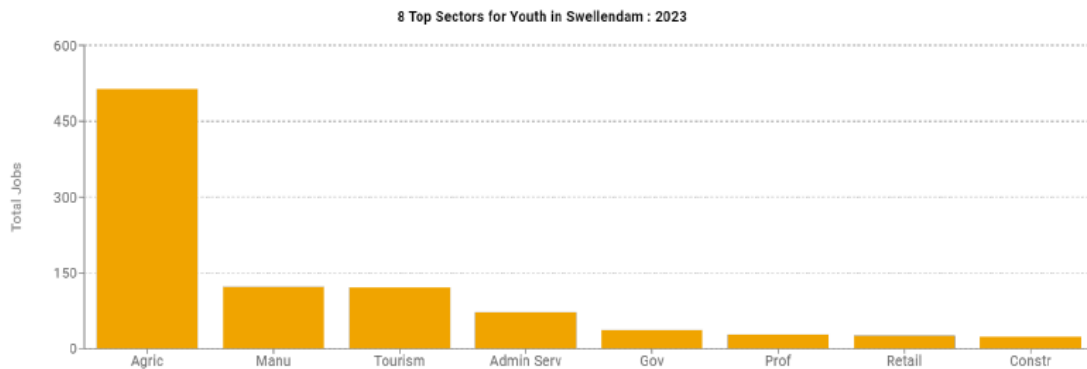
How do earnings compare in Swellendam?

The wage distribution offers a more detailed review of earnings than the median wage level or the wage gini. It shows the percentage of formal workers who fall in wage bands across the spectrum ranging from very low to very high earners. A bias to the right (left) suggests a concentration of higher (lower) income earners. The industry toggle allows for wage comparisons for specific industries.

Job Creation Safety Net

Swellendam Municipality participate in the Extended Public Works Programs on capital projects to create a safety net for vulnerable community members. The Municipality also partners with other departments such as the Department of Forestry and Environmental Affairs on the roll out of EPWP programs. This not only provides a safety net for the individuals, but also bolster the Municipality's basic service delivery efforts. 292 jobs were created via EPWP opportunities during the reporting year.

3.12.13 Jobs for Youth



Which industries offer the most jobs for youth in Swellendam?

Industries which create more job opportunities for young people can also play a development role within society. The total number of jobs for youth (aged 15 - 25) related to the intensity of youth employment in that sector along with total industry size. A higher youth jobs intensity (share of jobs for youth within the sector) is preferable although sheer industry size can lead to jobs for youth because of volume.

The above statistics only reflect the formal economy. It is a well-known fact that the informal sector plays a pivotal role in not only growing the local economy, but providing a safety net to many unskilled or lower skilled workers. Swellendam Municipality launched several initiatives to support this sector during the reporting year, which included the following:

- Door-to-door survey of house shops in all towns
- Disseminating of support packages to SMME's
- Partnering with SEDA to encourage SMME's to build their business knowledge and access support programmes
- Concluding agreements with emerging farmers for subsistence farming on commonage.
- Informal trading licenses issued
- Supply Chain and bid training for suppliers
- Training 106 participants in basic plumbing and entrepreneurial skills with the assistance of Cobra
- Support to catalytic tourism events such as Around the Pot, Double Century

- Publishing a tourism booklet at no charge to participants
- Shortening the payment period of emerging contractors to support their cash flow.
- Releasing strategic municipal land parcels for future development.

History confirmed that there are no quick fixes to the development of a rural municipality, but the Municipality will continue to focus on inclusive partnerships with the private and public sector, within all sectors to create a social and economic collaborative network that will allow the whole municipal area to prosper economically in the future. Partnerships are key to growing the area to the benefit of all.

3.12.14 Employees: Local Economic Development

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	0	0	0
4 – 6	1	0	1
7 – 9	0	0	0
10 – 12	2	2	0
13 – 15	1	0	1
16 – 18	0	0	0
19 – 20	0	0	0
Total	4	2	2

Employees: Local Economic Development

3.12.15 Highlights: LED

The table below specifies the highlights for the year:

Highlights	Description
Economic growth	As per the statistics above, it is evident that the Municipality is undergoing economic growth.
Job opportunities created via EPWP	292 number of opportunities created in reporting year
Skills Development strategy	Plumbing course rolled out for 100 plus participants
Events marketing	Events investment by Municipality attracted high number of visitors to the area
Land releasing	Land released for private development

Shorter turnaround time for payment of emerging contractors	Emerging contractors paid in days to protect cash flow
SMME workshop held	Interested parties trained on municipal SCM processes
Streamline building control process	Building plan processes streamlined to reduce days in which plan is processed
Secure R16 m upgrade to improve electricity security of Eskom	NMD increase for 950 houses – funding secured
Transnet land payment	Transnet transaction signed
RSEP project initiated	RSEP project initiated in Railton to improve the area

LED Highlights

3.12.16 Challenges: LED

The table below specifies the challenges for the year:

Description	Action Plan
Staff constraints	Appointment of additional personnel to be done when funds are made available in the budget.
Public riots	The public riots damaged the investment profile of the municipality and hampered collaboration amongst the role players.
National legislative challenges	The national changes to procurement legislation prevents smaller SMME's to access public procurement processes as it has become to cumbersome

LED Challenges

3.12.17 Capital: Developmental Services

There were no capital projects for the 2023/24 financial year.

Component D: Community and Social Services



3.13 LIBRARY SERVICES

3.13.1 Introduction to Library Services

The Swellendam Municipality is proud to have 5 public libraries, 1 Wheelie Wagon and 1 Satellite library. Library Services expanded its services with the opening of the South African Library for the Blind at Swellendam Library. The service is for the blind and visually impaired. South African Library for the Blind provides handicapped members with free Braille and Audio Books accessible at Swellendam Public Library. The main library is Swellendam Public Library, with Railton Public Library serving as the branch library. Buffeljagsrivier, Suurbraak and Barrydale have their own libraries. Library cards can be used at any of the libraries in the Swellendam Municipal area, but preferable that patrons return their books to the library from which they borrowed from.

Library Service further expanded services with Libby App, is used by millions of library patrons all over the world to enjoy eBooks & audiobooks from their public libraries. You can borrow library material for free at local library and you can access Libby app through your smart phone.

All the libraries are equipped with free access to the internet, and rural connectivity computers for public use. All the libraries are equipped with free access to the internet, and rural connectivity computers for public use. The libraries have broadband

coverage and public Wi-Fi service was expanded to all the libraries in the Swellendam Municipal Area.

The libraries have broadband coverage and public Wi-Fi service was expanded to all the libraries in Swellendam Area. The Western Cape Government provide each library with an ICT Cadet.

3.13.2 Highlights: Library Services

The table below specifies the highlights for the year:

Weltevrede Container Library (Wheelie Wagon) were fully computerised in January 2024 and children of the school have now access to computers and internet facilities.

Municipalities are required to submit a request for funding for each financial year and Barrydale Library were identified for next in line for a library upgrade, the cost projection are R7 000 000 (Seven Million Rand). This information still needs to be communicated in the IDP.

We did some renovations and maintenance work at Buffeljags Library. After wear and tear the Circulation Desk have a new look. We replaced the floor tiles with a better quality and type of tiles. We did some interior and exterior painting.



3.13.3 Highlights: Library Services

The table below specifies the highlights for the year:

Highlights	Description
Weltevrede Library.	Are now fully computerised and with internet facilities.
Library Partners	ATKV branch, Light for Africa, Railton Foundation and CAP, in order to create a culture of reading and awareness among school children.
Year Beyond	Reading Champions & ICT Cadets at the libraries provide support services.
Library for the Blind	The Library for the Blind has in total 35 patrons that make use of the services.

Library Services Highlights

3.13.4 Challenges: Library Services

The table below specifies the challenge for the year:

Description	Action Plan
Desmond Tutu Activity Hall	Are no longer in use because of the finance staff that needs to be housed inside the hall, after the main building was torched during civil unrest.
Railton Library	We needed to up security at the library due to vandalism and children trying to disrupt the library services.
Barrydale Library	Can no longer use the Barrydale hall for library activities, they have to use the library space for any activities.

Library Services Challenges

3.13.5 Service Statistics for Library Services

The table below specifies the service statistics for the year:

	2022/2023	2023/2024
Library members	110 677	101 206
Book Circulated	85 916	82 918
Exhibitions held	478	518
Internet users	6 591	9 299

	2022/2023	2023/2024
Literacy & Reading programs (Children's programmes)	1 065	1 464
Outreach Library activity (Visits by school groups)	775	654
Old age home visits	104	109
Wheelie wagon visits	3	5

3.13.6 Employees: Library Services

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	-	-	-
4 – 6	7	7	-
7 – 9	4	4	-
10 – 12	1	1	-
13 – 15	1	1	-
16 – 18	-	-	-
19 – 20	-	-	-
P.T.I	3	3	-
CG	2	2	-
Total	18	18	-

Employees: Library Services

3.13.7 Capital: Library Services

The following table indicates the capital expenditure for this division:

Financial Performance: Library Services					
Capital Projects	Funding Source	2023/2024			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
Air-conditioning Libraries	Provincial: Other	-	127	106	16,7%
Paving at Desmond Tutu Library (Back entrance)	Provincial: Other	-	210	184	12,6%
Gate Motor back entrance	Provincial: Other	-	35	32	9,1%
Total		-	372	321	13,7%
Total project value represents the estimated cost of the project on approval by Council					

3.14 CEMETERIES

The Municipality is responsible for 9 cemeteries of which 5 are full to capacity. There are currently 4 in use, which are situated in Swellendam (2), Barrydale (1) and in Suurbraak (1). All cemeteries are maintained continuously and are generally in good condition.

Vandalism remains a big risk to the Railton Cemetery and N2. The Railton Cemetery was recently extended, and there is subsequently enough space for the next 2 years. The Swellendam, Barrydale and Suurbraak cemeteries are also running out of space and new land for extensions was identified. All cemeteries identified for extensions will be communicated with town planning for assistance with EIA process.

3.14.1 Highlights: Cemeteries

The table below specifies the highlight for the year: 2023/24

Highlights	Description
Maintenance programme	Maintenance is being performed on a monthly basis.
Railton Cemetery	Space has been increased for approximately 3 -years and more space is required to accommodate burials. Request for assistance will be sent to Town planning.
Buffeljagsrivier	Buffeljagsrivier does not have active grave yards, but have closed cemeteries that are maintained on a monthly basis.
Toilets	Two mobile toilets were purchased but need to be repaired in this financial year. Currently these toilets are out of commission.

Cemeteries Highlight

3.14.2 Challenges: Cemeteries

The table below specifies the challenges for the year: 2023/24

Description	Action Plan
Barrydale, Suurbraak Swellendam cemeteries conditions	Barrydale: Digging of tranches to assist families to make graves due to the soil conditions. Suurbraak: Extension required to accommodate burials. Swellendam: Request for extension for Suurbraak and Swellendam will be sent to Town planning for assistance with EIA.
Ground to hard to dig graves – especially Barrydale	To dig the trenches in advance an excavator is needed.
Manpower for cemeteries	Current department structure is being reassessed to potentially be rearranged to address the actual needs identified.
Electronic burial register	We are in a process of purchasing equipment to assist us with the identification of graves. We are planning to appoint a dedicated person to manage burial register.

Cemeteries Challenges

3.14.3 Capital: Cemeteries

There were no capital projects for the 2023/24 financial year.

Component E: Environmental Protection



3.15 ENVIRONMENTAL PROTECTION

3.15.1 Introduction to Environmental Protection

Although environmental protection and management vests primarily with the Provincial Department of Environmental Affairs and Development Planning, certain environmental functions are the responsibility of the Municipality. These include air and noise pollution, biodiversity and landscape management, and coastal protection. The Breede River estuary, being an intertidal estuary, is considered coastal and is thus subject to the Integrated Coastal Management Act (ICMA). Interestingly, therefore, the Swellendam Municipality includes a “coastline” stretching from the sea up to Napkysmond, a distance in excess of 50km.

The National Estuarine Management Protocol (NEMP) was published in May 2013, with the overarching management over the Breede River Estuary now being a provincial function. The province has now finalized the management plan for the estuary, in accordance with various legislation including NEMP, the Integrated Coastal Management Act (ICMA), the National and Western Cape Coastal Management Programme, as well as the White Paper on Sustainable Coastal Development in South Africa. The Breede River Estuary Management Plan was initiated in 2008 and was reviewed in 2009, 2011 and 2014. As part of the finalisation process, the EMP was advertised for comment in August 2016 and has now been signed off by the National Minister of Environmental Affairs.

In terms of the ICMA, the management of estuaries is a municipal competency, excluding those areas that reside under the authority of conservation and protected area management agencies in which the estuary is located. However, given that the Breede River Estuary falls within both the Swellendam and Hessequa Municipalities, and within both the Overberg District Council and the Eden District Council, overall coordination responsibility for the estuary lies with the provincial administration.

At an operational level, management of the lower stretches of the Breede River is being undertaken in terms of a service-level agreement between the Hessequa Municipality and Swellendam Municipality and the Lower Breede River Conservancy Trust (LBRCT). Both municipalities have promulgated a By-Law on the control and management of the Breede River. The following estuarine matters are specific municipal competencies:

To institute invasive alien vegetation clearing and management, according to the Integrated Invasive Vegetation Management Plan. The Directorate Community Services of the Municipality is responsible for this function but due to a lack of funds couldn't as yet draft an Alien Invasive Plan. It is envisaged that the Alien Invasive Plan will be completed as soon funds are available. The aquatic weed control forum met twice during the year under review. The forum addresses the challenge of Hyacinth and other aquatic weeds endangering the water resources of the Municipality.

To actively promote a better understanding, appreciation, use and conservation of the limited natural resources within the municipal area (including biodiversity, soil, water and energy) by property owners, their staff and visitors to the area, the following initiatives were also implemented:

- Appointment of environmental officers to manage and control the environmental issues
- Promotion of the conservation of the environment (biophysical, socio-economic and cultural historical characteristics)
- Promotion of the integrated management of reserves and natural areas within the municipal jurisdiction
- Develop and maintain high-quality visitor infrastructure, facilities and recreational activities along sound financial lines

- To enhance the tourist potential of the Swellendam Municipal area through the actions mentioned above
- Manage the interface between the natural and urban environment, for example, baboon management

The key municipal challenge in this regard is to generate sustainable funding for environmental management and for all of the above functions.

Pollution Control

The Municipality is mandated to establish specialized units for air quality and noise control within its administrative area. At this stage, this responsibility vests with a manager: environmental services of the municipality. The Air Quality By-law has been promulgated and the Air Quality Management Plan has been approved by Council for implementation.

Biodiversity and Landscape

Biodiversity management is a process and is monitored on an ongoing basis. The Municipality has access to comprehensive mapping (particularly as set out on the Municipal GIS) setting out the Biodiversity Spatial Plan, including the Critical Biodiversity Areas (aquatic and terrestrial) in its area of operation. This mapping is consulted when assessing applications for new development within the area. The South African National Biodiversity Institute ensures that this mapping is added to regularly and kept up to date. The management and control of landscapes is also monitored when assessing new development, with the National Heritage Resources Act playing a key role in rural areas.

The Overberg District Municipality and the Department of Environmental Affairs and Development Planning have initiated the coastal setback line determination process for the Overberg Region. The Municipality currently uses the 5m contour line for the Breede River which will be in place until the setback lines for the relevant municipalities within the Overberg have been finalised.

Alien Invasive Species: As noted in the Aquatic Weed Forum, addressing the Water Hyacinth invasive requires a well-coordinated joint effort, the reason is that the problem arises upstream from the Langeberg Municipal areas and travels downstream towards Swellendam Municipality. The Department of Forestry, Fisheries

and Environment have been trying to use biocontrol agents upstream to stop it at source but an integrated approach of methods using mechanical methods along with biocontrol works best to address the challenge of water hyacinth.

Aquatic

Currently, the municipality has an agreement in place with the Lower Breede Conservancy Trust. All the work being done on keeping the Breede River clean is being conducted by the homeowners under the conservation guidance of the Conservancy, and in terms of the River By-Law.

NB: Upstream Breede River Water User Association noted that Parrots Feather is also becoming a problem, it will be important for Swellendam Municipality to monitor the situation.

Terrestrial

On-land municipal property has been proactively targeted to control and eradicate AIS (Alien Invasive Species). Working with an experienced Conservancy (Grootvadersbosch) the management units for both Swellendam and Barrydale have been delineated and plans put in place and rolled out for the first time in 2022. The partnership with Grootvadersbosch has led to significant strides in environmental management within the municipal area. The following progress has been made for the 2023/24 financial year, which includes funding from the Municipality as well as match funding contributions. Swellendam Alien Invasive Species Eradication & Control Plan is being finalised and will go to council before the end of 2024.

rt Date	Area	Status	Contractor	Town contracto	HA	Total	Persondays of employment	Town
05 Jun	Barrydale follow up	FU	SWD GENERAL SOLUTIONS	Buffeljags	1.56	R 33 049	168	Barrydale
Jun 23	Barrydale	Initial	ITEMBALAM TRADING SERVICES	Heidelberg	14.8	R 46 583	120	Barrydale
Sep 23	Follow up all areas-swelldam	FU	NITA'S ALIEN CLEANERS	Suurbraak	97.59	R 57 457	144	Swelldam
Sep 23	Follow up bethels	FU	Pretorius Dienste	Suurbraak	26.79	R 43 093	108	Swelldam
Nov 23	next to cemetery	FU	SWD GENERAL SOLUTIONS	Buffeljags	7.35	R 47 881	120	Swelldam
Dec 23	Firebreaks	Firebreaks	SWD GENERAL SOLUTIONS	Buffeljags	0.53	R 23 940	60	Swelldam
Dec 23	Swelldam	Initial	SWD GENERAL SOLUTIONS	Buffeljags	0.53	R 23 940	60	Swelldam
Jan 24	Koringlands below Vegi garden	Initial	Adriana Miggels	Heidelberg	0.74	R 52 669	132	Swelldam
Jan 24	Koringlands at vegi garden	Initial	ITEMBALAM TRADING SERVICES	Heidelberg	0.33	R 52 669	132	Swelldam
Jan 24	Above Barrydale-Huis River	Initial	Pretorius Dienste	Suurbraak	66.9	R 47 881	120	Swelldam
Jan 24	Koringland SSK	Initial	SWD GENERAL SOLUTIONS	Buffeljags	1.48	R 28 728	72	Swelldam
Jan 24	Koringland Roman church/ssk	Initial	WESSELS DIENSTE	Suurbraak	3.49	R 71 821	180	Swelldam
Jan 24	Koringland SSK	Initial	Pretorius Dienste	Suurbraak	4.1	R 67 033	168	Swelldam
Mar 24	Caravan Park- Barrydale	follow up	NITA'S ALIEN CLEANERS	Suurbraak	5.12	R 33 517	84	Barrydale
Mar 24	Donkergat-Barrydale	follow up	NITA'S ALIEN CLEANERS	Suurbraak	9.83	R 23 940	60	Barrydale
Feb 24	T-junction Cellar Barrydale	follow up	GA Pieterse	Heidelberg	18.65	R 23 124	60	Barrydale
Mar 24	Spanish Reed in River	Initial	SWD GENERAL SOLUTIONS	Buffeljags	21.37	R 80 585	216	Swelldam
May 24	Follow up areas Swelldam	follow up	FIELIES KONTRAkteurs	Heidelberg	115.94	R 79 381	180	Swelldam
Apr 24	Barrydale restoration team casuals	restoration	Barrydale team	Barrydale		R 11 128	45	Barrydale
Apr 24	Restoration team caravan	restoration	GA Pieterse	Heidelberg		R 25 021	64	Barrydale
Apr 24	Restoration team caravan	restoration	Adriana Miggels	Heidelberg		R 20 817	48	Barrydale
May 24	River area : RHENIUS STREET TO MURRAY STREET	Initial	NITA'S ALIEN CLEANERS	Suurbraak	1.83	R 26 460	60	Swelldam
May 24	Moreson area-private but centre of town above Caravan Park	Initial	Vernon Wessels	Suurbraak	1.11	R 31 752	72	Barrydale
Jun 24	Restoration and chipper work	Restoration	Vernon Wessels	Suurbraak		R 22 680	60	Barrydale
Jul 24	Bain street area	Initial	Adri	Heidelberg	0.39	R 10 585	24	Barrydale
Jul 24	JohnFullard and Macdonald-private just upstream of town	initial	Nita	Suurbraak	0.93	R 26 460	60	Barrydale
Jul 24	JohnFullard and Macdonald-private just upstream of town	initial	Vernon Wessels	Suurbraak	1.32	R 31 752	72	Barrydale
Jul 24	JohnFullard and Macdonald-private just upstream of town	initial	Pretorius Dienste	Suurbraak	0.54	R 26 460	60	Barrydale

Coastal Management

The Municipality has addressed the cleaning of the public beach at Infanta as well as the maintenance of infrastructure (signs, trails, paths, benches, ablutions, boardwalks, and bridges). Operational Management Plans for the public launch sites at Infanta, Moddergat and Malgas have been completed and have been approved by the Minister of Environmental Affairs and Development Management. The requisite by-law is to be promulgated thereafter. The Public Launch Site at Malgas has been temporarily closed, until such time as the Provincial Department of Public Works and Infrastructure has established and constructed an integrated site to both berth the pont and to enable the public to again launch boats.

3.15.2 Highlights: Environmental Protection

The table below specifies the highlights for the year:

Highlights	Description
Data gathering and measurement task for the Estuary Management Plan (EMP) continues	A variety of tasks regarding water quality and habitat protection have been assigned to the LBRCT to inform the EMP process and finalisation
Illegal developments identified and corrective steps taken	Illegal or non-compliant buildings and developments were inspected and either stopped or handed to the

Highlights	Description
	province for action in terms of the NEMA regulations
Rescue of several turtles, injured birds and penguins	Rescued animals are stabilized and then sent to specialist rehabilitation centres
Groyne build	Marine groyne implemented at Infanta
Greater interaction with the public via social media	Many more Q&A interactions took place via more active involvement on social media

Environmental Protection highlights

3.15.3 Challenges: Environmental Protection

The table below specifies the challenges for the year:

Description	Action Plan
Illegal developments	Faster response from lead agencies where the province has jurisdiction. Additional Municipal resources to be applied to preventing illegal building activities
Marine Living Resources Act	DAFF is to be encouraged to renew the compliance agreement to assist the Municipality to control illegal fishing and bait organism collection
Estuary Management Plan implementation	DEA and DP are progressing with plans for implementation of key aspects of the EMP

Environmental Protection Challenges

3.15.4 Lower Breede River Conservancy Trust (LBRCT) Environmental Activities

The following table indicates the activities of the LBRCT

Inspections at slipways	2019/20	2020/21	2021/22	2022/23	2023/24
Recreational river boats	1337	2350	2983	3030	2843
Recreational sea boats	11	0	-	-	-
Commercial sea boats	2	1	1	1	1

The LBRCT has four environmental law enforcement officers who are appointed to act in terms of the municipal by-laws, as well as to assist with monitoring of the Marine Living Resources Act (MLRA) and reporting of transgressions to DFFE for action. There

are three public slipways which need to be checked, although the Malagas slipway is temporarily decommissioned. The majority of anglers use the estuary for fishing, as well as for access to the sea and need to be checked in terms of fish catches and compliance with the municipal by-laws. The LBRCT is tasked to record catch statistics which are then sent to the relevant Department of the Environment, Forestry and Fisheries (DFFE) scientists. Recreational boats recorded at the slipways have not been recorded as river or sea since 2021.

The table below specifies the number of patrols:

Patrols	2019/20	2020/21	2021/22	2022/23	2023/24
Boat patrols	138	452	514	601	513

There are 470 slipways and jetties located on the Swellendam side of the estuary. The best way (and sometimes only way) to check these boats is on the water by patrol boat. The LBRCT conducts boat patrols to check boats and conducts foot patrols to reach the more difficult places where bait organisms are being removed. Boat patrols are also used to check other environmental concerns such as illegal developments and contraventions in terms of NEMA. The LBRCT is expected to conduct site inspections for development applications as well as EIA's.

3.15.5 Environmental Education and Liaison Activities

The table below specify the environmental education and liaison activity:

Liaison Meetings	2019/20	2020/21	2021/22	2022/23	2023/24
Number of meetings	10	16	36	38	24

The LBRCT/Municipality is well represented at all major local conservation initiatives, including the Municipal Coastal Committees, the Aquatic Weeds Forum, Department of Environmental Affairs and Development Planning workshops and various municipal planning forums. The Covid-19 pandemic badly disrupted the Conservancy's educational awareness programmes during the year, particularly the school visits programme.

The following table indicates the educational presentations for the year:

Educational Presentations	2019/20	2020/21	2021/22	2022/23	2023/24
Number of education activities	6	1	1	3	6
Number that attended	60	12	15	350	219

The LBRCT attempts to keep up regular educational activities and presentations to improve the knowledge of local communities. These activities were limited by Covid-19 regulations during this reporting period. Topics of presentations are kept around local issues and have been well received. There is also a monthly conservator report that is sent out to a wide support base that focuses on the conservation of the Breede River estuary. Again, Covid-19 intermittent lockdown restrictions severely hampered these activities

The following table indicates the media release issued during the year:

Media releases	2019/20	2020/21	2021/22	2022/23	2023/24
Local information	1 680	1700	1715	1982	2130
By-Law information	1 680	1700	1715	1982	2130
DFFE Do's and Don'ts	1 000	0	0	0	0
By-Law notices	0	0	0	0	0
Monthly newsletters	12	12	6	6	6
Article in news paper	2	0	1	0	0
Social media (Facebook, WhatsApp and Instagram)	388	513	845	598	526

The table below specifies the special events and workshops hosted:

Special events and workshops	2019/20	2020/21	2021/22	2022/23	2023/24
Number of events	15	3	17	12	18

The table below specifies the angling competitions hosted:

Angling Competitions	2019/20	2020/21	2021/22	2022/23	2023/24
Number of competitions	2	2	13	11	9
Number of anglers	125	unknown	unknown	Unknown	unknown

The municipal by-law requires any activity such as fishing competitions, regattas and other events to be approved by the Municipality before commencement.

Component F: Security and Safety



This component includes:

Traffic and Law enforcement;

- Traffic and law enforcement services are rendered by the Municipality. The traffic component mainly addresses traffic and law enforcement while both the traffic and law enforcement section address the municipal bylaws relating to various matters.
- The safety and well-being of our citizens is of utmost importance to us and we try to ensure that each and every citizen is protected and feel safe. We also make use of private security services to protect our infrastructure and buildings, and a service provider who assists us with speed law enforcement.
- Fire and Disaster management is rendered per agreement by the District Municipality.
- The disaster management plan is updated each year to ensure it stays relevant.

3.16 LAW ENFORCEMENT

3.16.1 Introduction to Law Enforcement

Law Enforcement is a SAPS function and the municipal services in this regard are restricted to policing of municipal by-laws. The aim of the Law Enforcement Unit is to ensure obedience to municipal by-laws and to create an environment that will

improve the social and economic development of the community. It is of utmost importance that the community feel safe and can participate without fear and prejudice in the affairs of the Municipality. The quality of life of the inhabitants and the visitors is dependent on a healthy and safe environment and therefore the municipal by-laws must be adhered to.

The community must feel safe to make use of and relax in public open spaces and municipal facilities. The nuisances created by culprits must be addressed efficiently and effectively. The challenges faced in this regard relate to the division of powers between the local and district municipalities and the grey areas that were created. Furthermore, unfunded mandates are enforced on municipalities to assist with provincial competencies such as environmental control. A lack of trained staff to cope with air pollution and noise control is a major challenge to overcome.

3.16.2 Highlights: Law Enforcement

The table below specifies the highlights for the year:

Highlights	Description
New tactical equipment	Dealing with riots and community uproars
Implementation of the Community Safety Plan	Several initiatives such as dealing with at risk children, has been implemented by the Municipality.
Deployment of mediation team in Overberg	The ODM's mediation team provides invaluable de-escalation services within the communities

Law Enforcement Highlights

3.16.3 Challenges: Law Enforcement

The table below specifies the challenge for the year:

Description	Actions Plan
Understaffed	Trying to address this through budget processes and subsequently filling of vacant positions.
Uniforms and training	Budget needs to be allocated in order to address this matter.
Public unrest in August and September 2023	During August and September 2023 public unrest lead to the torching and destruction of the main administrative building as well as the Thusong Centre. This increased social tensions within the community and hampered law enforcement and municipal operational services

Description	Actions Plan
Uncontrolled in migration	The uncontrolled influx of people into the municipal area, lead to an uncontrolled growth in informal settlements, an increase in social tensions, crime and vandalism

Law Enforcement Services Challenge

3.16.4 Employees: Law Enforcement

The following table indicates the staff composition for this division:

Job Level	2023/2024		
	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	0	0	0
4 – 6	0	0	0
7 – 9	5	5	0
10 - 12	0	0	0
13 – 15	0	0	0
16 – 18	0	0	0
19 – 20	0	0	0
Total	5	5	0

Employees: Law Enforcement

3.16.5 Capital: Law Enforcement

Please see paragraph 3.17.5

3.17 TRAFFIC SERVICES

3.17.1 Introduction to Traffic Services

The Municipality provides a comprehensive traffic service to the community, including traffic law enforcement, road markings, road traffic signs, law enforcement in general and shared disaster management in conjunction with the Overberg District Disaster Management Unit.

We endeavour to educate and create a culture of compliance and willingness to obey to traffic laws, rules and regulations and operate on the legal mandate of NRTA 93/96 and NLTA 5/2009. Operational activities inter alia include roadblocks, high visibility, random vehicle checkpoints, execution of traffic-related warrants and traffic laws and policing of municipal by-laws.

Traffic also partners with other law enforcement agencies, like the SAPS, LBRCT and Provincial Traffic Services to minimize road deaths and other crime related problems.

Several awareness campaigns regarding road safety and fire protection were conducted throughout the year. The Municipality prides itself in enforcing its by-laws diligently and ensuring that the Swellendam municipal area is a safer place for all.

3.17.2 Highlights: Traffic Services

The table below specifies the highlights for the year:

Highlights	Description
Roadshows	Selected road shows were conducted within the community where possible.

Traffic Services Highlights

3.17.3 Challenges: Traffic Services

The table below specifies the challenges for the year:

Description	Actions to address
Lack of manpower	Adequate budget is required to fill vacant positions – Still a great need

Description	Actions to address
Weekend and after-hour services	New appointments were made and shifts were adjusted covering the Swellendam Municipal area and standby officers also cover after hours complaints.

Traffic Services Challenges

3.17.4 Employees: Traffic Services

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	-	-	-
4 – 6	3	2	1
7 – 9	9	7	2
10 - 12	10	7	3
13 – 15	1	1	-
16 – 18	-	-	-
19 – 20	-	-	-
P.T.I	1	1	0
Total	24	18	6

3.17.5 Capital: Traffic

The following table indicates the capital expenditure for this division:

Financial Performance: Traffic Services					
Capital Projects	Funding Source	2023/2024			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
New vehicle testing system	Capital Replacement Reserve	300	315	223	29,2%
Traffic: Machinery and Equipment 2023_2024	Capital Replacement Reserve	10	14	6	53,5%
Renewable Energy (Solar) / Generator for load shed	Capital Replacement Reserve	300	300	230	23,4%
Tables for Barrydale learners classes 2023/24	Capital Replacement Reserve	16	13	13	0,0%
Traffic mascot for road safety	Capital Replacement Reserve	15	–	–	–
2 x 4 seater Sedans (2023/2024)	Unspecified:Specify	–	20	19	4,6%
Traffic: Machinery and Equipment 2023_2024	Capacity Building and Other:Specify	–	26	23	13,4%
Total		641	687	513	25,3%
Total project value represents the estimated cost of the project on approval by Council					

CIVIL UNREST

The electricity tariffs of the municipality have increased from 1 July 2023 in line with the NERSA guidelines of 15,1%. To comply with the requirements of the Auditor-General and the prescriptions of National Treasury Council's indigent policy was changed so that all residents must apply for indigent financial support and if they qualify, they will receive the subsidy. The indigent policy was discussed during public IDP meetings and ward committee members were trained on the requirements of the policy at the end of June 2023.

The residents of Matjoks, an informal settlement in Swellendam, indicated that they did not want to apply, but as in the past, wants the subsidy to be automatically allocated to them.

An offer to roll out a special registration initiative was refused on 12 August 2023 and the community indicated that they did not want further feedback and that if the free units are not restored by the following Tuesday the Municipality should not engage with them further. References were made to the years 2012/13 and the Cape Town Taxi strikes.

On the Saturday meeting of 12 August 2023, the community indicated that they required the 50 free units of electricity to be re-instituted for residents of the informal settlement, by Tuesday night and if the Municipality do not do so, they need not engage with the community further. The Municipality will just then see what will happen. Reference was made to the Cape Town taxi riots and the 2012/13 protests. The Municipal Manager's request for further engagement opportunity was refused. On Monday, 14 August messages were circulated on social media and phone statuses, calling for a shut down and protest. The Municipality took the necessary precautions.

The threat was reported to SAPS, SAPS cluster command, Overberg District, the Head of Department of Local Government and several others with the request to prepare for possible protest action.

Constant engagement with the local SAPS, Brigadier Heilbron and the Overberg District Municipality took place in preparation.

A meeting was held on 15 August the evening by the Matjoks community members indicating that the protest will continue. SAPS were in attendance.

In the early hours of 16 August, the protesters mobilised within Matjoks intimidating people to participate. SAPS, with enforcements from other stations, tried to manage the crowd, but was overrun, with loadshedding worsening the situation. The protestors ran through the streets, burning tyres, throwing rocks. They entered the CBD in Swellendam where they proceeded to block roads and marched to the Swellendam Municipality where the main administrative building was torched and surrounding shops were looted.

The Police drove the rioters back, but they proceeded to loot and intimidate.

The fire at the Municipality was distinguished by Overberg District's Disaster Management division. Preliminary estimations of damage to the municipal buildings are at R25 million for structural damage and another R10 million for content. A SASRIA claim was registered by the Municipality and is currently being finalised.

Allegations were made that the Municipality do not engage with the community and did not follow due process to change their indigent policy. This is untrue. The indigent policy review is part of the IDP and budget review process.

On 30 August 2023 the Municipal Manager facilitated a workshop with ward committee members training them on the indigent policy and requirements so that they can also inform their community members that they represent.

As you may be aware the informal settlements grew uninhibited during Covid when there was a moratorium on evictions. This uncontrolled in migration grew as residents from other provinces migrated to the Western Cape searching for jobs and working government infrastructure. Swellendam's informal settlement grew from 1375 structures to 2300 over the last years. Service provision is extremely lacking as the Municipality's budget cannot keep tread with the in-migration. There are only 573 approved electrical connections in the informal settlement, with a multitude of illegal electrical connections. The Municipality undertook two projects where we disconnected the illegal connections as this compromised the existing structures.

Toilets erected are vandalised and are not sufficient to deal with the influx. Refuse is removed weekly and skips are placed at strategic points in the

informal settlements. With the growing number of structures just being erected, there are not always a water stand point within 200metres of all structures.

As the Municipality is well aware of the dire situation in the informal settlements, they applied for funding from the Department of Local Government and the Department of Infrastructure to improve service delivery. Planning funding has been allocated to the amount of just **R795 354.00**. A survey already commenced amongst residence in preparation of this.

In preparation of the upgrade of the informal settlement, the Municipal Manager, requested that a committee representing the informal settlement residents be established. This committee will be used to engage with the Municipality on service delivery issues and the upgrade of the informal settlement. This request was initially made by the Municipal Manager in April 2023 during a ward committee meeting and was accepted by the ward councillor and ward committee.

A public meeting was then scheduled for 25 April 2023 to elect the committee and engage on service delivery. The public did not attend. Another meeting was scheduled for 5 June 2023 and again the public did not show. A meeting was then scheduled on 3 August for 20 August.

As loadshedding posed problems with community outreach meetings, the Municipality held a "coffee break" service delivery outreach in the informal settlement earlier in the year, to engage with the community on their problems and issues.

To date there are no committee representing the informal settlement of Matjoks. This poses an inherent risk to the Municipality.

The public riots lead to two municipal buildings being torched and service delivery being disrupted. Municipal staff members were threatened and had to receive counselling. This service was provided by the Western Cape Government as well as private persons.

The cost of the public unrest cannot be quantified precisely as it is still ongoing as not only public property was destroyed, but new municipal offices have to be leased on a monthly basis. With changes to the building legislation and ever-increasing building cost, it is sure that the amount paid by the insurers, will not cover the re-establishment of the buildings in full.

All municipal operations were restored, but the riots lead to the destruction of records, which hampered the compilation of the Annual Financial Statements, which had to be submitted 30 days after the due date; with the Audit extended the draft Annual Report was delayed and as there was concern about the availability of sufficient funds to deal with the re-establishment of municipal operations, the capital programme was delayed, which lead to a reduced spending of only 75% during the reporting year.



3.18.1 Introduction to Sport and Recreation

In terms of our mandate, we make facilities, such as sports fields, available to the broader community. The Municipality is responsible for the development of the facilities and the upgrade thereof whilst the sport club leases the facilities and as agreed, must maintain it.

The Municipality develops and maintains community parks, halls, campsites and the caravan park. This places an enormous financial burden on the Municipality, with its limited staff capacity and finances.

The vastness of the municipal footprint demands a duplication of all services throughout the area and poses to be a well-oiled machine due to strict adherence to planning and implementation schedules.

The following infrastructure presently exists. Sports grounds for rugby, soccer and netball in Swellendam, Barrydale, Suurbraak, Buffelsjagsriver and cricket field within the municipal region. Community Halls are the Swellendam Town Hall, Railton Community Hall, Suurbraak Community Hall, Buffeljagsrivier Community Hall and Barrydale Community Hall.

The Municipality is also responsible for maintaining community parks throughout the area and the Swellendam Caravan Park is one of those areas.

3.18.2 Highlights: Sport and Recreation

The table below specifies the highlights for the year:

Highlights	Description
Maintenance programme	Maintenance programs performed on a monthly basis
Upgraded Chalets	Currently 9 chalets are upgraded out of 20 chalets and 1 chalet is out of commission (number 9)

Sport and Recreation Highlights

3.18.3 Challenges: Sport and Recreation

The table below specifies the challenges for the year:

Description	Actions Plan
Vandalism (Railton, Barrydale, Buffeljagsrivier, Suurbraak) At Railton sports facility vandalism has taken a step for the worse almost every weekend something happens. Railton netball, need two (2) 6m containers close to the field one for Rest rooms the other for Offices. Powell Stadium need a 1.8m fence near the paly field and upgrading of showers (water blockages) At Barrydale sports facility the parameter fence is being broken section by section. At Suurbraak sports facility there are challenges with Geysers, roof needs painting, fencing directly near the play field be erected to 2.6m high. At Buffeljagsrivier sports facility. The following is needed paving, painting, tiles, lighting for playing fields.	- Repairs were conducted - Use of security guards required *Some of the damages due to vandalism will be addressed in this financial year. *To repair the parameter fence at Barrydale sports facility.

Sport and Recreation Challenges

3.18.4 Service Statistics for Sport and Recreation

The table below specifies the service delivery levels for the year:

Type of service	2022/23	2023/24
Community parks		
Number of parks with play park equipment	7	8

Type of service	2022/23	2023/24
Number of wards with community parks	6	6
Sport fields		
Number of wards with sports fields	3	3
R-value collected from the utilization of sport fields	0	0

Service Statistics for Sport and Recreation

3.18.5 Employees: Parks and Recreation

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	8	3	5
4 – 6	37	29	8
7 – 9	10	10	0
10 – 12	-	-	-
13 – 15	1	1	-
16 – 18	-	-	-
19 – 20	-	-	-
Total	56	43	13

Employees: Parks and Recreation

3.18.6 Capital: Parks and Recreation

The following table indicates the capital expenditure for this division:

Financial Performance: Community Parks					
Capital Projects	Funding Source	2023/2024			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
Parks - Machinery and Equipment	Capital Replacement Reserve	600	28	26	7,2%
Grass cutting equipment (Brush cutters)	Capital Replacement Reserve	50	49	49	-0,3%
Roller Mower 1.5M 2023-2026	Capital Replacement Reserve	70	58	57	1,3%
Cafeteria (place to eat for personnel) - Suurbraak	Capital Replacement Reserve	25	25	18	28,0%
Toilet and garage (Buffeljags)	Capital Replacement Reserve	50	-	-	-
Total		795	160	150	6,1%
Total project value represents the estimated cost of the project on approval by Council					

Financial Performance: Sport and Recreation					
Capital Projects	Funding Source	2023/2024			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
Upgrading of Railton Sports Grounds Phase 3	Municipal Infrastructure Grant	87	-	-	-
Total		87	-	-	-
Total project value represents the estimated cost of the project on approval by Council					

Component H: Corporate Policy Offices and Other Services



3.19 EXECUTIVE AND COUNCIL

This component includes Executive Office (Mayor; Councillors; and Municipal Manager).

3.19.1 Introduction to Executive and Council

The Council consists of 11 councillors, including the Executive Mayor, Deputy Executive Mayor (which is vacant) and Speaker as determined by the MEC for Local Government in the Western Cape. It is a category B municipality with a mayoral executive system combined with a ward participatory system as provided for in the Western Cape Determination of Types of Municipalities Act, 2000. In terms of Section 57 of the MSA the Municipal Council elects an Executive Mayor and Deputy Executive Mayor. The Executive Mayor is entitled to receive reports from council committees and to forward them to the Council with a recommendation or dispose of the matter in terms of his delegated powers.

3.19.2 Highlights: Executive and Council

The table below specifies the highlights for the year:

Highlights	Description
Administrative authority	Council and its committees continued to meet albeit in the face of civil unrest and riotous action, thus reaching its compliance deadlines.
Legislative authority	Council reviewed their delegations
Oversight	Oversight structures met regularly (MPAC and Section 32 Irregular Expenditure Committee)

Executive and Council Highlights

3.19.3 Challenges: Executive and Council

The table below specifies the challenges for the year:

Description	Action Plan
Political instability	In the wake of the violent protests during August-September 2023 the inherent risk for conflict directed at public representatives increased and was addressed by the adoption of a Councillor Safety Plan. This mitigated the risk of prolonged political instability.
Electronic meetings	Upgrade to the laptops of councillors. It is outdated (old generation) this requires upgrading/replacement pending an analysis and available funding

Executive and Council Challenges

3.19.4 Employees: Executive and Council

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	-	-	-
4 – 6	9	5	4
7 – 9	5	5	0
10 - 12	12	9	3
13 – 15	3	3	0
16 – 18	2	1	1
MM and Directors	3	2	1
P.T.I	1	1	0
Total	35	26	9

Employees: Executive and Council

3.19.5 Capital: Executive and Council

The following table indicates the capital expenditure for this division:

Financial Performance: Office Buildings					
Capital Projects	Funding Source	2023/2024			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
Machinery and Equipment - OFFICE BUILDINGS	Capital Replacement Reserve	20	20	14	31,9%
Replace Airconditioners at various buildings	Capital Replacement Reserve	50	210	130	38,2%
Total		70	230	143	37,6%
Total project value represents the estimated cost of the project on approval by Council					

3.20 FINANCIAL SERVICES



1st Line of Assurance

Governance

Internal Control

Finance/ Financial Information

3.20.1 Introduction to Financial Services

Sound financial management practices are essential for municipalities. The major challenge for municipalities is long-term financial sustainability. The MFMA aims to direct municipalities to a sustainable financial environment and to modernise financial management practices. The act places municipalities on a financially sustainable footing and supports cooperative government between all spheres of government.

Successful implementation of the provisions of the act will maximise the capacity of municipalities to deliver services to their residents, users and customers.

The Municipality must review how we conduct our business to ensure that value for money is obtained in all our expenditures, that revenue administration systems are operating effectively, and that creditors (including bulk service providers) continue to be paid timeously and in full.

3.20.2 Highlights: Financial Services

The table below specifies the highlights for the year:

Highlights	Description
Payment Percentage	The payment percentage is 97.1%, irrespective of the impact of the cost increases and economic conditions.
Cashflow	Improvement of the liquidity of the Council
Unqualified Audit opinion	The municipality received an Unqualified Audit opinion with findings.

Financial Services Highlights

3.20.3 Challenges: Financial Services

The table below specifies the challenges for the year:

Challenges	Description
Implementation of mSCOA	Ongoing new versions of mSCOA from the National Treasury.
Decentralised procurement	Capacity constraints and productivity
Limited funding resources	Consumers' rates basis mostly residential
Compliance requirements	Increased compliance requirements.

Financial Services Highlights

3.20.4 Employees: Financial Services

The following table indicates the staff composition for this division:

Job Level	Posts	Employees	Vacancies (full-time equivalents)
0 – 3	-	-	-
4 – 6	8	6	2
7 – 9	12	11	1
10 – 12	11	9	2
13 – 15	4	3	1
16 – 18	1	1	-
Chief Financial Officer	1	1	-
P.T.I *	9	9	-
Financial Interns	5	1	4
Total	51	41	10

Employees: Financial Services

3.20.5 Capital: Financial Services

The following table indicates the capital expenditure for this division:

Financial Performance: Financial Services					
Capital Projects	Funding Source	2023/2024			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
Office furniture - All departments	Capital Replacement Reserve	100	100	88	12,0%
New Furniture (Insurance Claim)	Capital Replacement Reserve	-	100	26	74,5%
Replace stolen Air-conditioning Traffic Department	Capital Replacement Reserve	-	230	224	2,8%
New Computer Equipment (Insurance Claim)	Capital Replacement Reserve	-	600	506	15,7%
Replace ICT Network and equipment (Insurance)	Capital Replacement Reserve	-	400	378	5,6%
Computer equipment (2023/24)	Donations	-	-	868	-
Office furniture and Equipment - All departments (	Donations	-	-	366	-
Conversion of old Library into offices	Capital Replacement Reserve	700	-	217	-
Conversion of old Library into offices	Capital Replacement Reserve	1 500	-	-	
Concrete Loading Bay - Stores	Capital Replacement Reserve	20	20	16	19,7%
Total		2 320	1 450	2 687	-85,3%
Total project value represents the estimated cost of the project on approval by Council					

Note: Donations were received after the protest actions and invoice of library expenses were received at year end that was completed in 2023-2024. MFMA Section 32 process will be followed.

3.21 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES



3.21.1 Introduction to ICT Services

Information and Communication Technology (ICT) forms part of the Directorate: Financial Services. The ICT Department is responsible for planning, coordinating and rendering ICT services to the Municipality to ensure efficient operations and support services in terms of the ICT Strategy and Policy.

The functions of the ICT Department include:

- Develop and implement an ICT Strategy and policy for the Municipality
- Provide operations and support services
- Research, develop and maintain ICT systems
- Ensure network connectivity so that users have access to the network
- Install ICT equipment and appropriate software programs to ensure the availability of services and licensing
- Provide expert advice regarding the acquisitions of maintenance of ICT equipment and systems
- Maintain ICT systems to ensure the efficient operations of all systems

3.21.2 Highlights: ICT Services

The highlights for the year under review were as follows:

Highlights	Description
Upgrade and maintenance	Continues upgrades/ maintenance are done on the network

Highlights: ICT Services

3.21.3 Challenges: ICT Services

The challenge that was experienced includes the following:

Description	Actions to address
No ICT Manager	No ICT manager
Governance Practices	Outdated Government practices
Fibre	Network downtown due to fibre breakdowns
Disaster management	No disaster management site

Challenge: ICT Services

3.21.4 Capital Expenditure

The following table indicates the capital expenditure for this division:

Financial Performance: ICT Services					
Capital Projects	Funding Source	2023/2024			
		Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget
		R'000			
ICT network	Capital Replacement Reserve	100	250	39	84,4%
Computer Equipment - All departments	Capital Replacement Reserve	240	240	238	1,0%
Inverter for server room	Capital Replacement Reserve	–	160	114	28,5%
Total		340	650	391	39,8%
Total project value represents the estimated cost of the project on approval by Council					

3.22 HUMAN RESOURCE SERVICES



3.22.1 Introduction to Human Resource Services

The Human Resource Unit at Swellendam Municipality is a relatively small collection of professionals who were trained in the different functions of Human Resource Management and Organisational Development. Due to the limited number of professionals, various functions are coordinated and performed by the same individuals. The Coordination of the EPWP, EPIP, Internship -projects and training of the “unemployed” still takes up more time and resources from the Human Resource Unit because of the lack of an LED Unit at the municipality. Also, the number of national projects to create short-term jobs and other opportunities to alleviate poverty are on the increase and have stretched the internal resources to its limits.

HR-officials have managed their responsibility with utmost professionalism, care and compassion and we had to ensure that the normal functions continue to offer quality service to all employees and the public. These functions include:

- Recruitment, appointment, and retention of staff
- Attracting and retaining new talent, knowledge and skills into the organisation.
- Recording, maintenance and updating of compensation and benefits information

- Offering staff members, a physical environment that is free from safety, health and psychological hazards
- Review and maintain an Organisational Structure that promotes productivity and sustains high levels of morale
- Creating a culture of discipline, equality, transparency and fairness in the workplace and ensure the organisation is free from all forms of discrimination and prejudice
- Training and development of staff, Interns and WIL-students
- Support staff through appropriate “Employee Assistance” and wellbeing - interventions
- Ensure effective Performance Management
- Employment equity is implemented through Change Management -practices
- EPWP, EPIP and other programmes are coordinated and managed
- Ethics awareness is raised among all staff
- Fraud awareness and prevention activities is ongoing to ensure clean governance and management practices
- Risk preparedness

Here follows a brief outline of the main themes in the Human Resources Unit.

Organisational Efficiency and Improvement

This function endeavours to develop, implement and maintain a structure that is effective and can maintain the organisational and individual productivity required for efficient service delivery to the community. A HR strategy was drafted in the previous year and updated annually to enable effective HRM practices. It provides for effectively communicating with all parties concerned and routes how human resources will be managed throughout the organisation. This provides the basis for strategic plans and enables the Municipality to measure progress made and evaluate the outcomes, thereof.

The organizational structure is a living document that requires continuous reviews and amendments. It remains one of the main discussion points at the LLF meetings. Regular reviews were done by the Restructuring Committee during the past year and the

necessary adjustments where needed, were made. Posts are continuously evaluated by the Overberg TASK Evaluation Committee and audited by the Provincial TASK Committee to ensure they are aligned to their sector norms.

The Western Cape Provincial Local Government has funded a complete review of the Organisational Structure by Agitominds that was to be completed in draft form in September /October 2023. After much deliberations between stakeholders, the Council accepted this structure in June 2024 and the full staff complement will be placed on the new structure in accordance with the Placement Policy. The main focus of this review was to create an ideal and efficient organisational structure for Swellendam Municipality within the context of the financial and resource constraints that are facing the municipality.

Staffing Function

It is evident from the employment statistics elsewhere in this report that several new appointments were made during the past year. Human Resources reports on vacant posts and the filling thereof monthly at the relevant Portfolio Committee and the LLF. Changes to the Employment Policy caused by the Municipal Staff Regulation that became effective on 1 July 2022 brought about the following changes in the recruitment and selection -processes:

- HR prepares a shortlist from candidates who meet the advertised criteria, including academic qualification, experience and skills, as outlined in the MSR, TASK-job description.
- The line managers and supervisors form the selection panels that do the shortlisting and interviews.
- HR advises the selection panels on correct procedure and protocols.
- HR record and uses the outcomes of these selection panels processes to motivate appointments to the MM.
- The MM gives final approval before any appointment can become effective.

Some of the challenges that remain unresolved include:

- the scarcity of local candidates with appropriate skills to fill vacant posts

- the ever-increasing costs to appoint candidates with relevant qualifications and experience
- the costs of advertising and the additional cost that relocation of new staff bring
- the shortage of candidates meeting the “equity profile” who apply for vacant posts
- The high rental and property prices in Swellendam for prospective employees

The focus of this function remains the filling of budgeted vacant posts which are related to service delivery.

Financial Interns

The general conditions of employment of Finance-interns were set out in the MFMA and the guidelines supplied by the National Treasury. The Internship Programme is funded by the National Treasury. These contracts continue to provide much-needed capacity to the Finance Department of Swellendam Municipality while the Interns are accumulating valuable on-the-job experience.

Work-Integrated Learning Students

During the year under review, several students from TVET Colleges and CPUT were doing their Work Integrated Learning (WIL) in different departments. These students have completed their N6 –certificates or various levels of N -training at Technical and Vocational Education and Training (TVET) Colleges and must do practical work to increase their working knowledge in their respective fields or obtain their national diplomas. Whilst we offer these students the platform to gain valuable practical experience, they provide the Municipality with much-needed administrative and clerical and technical skills.

A summary of WIL-students and other Interns who were placed at Swellendam Municipality:

Programmes	Total of Interns	Funders
12 Month Generic Management Learnership	15	Services Seta
18 Month Road Construction Learnership	08	NARYSEC
12 Month Community Housebuilding	08	Construction Seta
12 Months Internship	02	Bankseta
Finance Interns	02	National Treasury
Millwright Interns	02	NARYSEC
WIL Students	06	EPWP
Electrical Engineering (Student)	02	EPWP
Civil Engineering (Student)	01	EPWP
Plumber	01	NYS/EPWP Skills Development Unit Department of Infrastructure (Overberg)

Expanded Public Works Programme (EPWP)

The Human Resources Unit also administers the Expanded Public Works Programme (EPWP) which is funded by the national- and provincial government and other short-term job creation projects.

During the EPWP –cycle for 2023/2024 Swellendam Municipality met all the targets which were set in terms of the “number of work opportunities” to be created as well as the “full time equivalent” in the last year of the 5-year cycle. Swellendam Municipality reported an overperformance of 101% on work -opportunities and 122% on FTEs on the national EPWP-system.

It is obvious from the above that the number of EPWP workers and those on either short-term training or project-based contracts are steadily rising. This continues to add to the already heavy administrative and technical burden of the Unit. However, these projects are the biggest attempts to alleviate unemployment and poverty in our community and must therefore be supported. The HR Unit is fully committed to grow this leg of our work and to supporting our community in the creation of learning and

work opportunities for especially the youth and women. This we will do ethically and transparently with only the interest of the Swellendam –a community at heart.

The salary payments and benefits of the EPWP –employees are administered through the same software systems as that of the permanent staff and they receive similar rights and benefits to ensure that they are not in any way discriminated against or disadvantaged. This programme is a powerful mechanism to alleviate unemployment in this municipal area and offer participants short term financial relief during trying times.

The Swellendam Municipality achievement against the planned targets for 2023/2024:

Target for Work Opportunities	Work Opportunities Achieved	Target for FTE's	FTE's Achieved
363	367	74	90

Administration of Employee Compensation and Benefits

The administration of the various types of leave and benefits is done on a financial system. During the past financial year, further progress was made in this functional area. All leave is daily captured and stored electronically. Information on leave status reports can now be generated when required. This function meets all the legal requirements and the staff is the beneficiaries of this improved user-friendly system. Awareness sessions to explain the benefit structures of both medical aid schemes and retirement funds were held regularly and forms part of a compulsory induction session for new employees.

A lot more pressure is expected on this function in future when the "two pot" retirement fund -system must be administered that will make withdrawals from retirement-funds by members possible from 1 September 2024.

Skills Development and Training

The Municipality has an obligation in terms of the Skills Development Act, 97 of 1998, to develop its employees by providing training and development opportunities for

them. A workplace skills plan (WSP) which outlines the needs with regards to training and skills development was submitted before the due date of 30 April. The biggest challenges facing this function remained the same for the past number of years and include:

- LGSETA is inconsistent and functions irresponsive to the needs of municipalities
- The Western Cape office is hampered due to capacity problems and cannot manage its workload in a manner that will offer better and more support to municipalities in rural areas
- There is limited internal budget available for training and development
- LGSETA funds are conditional to volumes of paperwork and bureaucratic processes with endless delays and uncertainties.'

Name of Course	Name of Service Provider	Learners
Water & Wastewater Reticulation NQF 3 Learnerships	The Water Academy (Hessequa Municipality)	04
Public Procurement: The Fundamentals	Western Cape Department of the Premier, Directorate: Legal Governance (Online)	04
Disciplinary Hearing Training for Presiding Officer and Initiator Training	SALGA (City of Cape Town)	07
Basic Counselling Skills 1	FAMSA (Online)	05
Brushcutter Training	Heights & Safety	13
Chainsaw Training	Heights & Safety	17
Customer Care L 4	G&D Training	03
Coaching for Leadership Development Workshop	National School of Government	02
Bulldozer Training	PRO Skills Development Pty Ltd	10
Digger Loader Training	PRO Skills Development Pty Ltd	15
Training Programme on Municipal Staff Regulations	COGTA/METGOVIS Training Academy (Virtual)	04

Name of Course	Name of Service Provider	Learners
Health & Safety Representative Course	SafeTech	25
High Voltage Training	Hessequa Municipality	04

A number of these courses were attended on-line and it brought about a massive saving in terms of transport and accommodation costs. The academic knowledge that these qualifications offer in the fields of financial management, strategic governance, ethics and legislation as well as in various technical fields will go a long way to better equip officials to understand the challenges in local government and to offer fresh and different solutions to overcome them.

Occupational Health and Safety

The Occupational Health and Safety Act (85 of 1993) and the Compensation for Occupational Injuries and Diseases Act (130/1993) are the Acts that govern Occupational Health and Safety in the Workplace in South Africa. The first law intends to protect employees against accidents and diseases and the second set procedures in place to compensate employees who suffered injury or contracted diseases when control measures fail. Both these laws have stiff penalties and even prison sentences when it is proven that the employer was negligent or deliberately ignored his duties and responsibilities as outlined in these laws.

Occupational Health and Safety is a function of the Human Resources Section within the Office of the Municipal Manager and this function is managed by the Senior HR Practitioner and is assisted by the HR Administrator who is also responsible for Labour Relations and Employee Wellness. The Municipality made consistent efforts during the year under review to meet its legal obligations in terms of these laws.

All new appointed staff, temporary workers and EPWP / EPIP -workers received induction on Occupational Health and Safety and current staff on a continuous basis through the annual HR Roadshow. The induction entails the Occupational Health and Safety Policy of Swellendam Municipality, PPE Policy and Injuries on Duty and Responsibilities of the different role players.

The maintenance and upgrade of the fire equipment at the municipal buildings are a continued priority. All firefighting equipment of Swellendam Municipality was serviced up to date during March 2024. Quarterly Health and Safety Committee Meetings are held, and the Health and Safety Representatives are actively involved in all aspects. Health and Safety "Inspection Reports" of the different departments and the "Injury on Duty Reports" are tabled at these meetings for monitoring and discussion. The number of injuries on duty and the causes thereof is monitored and these statistics are made available to the health and safety committee and the LLF. We are happy to report that we had no serious injuries on duty and must thank our Managers, Supervisors and employees for their continuous effort in this regard.

All injuries on duty are immediately reported to Human Resources and HR complete a WCL2 form for the injured staff member to confirm that the employee is a staff member of Swellendam Municipality and to confirm that the injury took place in the workplace. All injuries are captured on the CompEasy system to obtain claim numbers in order to track the status.

The minutes of the Health and Safety Committee Meetings are tabled for discussion at LLF meetings and issues raised are taken up with the relevant line management to ensure that corrective action is taken and further reports to the Municipal Manager on items that need her attention and / or intervention.

Human Resources ensured that all sections in the Municipality have elected Occupational Health and Safety Representatives who assists with the monitoring and reporting of OHS activities in the workplace. Health and Safety Training was provided to OHS Representatives, Managers and Supervisors to ensure that they understand their role, duties and functions.

First Aid points are available to all staff in the various municipal buildings and vehicles and Human Resources ensures that the first aid boxes and bags are filled up with the needed items on a regular basis.

Municipal Buildings are treated with Pest Control on a continuous basis. All reports of possible pest outbreaks are reported to Human Resources whom then arrange with the service provider for the necessary treatment.

The supply and issuing of protective clothing and other safety equipment is an important component of occupational health and safety that is monitored by the health and safety representatives and supervisors of the different departments. The Municipality through its supply chain management system ensures that all protective clothing and safety equipment complies with the required safety standards and that these items are available at the municipal stores.

The Occupational Health and Safety Act 85 of 1993 makes mention of Medical Surveillance which is a planned programme of periodic examination of employees by an Occupational Health Practitioner. This process must be done annually and Swellendam Municipality provided medical surveillance to employees who work at risk of contracting occupational injuries or diseases. Medical Surveillance includes a general medical examination, lung function test and urine analysis.

Swellendam Municipality ensures and facilitates the continuous administration of the Hepatitis B vaccination to employees who work with and are exposed to hazardous substances and agents.

An increased focus on “mental health” in the workplace will see more “wellness-sessions” to be convened for staff in the coming year.

Labour Relations

All labour relations administration matters are dealt with in accordance with the relevant collective agreements and applicable legislation. The section is promoting and maintaining sound labour relations by rendering appropriate advice and guidance on labour relations matters to managers, supervisors and employees, as well as consulting with unions on matters of interest, when required.

This professional manner in which labour relations are dealt with contributes to the building of relationships amongst all levels of employees and most importantly the trust relationship between the Municipality as employer, and the employees. Workshops

with employees on the Code of Ethics, Code on Conduct and Discipline in the workplace and an Anti-Corruption Campaign were held in all towns and departments. The workshops ensure that employees are updated with all new policies, procedures and employees get the opportunity to give input in this regard.

The correct interpretation and application of legislation, collective agreements and policies are essential to ensure compliance therefore the municipality relies on good and effective communication with all role players in this regard, especially the labour unions. There are also matters that are not regulated by collective agreements that need to be consulted with organized labour in the LLF. The functionality of the LLF ensures continued deliberation on matters of mutual interest between the Municipality and organised labour. The forum meets monthly and parties are focused on resolving issues. The training and development of employees, occupational health and safety and the consultation of new and revised policies are standing items on the agenda of the LLF due to the fact that these items have a direct impact on the organisation and the functionality of employees.

This function includes assisting and advising employees, managers and unions on labour relations issues and by doing so, ensures sound labour relations in the workplace.

Fraud Prevention and Ethics Awareness activities have become an integrated part of this function. Regular discussions with management and staff promote awareness in these fields and contribute directly towards building clean corporate management and sound organisational practices.

Employee Wellness

Due to the current economic state of South Africa, we experienced that more employees of Swellendam Municipality come forward to report that they are experiencing financial strain or personal difficulties which has an impact on their mental health and wellbeing. HR have assisted some of these employees by providing basic counselling and referring them to the relevant Support Group Discussions, Social Auxiliary Workers and Wellness Clinics if and when the need arises. Employees are

continuously encouraged to come forward if they are experiencing any problems in order for Human Resources to provide them assistance to the best of their ability.

The Human Resource Unit continues to coordinate support for employees in distress. Ongoing counselling sessions were done with employees whose personal circumstances affect their work performance negatively. The concerned employee's spouses and their union representatives were involved in these sessions and the outcomes are very positive.

The Human Resources Unit organised "Wellness Days" where employees were given the opportunity to be tested for HIV/AIDS, TB and other illnesses. As in previous years, the staff of Swellendam Hospital and various Service Providers played an important role to make a success of the wellness programs.

Employees are encouraged to make use of the wellness programs and can also privately discuss any problems that may affect their functionality and productivity in the workplace. Human Resources plays an active part to ensure that all vulnerable employees are dealt with and accommodated in the best possible way.

Staff members who were suspected to be alcohol and drug abusers or dependent are reported to Human Resources for further action and / or treatment as it is a huge risk to be under the influence of intoxicating substances in the workplace. Human Resources refer some cases to Social Auxiliary Workers or support groups for assistance and further treatment, if necessary.

Employment Equity

The Employment Equity Plan (EEP) must be taken into consideration when posts are filled and race classification, gender and disability status must be in line with the goals set for the specific occupational level in which the vacant post falls.

A new EEP (2023 – 2026) was drafted and finalized. The formulation process was done in full consultation with all the stakeholders, including the two unions. A number of awareness sessions were arranged to highlight the importance and purpose of the EEP before it was submitted to the LLF for final approval. Annual "Employment Equity

Reports" will be submitted to the Department Labour in January of each year to report on progress.

The main challenges regarding the equity profile of the Municipality include:

- The low application rate of candidates meeting the equity profile
- The poor quality of applications from target groups
- High cost of living in Swellendam to attract persons in target groups
- Lack of rental properties to accommodate candidates who would like to move to Swellendam from the target groups.
- Majority of line managers in Infrastructure and at Senior Management comes from the "white" population group.

Change Management

A popular definition of change management reads as follows: *"Change management is the process, tools and techniques to manage the people-side of business change to achieve the required business outcome and to realize that business change effectively within the social infrastructure of the workplace."*

From the above it is clear that change management consists of efforts that aim to change or redirect human perceptions, attitudes and actions to achieve improved organisational and/or individual performance. In many respects, Human Resources is the best positioned to play this role to bring about new thought in the way we manage and utilize our organisational and human resources. In harmony with other departments, it continuously strives to bring about innovative and creative ways to maximize service delivery to the community whilst minimizing labour and organisational costs.

Reporting and Provision of Statistical Data

This has now become a fully-fledged function that demands dedicated time and energy from Human Resources. Monthly, quarterly, semester and annual reports to COGTA, national and provincial government and National and Provincial Treasury has become the order of the day. Often different government departments request the same information in different formats or templates. This function also put pressure on the software to provide faster and more accurate statistics more often. We can only

hope that a more standardized approach will be followed in future by those seeking information from municipalities in order to ease the pressure on Human Resource staff and resources.

Individual Performance Management

In terms of Chapter 4 of the MSR every municipality must have a Performance Management -system in place. In the year under review, great effort has been made to create awareness and to build capacity to implement such a performance management system through which all staff will be evaluated / assessed on a continuous basis to ensure acceptable level of performance. In cases where under performance is detected, appropriate action must be taken to ensure corrective action and acceptable levels of performance. This is largely a line-management function but HR play a supporting and coordinating role.

3.22.2 Employees: Human Resource Services

The following table indicates the staff composition for this division:

	Posts	Employees	Vacancies (full-time equivalents)
	No.	No.	No.
0-3	0	0	0
4 – 6	1	0	1
7 – 9	2	2	0
10 – 12	4	3	1
13 – 15	1	1	0
16 – 18	1	1	0
19-20	0	0	0
Total	9	7	2

Employees: Human Resources

	Posts	Employees	Vacancies (full-time equivalents)
	No.	No.	No.
0-3	6	4	2
4 – 6	-	-	-

	Posts	Employees	Vacancies (full-time equivalents)
	No.	No.	No.
7 – 9	-	-	-
10 – 12	-	-	-
13 – 15	-	-	-
16 – 18	-	-	-
19-20	-	-	-
P.T.I.	1	1	0
Total	7	5	2

Employees: Office Cleaners & Messengers

3.23 PROCUREMENT SERVICES

3.23.1 Highlights: Procurement Services

The table below specifies the highlights for the year:

Highlights	Description
Deviations	Improved internal controls over deviations.
Capital expenditure	Monthly monitoring of capital expenditure
Bid Committee System	System improvement is an ongoing process by ensuring stricter adherence to rules and processes,
Restructuring of SCM Unit	New organisational structure approved and partially implemented.

3.23.1. Challenges: Procurement Services

The table below specifies the challenges for the year:

Description	Action Plan
Lack of proper procurement planning	Improve planning requirements for procurement.
Decentralised procurement	Centralise procurement.
Contract management and administration	Further improve on contract management and Administration.
Technology	Utilise procurement technology.
Changing Legislation and interpretation thereof	Proper guidance from NT

3.23.2. Service Statistics for Procurement Services

The table below indicates a summary of deviations from the SCM Policy:

Nr.	Process description	Total	Monthly average	Daily average	Value
1	No of BSC meetings	59	5	0,25	n/a
2	No of BEC meetings	69	6	0,29	n/a
3	No of BAC meetings	40	3	0,17	n/a
4	No of orders processed/placed	4194	350	17,48	R125 935 755
5	No of formal quotations awarded (R30 000 to R300 000)	47	4	0,20	R3 651 862
6	No of tenders awarded above R300 000	49	4	0,20	R118 267 000
7	No of awards above R30 000 (CIDB)	15	1	0,06	R49 519 533
8	No of contract price increases approved	13	1	0,05	n/a
9	No of contracts extended i.t.o MFMA circular 62	17	1	0,07	R3 297 076

Nr.	Process description	Total	Monthly average	Daily average	Value
10	No of contracts extended i.t.o s.116(3) of MFMA	9	1	0,04	R8 562 213
11	No of Deviations	45	4	0,19	R3 294 983
12	No of objections	3	0	0,01	n/a
13	Successful objections	0	0	0	n/a
14	No of stock receipts	1468	122	6,12	R6 424 309
15	No of stock issued	9416	785	39,23	-R6 130 362
16	No of stock disposal	2	0	0,01	R4 060
17	No of stock take	12	1	0,05	R5 281 072
18	No of requests received for disposal	11	1	0,05	R217 254

CHAPTER 4 – NATIONAL KEY PERFORMANCE INDICATORS – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

4.1 NATIONAL KEY PERFORMANCE INDICATORS – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

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 and Section 43 of the MSA. These key performance indicators are linked to the National Key Performance Area – Municipal Transformation and Organizational Development.

KPA & Indicators	Municipal Achievement	
	2022/2023	2023/2024
The Percentage of a municipality's budget spent on implementing its workplace skills plan	0.09%	0.22%

4.2 INTRODUCTION TO THE MUNICIPAL WORKFORCE

The Municipality currently employs 282 (including fixed term contract) officials, who individually and collectively contribute to the achievement of the municipality's objectives. The primary objective of Human Resource Management is to render an innovative HR service that addresses both skills development and an administrative function.

4.3.1 Employment Equity

The Employment Equity Act (1998) Chapter 3, Section 15 (1) states that affirmative action measures are measures designed to ensure that suitable 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".

a) Employment Equity vs. Population

The table below indicates the employment equity vs. population:

Description	African	Coloured	Indian	White	Total
Population numbers	4 455	24 716	113	6 239	35 523
% Population	213	69.58	.32	17.56	100
Number for positions filled	30	221	0	31	282

EE Population

b) Specific Occupational Categories - Race

The table below indicates the number of employees by race within the specific occupational categories:

Occupational Categories	Race				Total
	A	C	I	W	
Legislators, senior officials and managers	1	5	N/a	13	19
Professionals	1	13	n/a	4	18
Technicians & Associate Professionals	0	1	n/a	2	3
Clerical and Administrative Workers	5	68	n/a	10	83
Service and sales workers	4	7	n/a	0	11
Craft and related trades workers	2	31	n/a	1	34
Plant and machine operators and	5	18	n/a	0	23
Elementary occupations	12	78	n/a	1	91
Total	31	221	n/a	31	282

Occupational Categories

c) Specific Occupational Levels - Race

The table below categorises the number of employees by race within the occupational levels:

Occupational Levels	Race				Total
	A	C	I	W	
Top Management	0	1	N/a	2	3
Senior management	1	4	N/a	11	16
Professionally qualified and experienced specialists and mid- management	2	15	N/a	5	22
Skilled technical and academically qualified workers, junior management, supervisors,	6	52	N/a	7	65

Occupational Levels	Race				Total
	A	C	I	W	
Semi-skilled and discretionary decision making	13	86	N/a	5	104
Unskilled and defined decision making	8	63	N/a	1	72
Total	30	221	N/a	31	282

Occupational Levels

d) Departments – Race

The following table categorises the number of employees by race within the different departments:

Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
Municipal Manager	0	5	N/a	1	3	13	N/a	6	28
Financial Services	0	13	N/a	1	1	21	N/a	5	41
Community Services	14	57	N/a	2	4	25	N/a	4	106
Engineering Services	7	77	N/a	10	1	10	N/a	2	107
Total	21	152	N/a	14	9	69	N/a	17	282

Department – Race

5.3.1 Vacancy Rate

The approved organogram for the municipality had **381** posts at the end of the 2023/24 financial year. The actual positions filled are indicated in the tables below by post level and by functional level. **99** Posts were vacant at the end of 2023/24, resulting in a vacancy rate of **25.98% (funded and unfunded)**.

Below is a table that indicates the vacancies (as per organogram) within the municipality:

Per Post Level		
Post level	Filled	Vacant
MM & MSA section 57 & 56	3	1
T19 - T13	24	6
T12 – T4	198	72
T3 – T1	36	16
Personal-to-incumbent	18	0
Financial Interns	1	4

Per Post Level		
Post level	Filled	Vacant
Library (Conditional Grant)	2	0
Total	282	99
Per Functional Level		
Functional area	Filled	Vacant
Municipal Manager	28	12
Financial Services	41	10
Community Services	106	33
Infrastructure Services	107	44
Total	282	99

Vacancy Rate per Post and Functional Level

The table below indicates the number of current critical vacancies:

Salary Level	Number of current critical vacancies	Vacancy job title
Senior / Middle Management (T14-T19)		Chief Audit Executive (Co-sourced) Manager: ICT Services
Highly skilled supervision (T4-T13)		Senior Media Relations Officer Accountant: Billing & Metering Inspector Law Enforcement & Compliance Traffic Officers Environmental Officer

Vacancy Rate per Salary Level

4.3 MANAGING THE MUNICIPAL WORKFORCE

Managing the municipal workforce refers to analyzing and coordinating employee behavior.

4.3.1 Injuries

An occupational injury is a personal injury, disease or death resulting from an occupational accident. Compensation claims for such occupational injuries are calculated according to the seriousness of the injury/disease and can be costly to a municipality. Occupational injury will influence the loss of man hours and therefore financial and productivity performance.

The injury rate shows a slight decrease for the 2023/2024 financial year to 33 employees injured against 41 employees in the 2022/23 financial year.

The table below indicates the total number of injuries within the different directorates:

Directorates	2022/23	2023/24
Municipal Manager	3	0
Financial Services	1	1
Community Services	11	12
Engineering Services	18	10
Sub total	33	23
Contract personnel: EPWP	8	10
Total	41	33

Injuries

4.3.2 Sick Leave

The number of days of 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 employees that have taken sick leave during the 2023/2024 financial year shows an increase when compared to the 2022/2023 financial year. The current 3-year sick leave cycle started on 1 January 2022 and will terminate on 31 December 2024.

The table below indicates the total number of sick leave days taken within the different directorates:

Department	2022/23	2023/24
Municipal Manager	26	33
Corporate Services	198	249
Financial Services	309	299
Community Services	896	1 047
Engineering Services	717	892
Total	2248	2146

Sick Leave

4.4 CAPACITATING THE MUNICIPAL WORKFORCE

Section 68(1) of the MSA 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).

4.4.1 Skills Matrix

The table below indicates the **number of employees** that received training (skills programs, short courses, etc.) in the year under review:

Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
Legislators, senior officials and managers	0	1	0	2	0	0	0	0	3

Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
Professionals	0	3	0	1	0	3	0	0	7
Technicians and associate professionals	0	0	0	0	0	0	0	0	0
Clerks	0	7	0	0	2	9	0	0	18
Service and sales workers	1	0	0	0	0	0	0	0	1
Craft and related trades workers	0	7	0	1	0	0	0	0	8
Plant and machine operators and assemblers	0	4	0	0	0	0	0	0	4
Elementary occupations	5	35	0	0	0	2	0	0	42
Total	6	57	0	4	2	14	0	0	83

Skills Matrix

4.4.2 Skills Development – Budget Allocation

The table below indicates that a total amount of R 280 000.00 was allocated to the workplace skills plan and that R 268 000 of the total amount was spent in the 2023/24 financial year:

Year	Total Personnel Budget	Skills Levy (1%)	Total Training Budget	Total Spend	% Spent
2022/2023	108 484	1 042	220	99	46%
2023/2024	137 761	1 378	280	268	96%

Budget Allocated and Spent for Skills Development

4.4.3 Municipal Minimum Competency Course Status

In terms of Section 83 (1) of the MFMA, the accounting officer, senior managers, the chief financial officer, head of supply chain and managers within the finance department of a municipality must meet the prescribed financial management competency levels that are key to the successful implementation of the Municipal

Finance Management Act. National Treasury has prescribed such financial management competencies in various Government Notices.

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 outcomes-based NQF Level 6 qualification in municipal finance management.

Swellendam Municipality must send officials on the Municipal Minimum Competency (MMC) course in terms of National Treasury Regulations. The status of the process at the end of the financial year 2023/24 is as follows:

Description	Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	Competency assessments completed (Regulation 14(4)(b) and (d))	Total number of officials whose performance agreements comply with Regulation 16 (Regulation 14(4)(f))	Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials				
Accounting officer	1	1	1	1
Chief financial officer	1	1	1	1
Senior managers (sect.56)	1	1	1	1
Managers: Finance	2	0	2	2
Supply Chain Management Officials				
Heads of supply chain management units	1	0	1	1
Total	6	3	6	5

4.5 MANAGING THE MUNICIPAL WORKFORCE EXPENDITURE

Section 66 of the MSA states that the accounting officer of a municipality must report to the Council on all expenditure incurred by the municipality on staff salaries, wages, allowances and benefits. This is in line with the requirements of the Public Service Regulations, (2002), as well as National Treasury Budget and Reporting Regulations SA22 and SA23.

4.5.1 Personnel Expenditure

The percentage personnel expenditure is essential in 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 well within the national norm of between 35 to 40%:

Financial year	2021/2022	2022/2023		
	Actual Audited	Original Budget	Adjusted Budget	Actual
Description	R'000			
Councillors (Political Office Bearers Plus Other)				
All-inclusive package	5 607	6 083	6 083	5 668
Sub Total	5 607	6 083	6 083	5 668
% increase/ (decrease)	-0,2%	8%	8%	1%
Senior Managers of the Municipality				
Basic Salaries	4 075	4 010	3 683	3 518
Pension Contributions	659	731	731	585
Medical Aid Contributions	–	93	93	53
Other Allowances	881	1 146	1 150	312
Sub-Total	5 615	5 981	5 657	4 468
% increase/ (decrease)	0,0%	7%	1%	-20%
Other Municipal Staff				
Basic Salaries and Wages	60 601	76 982	72 788	69 177
Pension Contributions	–	13 517	12 978	11 771
Medical Aid Contributions	21 202	16 469	16 205	12 711
Motor vehicle allowance	5 931	7 234	6 548	6 295
Cell phone allowance	317	383	388	317
Housing allowance	455	664	680	502
Overtime	6 509	3 897	5 585	5 466
Other benefits or allowances	8 136	17 838	16 931	13 213
Sub Total	103 150	136 984	132 103	119 450
% increase/ decrease	0,0%	33%	28%	16%
Total Municipality	114 373	149 048	143 844	129 586
% increase/ decrease	#VALUE!	30%	26%	13%
Information subject to audit				

Information subject to audit

CHAPTER 5 - STATEMENT OF FINANCIAL PERFORMANCE

5.1 FINANCIAL SUMMARY

The Statement of Financial Performance provides an overview of the financial performance of the Municipality and focus on the financial health of the Municipality.

The table below indicates the summary of the financial performance for the 2023/24 financial year:

The table below shows a summary of performance against budget:

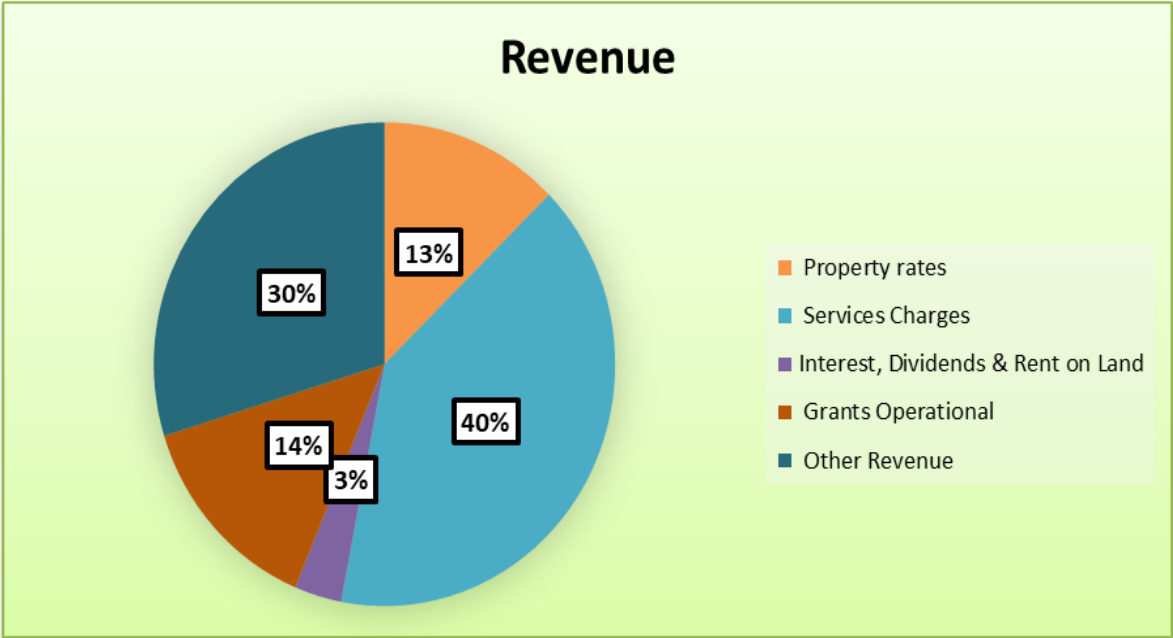
Financial Summary						
R' 000						
Description	2022/2023	2023/2024		% Variance		
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Financial Performance						
Property rates	50 116	57 462	56 353	56 641	(1,4,%)	0,5,%
Service charges	156 320	178 038	174 640	180 914	1,6,%	3,5,%
Rental from Fixed Assets	993	867	1 046	751	(15,5,%)	(39,3,%)
Interest, Dividends & Rent on Land	9 863	8 866	11 114	14 748	39,9,%	24,6,%
Sales of Goods & Rendering of Ser	5 200	2 736	2 889	59 560	95,4,%	95,1,%
Fines, Penalties and Forfeits	42 514	47 744	47 278	48 858	2,3,%	3,2,%
Licences and Permits	1 300	1 410	1 230	1 274	(10,7,%)	3,4,%
Agency Services	2 728	3 062	2 817	2 736	(11,9,%)	(3,0,%)
Transfers and Subsidies-Operational	52 772	117 848	157 979	62 263	(89,3,%)	(153,7,%)
Other Revenue	8 288	1 409	3 658	19 586	92,8,%	81,3,%
Gains	5 414	17 246	13 216	693	(2 386,8,%)	(1 805,7,%)
Total Revenue -excluding capital transfers and contributions	335 508	436 688	472 221	448 024	2,5,%	(5,4,%)
Employee related costs	108 484	142 965	137 761	118 864	(20,3,%)	(15,9,%)
Remuneration of Councillors	5 607	6 083	6 083	5 668	(7,3,%)	(7,3,%)
Impairment Losses	36 958	42 915	45 247	42 877	(0,1,%)	(5,5,%)
Depreciation and Amortisation	14 624	16 178	18 880	18 947	14,6,%	0,4,%
Finance Charges	9 113	6 301	8 671	10 072	37,4,%	13,9,%
Bulk Purchases	79 694	95 137	97 690	98 123	3,0,%	0,4,%
Other Materials	16 385	18 928	19 745	16 853	(12,3,%)	(17,2,%)
Contracted Services	29 358	95 295	114 750	90 022	(5,9,%)	(27,5,%)
Transfers and Subsidies	530	1 185	1 325	1 102	(7,5,%)	(20,2,%)
Operating Leases	336	1 282	1 326	743	(72,6,%)	(78,6,%)
Other Expenditure	25 561	29 650	46 199	28 165	(5,3,%)	(64,0,%)
Losses	1 052	142	-	2 677	94,7,%	100,0,%
Total Expenditure	327 702	456 060	497 677	434 113	(5,1,%)	(14,6,%)
Surplus/-Deficit	7 806	(19 372)	(25 456)	13 910	239,3,%	283,0,%
Transfers recognised - capital	47 883	20 240	44 689	40 869	50,5,%	(9,3,%)
Contributions recognised - capital & contributed assets	933	4 781	4 781	4 689	(2,0,%)	(2,0,%)
Surplus/-Deficit after capital transfers & contributions	56 623	5 649	24 014	59 468	90,5,%	59,6,%

Capital expenditure & funds sources						
Capital expenditure						
Transfers recognised - capital	49 754	25 021	49 535	41 112	39,1,%	(20,5,%)
Public contributions & donations	–	–	–	–	–	–
Borrowing	7 211	3 598	5 717	3 229	(11,4,%)	(77,0,%)
Internally generated funds	9 689	17 712	19 651	7 963	(122,4,%)	(146,8,%)
Total sources of capital funds	66 654	46 330	74 903	52 304	(0)	(0)
Financial position						
Total current assets	168 256	137 537	144 115	259 952	47,1,%	44,6,%
Total non-current assets	524 101	573 803	575 920	546 092	(5,1,%)	(5,5,%)
Total current liabilities	(84 030)	(85 874)	(73 565)	(130 279)	34,1,%	43,5,%
Total non-current liabilities	(119 446)	(91 855)	(94 042)	(127 416)	27,9,%	26,2,%
Community wealth/Equity	488 880	480 859	507 715	548 348	12,3,%	7,4,%
Cash flows						
Net cash from -used operating	67 117	21 506	36 571	105 844	79,7,%	65,4,%
Net cash from -used investing	(64 560)	(41 932)	(74 526)	(48 009)	12,7,%	(55,2,%)
Net cash from -used financing	5 892	(35)	(35)	(1 092)	96,8,%	96,8,%
Cash/cash equivalents at the year end	121 773	89 968	83 784	178 516	49,6,%	53,1,%
Cash backing/surplus reconciliation						
Cash and investments available	121 773	89 968	83 784	178 516	49,6,%	53,1,%
Application of cash and investments	(40 361)	(25 072)	(25 072)	(41 506)	39,6,%	39,6,%
Balance - surplus -shortfall	81 412	64 896	58 712	137 010	52,6,%	57,1,%
Asset management						
Asset register summary -WDV	523 876	573 226	575 603	545 812	(5,0,%)	(5,5,%)
Depreciation & asset impairment	14 624	16 178	20 463	18 947	14,6,%	(8,0,%)
Renewal of Existing Assets	2 719	15 068	1 950	13 091	(15,1,%)	85,1,%
Repairs and Maintenance	27 442	24 109	23 796	32 734	26,3,%	27,3,%

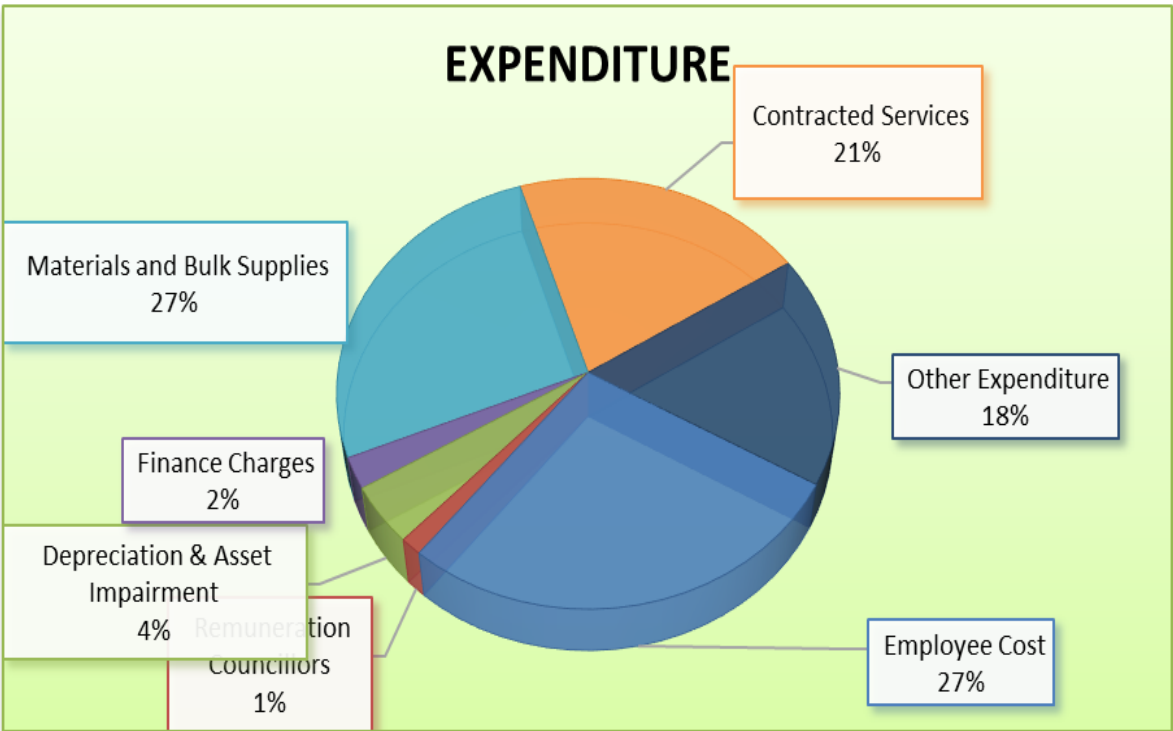
Financial Summary						
R'000						
	2022/2023	2023/2024			% Variance	
Description	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Free services						
Cost of Free Basic Services provided	16 780	19 352	17 775	17 957	(7,8,%)	1,0,%
Revenue cost of free services provided	5 561	4 654	6 058	6 221	25,2,%	2,6,%
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.						

Financial Year	Revenue				Operating expenditure			
	Budget	Actual	Diff.		Budget	Actual	Diff.	
	R'000			% of Budget	R'000			% of Budget
2022/2023	430 031	384 325	45 706	89%	373 743	327 702	46 042	88%
2023/2024	521 690	493 582	28 109	95%	497 677	434 113	63 563	87%

The following graph indicates the various types of revenue (excluding capital transfers and contributions) items in the municipal budget for 2023/24:



The following graph indicates the various types of expenditure items in the municipal budget for 2023/24:



5.1.1 Revenue Collection by Vote:

The table below indicates the revenue collection performance by vote:

Revenue Collection by Municipal Vote						
	2022/2023	2023/2024			% Variance	
	Actual (Audited Outcome)	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Vote Description						
	R'000				%	
Vote 1 - Municipal Manager	2 593	–	290	591	100,0%	50,9%
Vote 2 - Corporate Services	31 426	37 190	35 377	44 662	16,7%	20,8%
Vote 3 - Finance Service	61 834	68 337	70 408	76 611	10,8%	8,1%
Vote 4 - Engineers Service	184 305	206 888	236 390	213 878	3,3%	(10,5%)
Vote 5 - Community Services	104 167	149 294	179 225	157 840	5,4%	(13,5%)
Total Revenue by Vote	384 325	461 709	521 690	493 582	6,5%	(5,7%)

5.1.2 Revenue Collection by source:

Revenue Collection by source						
	2022/2023	2023/2024			% Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Description						
	R'000				%	
Property rates	50 116	57 462	56 353	56 641	(1,4%)	0,5%
Service Charges - electricity revenue	99 665	115 353	115 003	117 334	1,7%	2,0%
Service Charges - water revenue	23 500	26 382	23 434	25 732	(2,5%)	8,9%
Service Charges - sanitation revenue	20 405	21 596	21 564	23 116	6,6%	6,7%
Service Charges - refuse revenue	12 749	14 707	14 639	14 732	0,2%	0,6%
Rentals of facilities and	993	867	1 046	751	(15,5%)	(39,3%)
Interest earned - external investments	7 681	6 660	9 015	12 581	47,1%	28,3%
Interest earned - outstanding debtors	2 180	2 204	2 096	2 165	(1,8%)	3,2%
Dividends received	2	2	2	2	(9,3%)	(9,3%)
Sales of Goods & Rendering of Services	5 200	2 736	2 889	59 560		
Fines, Penalties and Forfeits	42 514	47 744	47 278	48 858	2,3%	3,2%
Licences and permits	1 300	1 410	1 230	1 274	(10,7%)	3,4%
Agency services	2 728	3 062	2 817	2 736	(11,9%)	(3,0%)
Transfers recognised - operational	52 772	117 848	157 979	62 263	(89,3%)	(153,7%)
Other revenue	8 288	1 409	3 658	19 586	92,8%	81,3%
Gains on disposal of PPE	5 414	17 246	13 216	693	(2 386,8%)	(1 805,7%)
Total Revenue (excluding capital transfers and contributions)	335 508	436 688	472 221	448 024	2,5%	(5,4%)
Transfers recognised - capital	47 883	20 240	44 689	40 869	50,5%	(9,3%)
Contributions recognised - capital & contributed assets	933	4 781	4 781	4 689		
Total Revenue	384 325	461 709	521 690	493 582	6,5%	(5,7%)

5.1.3 Operational Services Performance

The table below indicates the operational services performance for the 2023/24 financial year:

Financial Performance of Operational Services						
	2022/2023	2023/2024			% Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Description	R'000					
Operating Cost						
Executive and council	18 370	11 866	12 637	12 745	6,9%	0,8%
Finance and administration	37 253	39 192	41 450	21 589	(81,5%)	(92,0%)
Internal audit	588	1 505	1 318	1 091	(37,9%)	(20,8%)
Sub-Total Governance and Administration	56 211	52 563	55 405	35 426	(48,4%)	(56,4%)
Community and social services	13 436	15 302	14 851	13 471	(13,6%)	(10,2%)
Sport and recreation	14 754	20 537	20 763	23 907	14,1%	13,1%
Public safety	46 286	53 909	53 346	43 056	(25,2%)	(23,9%)
Housing	6 425	65 370	81 939	60 777	(7,6%)	(34,8%)
Health	1	1	1	1	(95,6%)	(98,9%)
Sub-Total Community and Public Safety	80 902	155 120	170 901	141 212	(9,8%)	(21,0%)
Planning and development	8 116	11 145	10 756	10 696	(4,2%)	(0,6%)
Road transport	24 711	30 808	34 910	40 934	24,7%	14,7%
Environmental protection	726	644	845	740	13,0%	(14,2%)
Sub-Total Economic and Environmental Services	33 553	42 596	46 511	52 370	18,7%	11,2%
Energy sources	90 306	111 001	127 069	112 476	1,3%	(13,0%)
Water management	22 168	33 574	35 609	27 858	(20,5%)	(27,8%)
Waste water management	22 519	31 295	32 591	37 499	16,5%	13,1%
Waste management	21 415	28 338	28 159	26 685	(6,2%)	(5,5%)
Sub-Total Trading services	156 408	204 208	223 427	204 518	0,2%	(9,2%)
Other	627	1 572	1 433	588	(167,4%)	(143,6%)
Sub-Total Other	627	1 572	1 433	588	(167,4%)	(143,6%)
Total Expenditure	327 702	456 060	497 677	434 113	(5,1%)	(14,6%)
In this table, operational income (but not levies or tariffs) is offset ageist operational expenditure leaving a net operational expenditure total for each service.						
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.						

5.2 FINANCIAL PERFORMANCE MUNICIPAL FUNCTION

5.2.1 Water Services

Financial Performance: Water Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	41 674	56 906	63 932	54 746	(16,8%)
Expenditure:					
Employees	2 052	8 156	7 730	2 756	(196,0%)
Repairs and Maintenance	2 215	1 101	1 024	1 559	29,4%
Other	17 901	24 317	26 855	23 543	(3,3%)
Total Operational Expenditure	22 168	33 574	35 609	27 858	(20,5%)
Net Surplus/ (Deficit)	19 506	23 332	28 323	26 888	13,2%

5.2.2 Waste Water (Sanitation)

Financial Performance: Waste Water (Sanitation) Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	29 149	29 997	32 505	32 202	(0,9%)
Expenditure:					
Employees	3 208	6 902	6 930	6 660	(3,6%)
Repairs and Maintenance	1 572	1 092	1 311	2 059	46,9%
Other	15 488	16 923	17 838	23 051	26,6%
Total Operational Expenditure	20 268	24 917	26 079	31 770	21,6%
Net Surplus/ (Deficit)	8 881	5 080	6 426	432	(1 076,3%)

5.2.3 Electricity

Financial Performance: Electricity Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	103 774	118 187	134 626	120 879	(11,4%)
Expenditure:					
Employees	3 780	7 006	7 040	6 715	(4,3%)
Repairs and Maintenance	4 486	2 613	2 312	4 589	43,1%
Other	82 039	101 382	117 717	101 172	(0,2%)
Total Operational Expenditure	90 306	111 001	127 069	112 476	1,3%
Net Surplus/ (Deficit)	13 468	7 186	7 558	8 403	14,5%

5.2.4 Waste Management

Financial Performance: Waste Management (Refuse)					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	17 518	25 006	25 238	23 635	(6,8%)
Expenditure:					
Employees	3 270	4 001	4 076	3 848	(4,0%)
Repairs and Maintenance	2 484	5 670	3 301	3 185	(78,0%)
Other	15 661	18 666	20 782	19 652	5,0%
Total Operational Expenditure	21 415	28 338	28 159	26 685	(6,2%)
Net Surplus/ (Deficit)	(3 897)	(3 332)	(2 921)	(3 050)	(9,2%)

5.2.5 Housing Services

Financial Performance: Housing Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	29 931	63 910	94 171	72 535	(29,8%)
Expenditure:					
Employees	1 841	1 951	1 836	1 637	(19,2%)
Repairs and Maintenance	–	–	–	–	–
Other	4 583	63 419	80 104	59 141	(7,2%)
Total Operational Expenditure	6 425	65 370	81 939	60 777	(7,6%)
Net Surplus/ (Deficit)	23 507	(1 460)	12 232	11 758	112,4%

5.2.6 Roads and Stormwater

Financial Performance: Roads Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	9 628	1 108	4 698	5 382	12,7%
Expenditure:					
Employees	6 059	9 247	9 126	8 175	(13,1%)
Repairs and Maintenance	8 914	7 401	9 621	11 259	34,3%
Other	7 327	16 930	18 324	21 893	22,7%
Total Operational Expenditure	22 300	33 578	37 070	41 326	18,7%
Net Surplus/ (Deficit)	(12 672)	(32 470)	(32 372)	(35 944)	9,7%

5.2.7 IDP and Local Economic Development (LED)

Financial Performance: IDP & LED					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	1 547	–	–	–	–
Expenditure:					
Employees	451	430	526	509	15,5%
Repairs and Maintenance	–	–	–	–	–
Other	103	212	153	110	(92,6%)
Total Operational Expenditure	554	643	679	619	(3,8%)
Net Surplus/ (Deficit)	992	(643)	(679)	(619)	(3,8%)

5.2.8 Planning and Development

Financial Performance: Planning & Development					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	1 294	3 007	3 229	3 049	(5,9%)
Expenditure:					
Employees	3 996	5 423	5 148	5 070	(6,9%)
Repairs and Maintenance	63	5	4	1 083	99,5%
Other	3 502	5 074	4 925	3 923	(29,4%)
Total Operational Expenditure	7 562	10 502	10 077	10 077	(4,2%)
Net Surplus/ (Deficit)	(6 268)	(7 496)	(6 848)	(7 028)	(6,7%)

5.2.9 Tourism & Events

Financial Performance: Tourism & Events					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	–	–	–	–	–
Expenditure:					
Employees	–	–	–	–	–
Repairs and Maintenance	–	–	–	–	–
Other	627	1 572	1 433	588	(167,4%)
Total Operational Expenditure	627	1 572	1 433	588	(167,4%)
Net Surplus/ (Deficit)	(627)	(1 572)	(1 433)	(588)	(167,4%)

5.2.10 Libraries

Financial Performance: Libraries					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	5 365	6 345	6 444	5 268	(22,3%)
Expenditure:					
Employees	3 817	4 368	4 033	3 888	(12,4%)
Repairs and Maintenance	151	66	192	137	51,6%
Other	3 535	5 113	5 054	4 416	(15,8%)
Total Operational Expenditure	7 503	9 547	9 279	8 441	(13,1%)
Net Surplus/ (Deficit)	(2 138)	(3 202)	(2 835)	(3 173)	(0,9%)

5.2.11 Cemeteries

Financial Performance: Cemeteries					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	70	81	70	71	1,4%
Expenditure:					
Employees	–	630	630	616	(2,3%)
Repairs and Maintenance	6	25	18	1	(1 757,9%)
Other	1 547	267	196	173	(54,9%)
Total Operational Expenditure	1 553	922	844	790	(16,8%)
Net Surplus/ (Deficit)	(1 483)	(841)	(774)	(719)	(17,1%)

5.2.12 Traffic Services and Law Enforcement

Financial Performance: Traffic Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	46 124	52 045	51 267	52 788	2,9%
Expenditure:					
Employees	6 592	8 748	8 845	8 514	(2,8%)
Repairs and Maintenance	573	455	382	625	27,3%
Other	43 783	48 314	48 470	39 255	(23,1%)
Total Operational Expenditure	50 947	57 517	57 697	48 394	(18,9%)
Net Surplus/ (Deficit)	(4 823)	(5 472)	(6 430)	4 395	224,5%

5.2.13 License Services

Financial Performance: Licence Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	–	65	33	23	(44,6%)
Expenditure:					
Employees	–	–	–	–	–
Repairs and Maintenance	–	–	–	–	–
Other	–	–	–	–	–
Total Operational Expenditure	–	–	–	–	–
Net Surplus/ (Deficit)	–	65	33	23	(44,6%)

5.2.14 Sport & Recreation Services

Financial Performance: Sport & Recreation Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	851	945	925	1 092	15,3%
Expenditure:					
Employees	1 109	1 697	1 726	1 678	(1,1%)
Repairs and Maintenance	456	219	146	124	(76,1%)
Other	2 506	2 692	2 974	2 889	6,8%
Total Operational Expenditure	4 071	4 608	4 846	4 691	1,8%
Net Surplus/ (Deficit)	(3 221)	(3 663)	(3 921)	(3 599)	(1,8%)

5.2.15 Community Halls and Facilities Services

Financial Performance: Community Halls & Facilities Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	993	863	1 046	451	(131,8%)
Expenditure:					
Employees	931	1 390	1 352	1 074	(29,4%)
Repairs and Maintenance	359	437	320	365	(19,8%)
Other	2 301	1 900	1 957	1 765	(7,6%)
Total Operational Expenditure	3 591	3 728	3 629	3 204	(16,3%)
Net Surplus/ (Deficit)	(2 598)	(2 864)	(2 584)	(2 753)	(4,0%)

5.2.16 Community Parks

Financial Performance: Community Parks					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	-	-	-	12	100,0%
Expenditure:					
Employees	4 157	6 483	6 392	6 324	(2,5%)
Repairs and Maintenance	2 418	446	348	3 598	87,6%
Other	4 108	9 001	9 178	9 293	3,1%
Total Operational Expenditure	10 683	15 929	15 917	19 215	17,1%
Net Surplus/ (Deficit)	(10 683)	(15 929)	(15 917)	(19 204)	17,1%

5.2.17 Health Services

Financial Performance: Health Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	-	-	-	-	-
Expenditure:					
Employees	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-
Other	1	1	1	1	(95,6%)
Total Operational Expenditure	1	1	1	1	(95,6%)
Net Surplus/ (Deficit)	(1)	(1)	(1)	(1)	(95,6%)

5.2.18 Financial Services

Financial Performance: Financial Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	61 834	68 337	70 408	76 611	8,1%
Expenditure:					
Employees	13 655	16 101	15 697	3 420	(370,7%)
Repairs and Maintenance	14	22	17	19	(15,7%)
Other	(1 831)	1 269	5 172	3 018	58,0%
Total Operational Expenditure	11 838	17 391	20 886	6 457	(169,3%)
Net Surplus/ (Deficit)	49 996	50 946	49 523	70 153	27,4%

5.2.19 ICT Services

Financial Performance: ICT Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	-	-	-	-	-
Expenditure:					
Employees	141	657	166	-	-
Repairs and Maintenance	54	55	244	139	60,3%
Other	(248)	(833)	(1 415)	2 625	131,7%
Total Operational Expenditure	(54)	(120)	(1 004)	2 764	104,4%
Net Surplus/ (Deficit)	54	120	1 004	(2 764)	104,4%

5.2.20 Corporate Services

Financial Performance: Corporate Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	3 068	7 575	7 939	2 002	(296,6%)
Expenditure:					
Employees	7 652	9 288	8 832	8 337	(11,4%)
Repairs and Maintenance	0	5	20	14	65,3%
Other	2 953	2 094	1 796	(4 063)	151,5%
Total Operational Expenditure	10 605	11 387	10 648	4 288	(165,6%)
Net Surplus/ (Deficit)	(7 537)	(3 812)	(2 709)	(2 286)	(66,8%)

5.2.21 Governance (Internal Audit & Risk) Services

Financial Performance: Governance (Internal Audit & Risk) Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	-	-	-	-	-
Expenditure:					
Employees	425	945	886	808	(17,0%)
Repairs and Maintenance	-	-	-	-	-
Other	164	760	582	284	(167,7%)
Total Operational Expenditure	588	1 705	1 468	1 091	(56,2%)
Net Surplus/ (Deficit)	(588)	(1 705)	(1 468)	(1 091)	(56,2%)

5.2.22 Municipal Manager

Financial Performance: Municipal Manager					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	4 441	54	326	2 159	84,9%
Expenditure:					
Employees	8 233	10 511	9 153	7 661	(37,2%)
Repairs and Maintenance	19	28	10	4	(608,0%)
Other	(6 470)	(7 639)	(7 892)	(8 809)	13,3%
Total Operational Expenditure	1 782	2 899	1 270	(1 144)	353,4%
Net Surplus/ (Deficit)	2 659	(2 845)	(944)	3 303	186,1%

5.2.23 Disaster Management

Financial Performance: Disaster Management					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	-	-	-	441	100,0%
Expenditure:					
Employees	-	-	-	-	-
Repairs and Maintenance	-	-	-	-	-
Other	798	1 114	1 109	1 044	(6,7%)
Total Operational Expenditure	798	1 114	1 109	1 044	(6,7%)
Net Surplus/ (Deficit)	(798)	(1 114)	(1 109)	(603)	(84,8%)

5.2.24 Fleet Management

Financial Performance: Fleet Management					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	–	–	–	–	–
Expenditure:					
Employees	810	1 040	990	860	(20,9%)
Repairs and Maintenance	3 306	3 959	4 007	3 559	(11,2%)
Other	5 792	(923)	(971)	(1 200)	23,1%
Total Operational Expenditure	9 908	4 076	4 025	3 219	(26,6%)
Net Surplus/ (Deficit)	(9 908)	(4 076)	(4 025)	(3 219)	(26,6%)

5.2.25 Property Services

Financial Performance: Property Services					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	–	1	1	300	99,8%
Expenditure:					
Employees	1 134	1 455	1 335	1 383	(5,2%)
Repairs and Maintenance	346	511	553	408	(25,3%)
Other	2 838	3 277	4 362	2 871	(14,2%)
Total Operational Expenditure	4 318	5 243	6 250	4 662	(12,5%)
Net Surplus/ (Deficit)	(4 318)	(5 242)	(6 250)	(4 361)	(20,2%)

5.2.26 Mayor and Council

Financial Performance: Mayor & Council					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	27 064	27 277	24 832	39 936	37,8%
Expenditure:					
Employees	960	787	445	421	(87,0%)
Repairs and Maintenance	–	–	–	–	–
Other	16 265	9 197	11 417	13 668	32,7%
Total Operational Expenditure	17 225	9 983	11 862	14 088	29,1%
Net Surplus/ (Deficit)	9 839	17 294	12 971	25 847	33,1%

5.2.27 Biodiversity and Landscape

Financial Performance: Biodiversity and Landscape					
R'000					
Details	2022/2023	2023/2024			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	–	–	–	–	–
Expenditure:					
Employees	–	–	–	–	–
Repairs and Maintenance	–	–	100	–	–
Other	726	644	745	740	13,0%
Total Operational Expenditure	726	644	845	740	13,0%
Net Surplus/ (Deficit)	(726)	(644)	(845)	(740)	13,0%

5.3 GRANTS

5.3.1 Grant Performance

Grant Performance						
R'000						
Description	2022/2023	2023/2024			% Variance	
	Actual (Audited Outcome)	Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Operating Transfers and Grants						
National Government:	62 827	66 078	77 146	75 643	12,6%	(2,0%)
Local Government Equitable Share	39 675	43 487	43 487	43 487	–	–
Finance Management	1 720	1 770	1 770	1 731	(2,2%)	(2,2%)
EPWP Incentive	1 497	1 541	1 541	1 541	–	–
Municipal Infrastructure Grant	12 161	13 387	15 282	15 281	12,4%	(0,0%)
Municipal Disaster Recovery Grant	–	–	3 553	2 374	100,0%	(49,6%)
Integrated National Electrification Program	–	–	–	–	–	–
Energy Efficiency and Demand Site Management	–	–	–	–	–	–
Water Services Infrastructure Grant	7 774	5 893	11 512	11 228	47,5%	(2,5%)
Provincial Government:	39 717	71 464	123 900	83 593	14,5%	(48,2%)
Community Library Service Grant	154	–	–	–	–	–
Western Cape Financial Mangement Capacity Building Grant	250	–	–	–	–	–
Local Government Public Employment Support Grant	686	–	–	–	–	–
Human Settlement Development Grant	29 920	59 160	72 911	54 211	(9,1%)	(34,5%)
Provide Resources for the Development and Upgrade of SMME Infrastructure	1 547	–	–	–	–	–
Western Cape Financial Management Support Grant	–	–	–	–	–	–
Provincial Contribution towards the Acceleration of Housing Delivery	274	2 500	34 726	19 307	87,1%	(79,9%)
Western Cape Financial Management Capability Grant	110	–	290	150	100,0%	(93,3%)
Title Deeds Restoration Grant	11	–	–	–	–	–
Municipal Library Support Grant	133	–	–	–	–	–
Emergency Municipal Loadshedding Relief Grant	481	–	879	879	100,0%	(0,0%)
Western Cape Municipal Interventions Grant	231	–	250	170	100,0%	(47,1%)
Financial Assistance to Municipalities for Maintenance and Construction of Transport Infrastructure	38	50	50	–	–	–
Library Service Replacement Funding for most vulnerable M3 Municipalities	5 882	6 334	6 434	6 098	(3,9%)	(5,5%)
Regional Socio Economics Projects	–	1 170	1 170	909	(28,7%)	(28,7%)
Municipal Service Delivery and Capacity Building Grant	–	–	778	778	100,0%	–
SETA	–	–	–	–	–	–
Informal Settlement Grant	–	2 250	3 473	–	–	–
Municipal Water Resilience Grant	–	–	2 938	1 092	100,0%	(169,1%)
Other Grant Providers:	1 098	546	1 462	999	45,4%	(46,3%)
SETA	386	375	484	272	–	(78,2%)
Service SETA	272	171	408	170	–	(140,5%)
ODM: Safety Plan Development Grant	–	–	–	–	–	–
Joint District and Metro Approach Grant	440	–	500	500	–	–
ODM: Establishment of Local Safety Forum Grant	–	–	70	58	–	–
Total Operating Transfers and Grants	103 642	138 088	202 507	160 236	13,8%	(26,4%)
Variances are calculated by dividing the difference between the actual and original budget by the actual.						

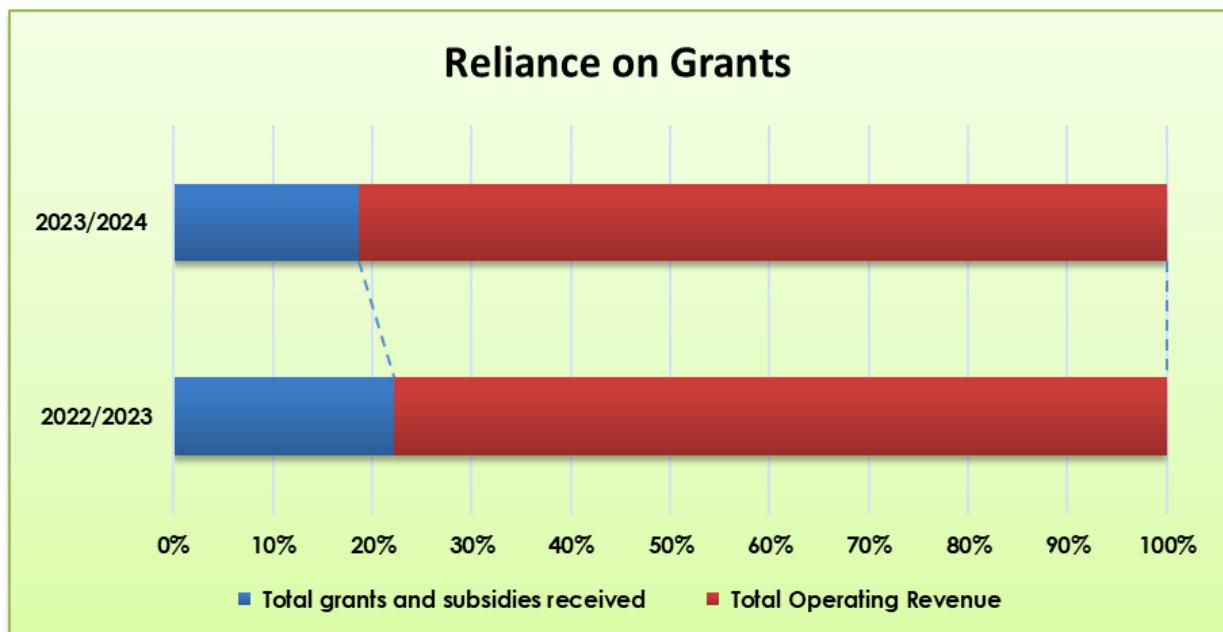
5.3.2 Conditional Grants

Conditional Grants						
R' 000						
Description	2022/2023	2023/2024			% Variance	
	Actual (Audited Outcome)	Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Finance Management	1 720	1 770	1 770	1 731	(2,2,%)	(2,2,%)
EPWP Incentive	1 497	1 541	1 541	1 541	–	–
Municipal Infrastructure Grant	12 161	13 387	15 282	15 281	12,4,%	(0,0,%)
Municipal Disaster Recovery Grant	–	–	3 553	2 374	100,0,%	(49,6,%)
Integrated National Electrification Program	–	–	–	–	–	–
Energy Efficiency and Demand Site Management	–	–	–	–	–	–
Water Services Infrastructure Grant	7 774	5 893	11 512	11 228	47,5,%	(2,5,%)
Community Library Service Grant	154	–	–	–	–	–
Western Cape Financial Mangement Capacity Building Grant	250	–	–	–	–	–
Local Government Public Employment Support Grant	686	–	–	–	–	–
Human Settlement Development Grant	29 920	59 160	72 911	54 211	(9,1,%)	(34,5,%)
Provide Resources for the Development and Upgrade of SMME Infrastructure	1 547	–	–	–	–	–
Western Cape Financial Management Support Grant	–	–	–	–	–	–
Provincial Contribution towards the Acceleration of Housing Delivery	274	2 500	34 726	19 307	87,1,%	(79,9,%)
Western Cape Financial Management Capability Grant	110	–	290	150	100,0,%	(93,3,%)
Title Deeds Restoration Grant	11	–	–	–	–	–
Municipal Library Support Grant	133	–	–	–	–	–
Emergency Municipal Loadshedding Relief Grant	481	–	879	879	100,0,%	(0,0,%)
Western Cape Municipal Interventions Grant	231	–	250	170	100,0,%	(47,1,%)
Financial Assistance to Municipalities for Maintenance and Construction of Transport Infrastructure	38	50	50	–	–	–
Library Service Replacement Funding for most vulnerable M3 Municipalities	5 882	6 334	6 434	6 098	(3,9,%)	(5,5,%)
Development of Sport and Recreational Facilities	–	–	–	0	–	–
SETA	–	–	–	0	–	–
Informal Settlement Grant	–	2 250	3 473	–	–	–
Regional Socio Economics Projects	–	1 170	1 170	909	(28,7,%)	(28,7,%)
SETA	386	375	484	272	(38,1,%)	(78,2,%)
Service SETA	272	171	408	170	(0,6,%)	(140,5,%)
Municipal Service Delivery and Capacity Building Grant	–	–	778	778	100,0,%	–
Municipal Water Resilience Grant	–	–	2 938	1 092	100,0,%	(169,1,%)
ODM: Safety Plan Development Grant	–	–	–	–	–	–
Joint District and Metro Approach Grant	440	–	500	500	100,0,%	–
District Safety Forum Grant	–	–	70	58	100,0,%	(20,4,%)
Total	63 967	94 601	159 020	116 749	19,0,%	(36,2,%)
Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual						

5.3.3 Level of Reliance on Grants & Subsidies

	Total grants and subsidies received	Total Operating Revenue	Percentage
Financial year	R'000		%
2022/2023	103 889	384 325	27,0%
2023/2024	164 085	493 582	33,2%
The "Total grants and subsidies received" amounts include Construction contracts revenue received for 2022/23 - R2 299 981 and 2023/24 - R56 264 552.			

The following graph indicates the municipality's reliance on grants as percentage of operating revenue for the last two (2) years:



5.4 ASSET MANAGEMENT

5.4.1 Three Largest Assets:

Asset 1		
Name	Swellendam (Railton): Bulk Water Reticulation	
Description	Enlarge bulk supply line to Bakenskop water treatment works and new water line to Railton	
Asset Type	Infrastructure	
Key Staff Involved	Engineers Services	
	2022/2023	2023/2024
Asset Value as at 30 June	R 5 086 721	R 13 387 646
Capital Implications	n/a	
Future Purpose of Asset	Sustainable water reticulation to households	
Describe Key Issues	n/a	
Policies in Place to Manage Asset	Financial Asset Management policy	

Asset 2		
Name	Electrification of housing project 950 erven	
Description	Electrification of houses.	
Asset Type	Infrastructure	
Key Staff Involved	Engineers Services	
	2022/2023	2023/2024
Asset Value as at 30 June	R 237 986	R 10 282 465
Capital Implications	n/a	
Future Purpose of Asset	Sustainable electricity supply to houses	
Describe Key Issues	n/a	
Policies in Place to Manage Asset	Financial Asset Management Policy	

Asset 3		
Name	Upgrading of Barrydale Bulk Water Supply Phase 2	
Description	Ensure increased water supply and quality to Barrydale residents	
Asset Type	Infrastructure	
Key Staff Involved	Engineering Services	
	2022/2023	2023/2024
Asset Value as at 30 June	R 6 760 251	R 5 179 219
Capital Implications	n/a	
Future Purpose of Asset	Improved Quality and supply of water	
Describe Key Issues	n/a	
Policies in Place to Manage Asset	Financial Asset Management Policy	

5.4.2 Repairs and Maintenance

Repairs and Maintenance					
	2022/2023	2023/2024			
		Original Budget	Adjustment Budget	Actual	Budget variance
Description	Actual	R' 000			%
Repairs and Maintenance Expenditure	R 27 442 481	R 24 109 137	R 23 795 574	R 32 733 528	27%

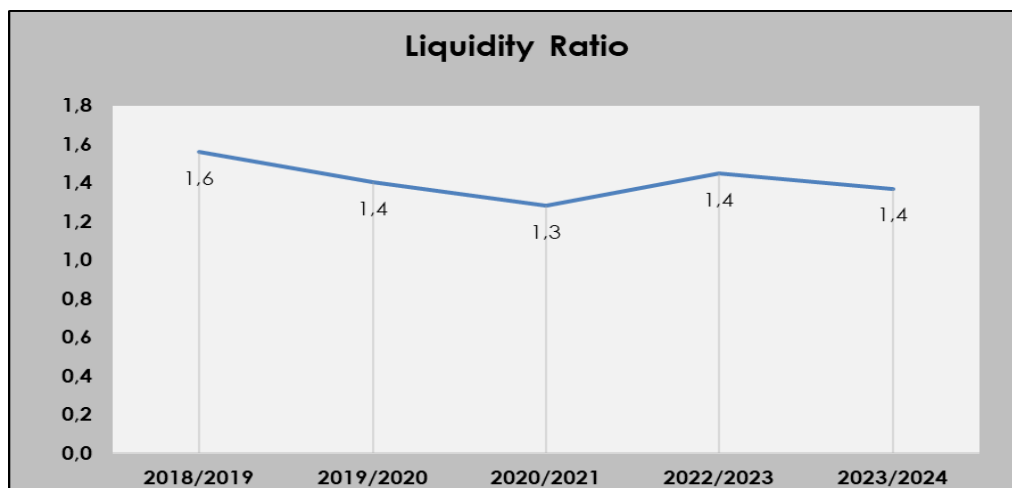
5.5 FINANCIAL RATIO'S BASED ON KEY PERFORMANCE INDICATORS

5.5.1 Liquidity Ratio

Description	Basis of calculation	2022/2023	2023/2024
Current Ratio	Current assets/current liabilities	2,00	2,00
Collection Rate	$\frac{\text{Gross Debtors Opening Balance} + \text{Billed Revenue} - \text{Gross Debtors Closing Balance} - \text{Bad Debts Written Off}}{\text{Billed Revenue}} \times 100$	99,29	103,23
Liquidity Ratio	Monetary Assets/Current Liabilities	1,45	1,37

The current ratio indicates a Council's ability to meet its financial obligations such as payment for goods and services supplied. A ratio of 1:1 indicates that unrestricted current assets are available on hand to meet unrestricted current liabilities. It is furthermore an indication of a Council's solvency. Swellendam's current ratio is 2.00 which is above the norm and indicates that Council has sufficient cash on hand to meet its short-term liabilities. The current and liquidity ratio slightly increased which is an improvement and will be monitored carefully to ensure it continues its upward trend.

The following graph indicates the liquidity financial ratio for 2023/2024:



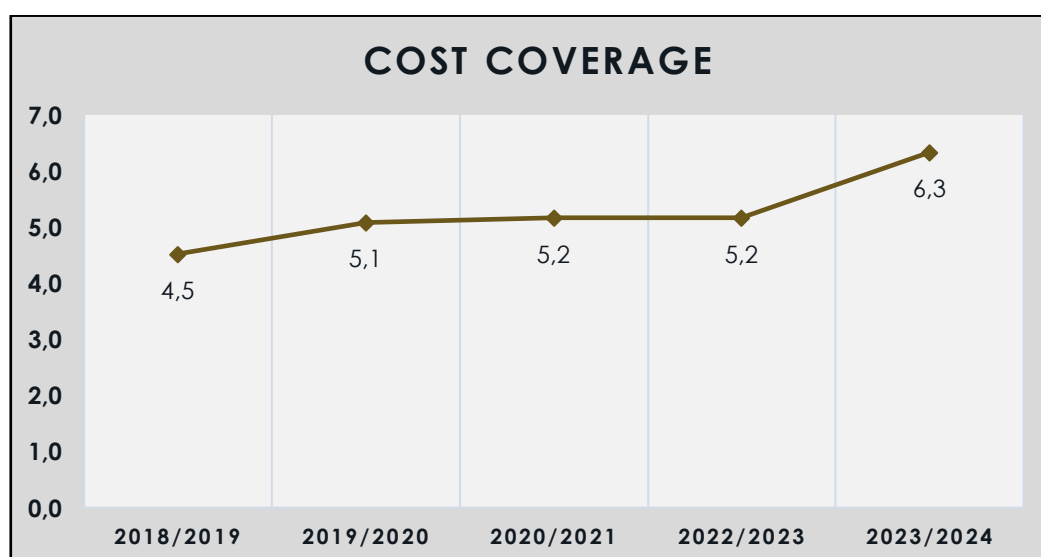
5.5.2 Financial Viability Indicators

Description	Basis of calculation	2022/2023	2023/2024
Cost Coverage	(Available cash + Investments)/monthly fixed operational expenditure	5,16	6,33
Total Outstanding Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services*100	22,82	33,00
Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	52,04	56,78

(a) Cost Coverage

This ratio indicates the Municipality's ability to meet its short-term (monthly) expenditures. It takes into consideration all available cash at a particular time including income from investments. The ratio has to be in excess of 1:3. Strict application of the Credit Control Policy and measures implemented to collect outstanding debtors should improve the ratio. However, this ratio should be read in conjunction to other ratios.

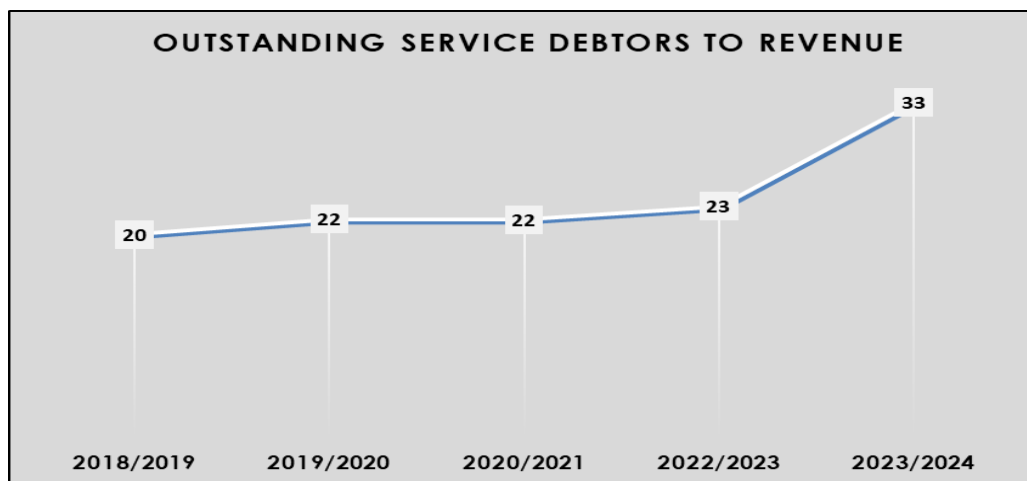
The following graph indicates the cost coverage financial viability indicator:



(b) Outstanding Service Debtors Revenue

This ratio indicates how effective revenue collection is being executed by the Municipality. The Municipality should continuously enhance revenue collection mechanisms and enforce debt collection policies. The ratio has remained stable over the past four years between 20 and 22 percent but increased during the 2023-24 financial year to 33%.

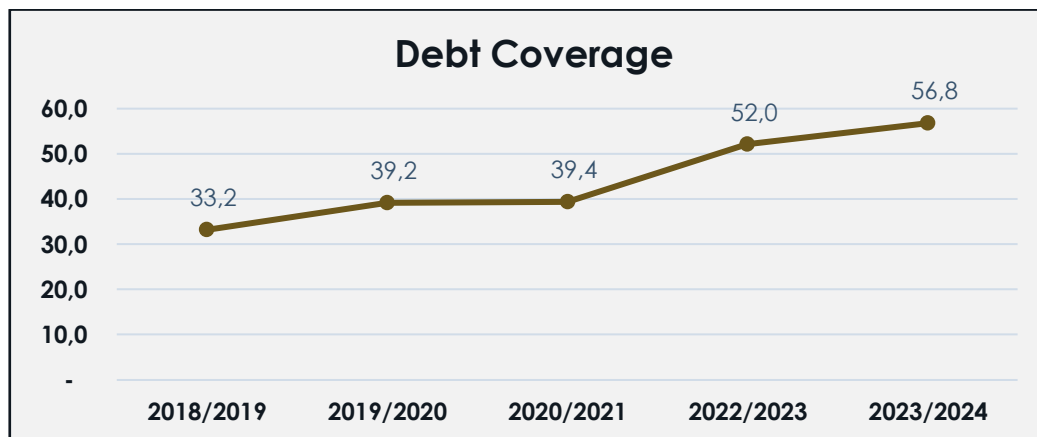
The following graph indicates the outstanding service to revenue financial viability indicator:



(c) Debt Coverage

The debt coverage ratio shows the Municipality's ability to service its debt payments. A debt coverage ratio of 2 is generally considered acceptable assuming the other tests of safety have been met. The higher the debt service ratio, the lower the risk. The Municipality's ratio improved from 52% in 2022/23 to 56.8% in 2023/24.

The following graph indicates the outstanding service to revenue financial viability indicator:



5.5.3 Borrowing Management

The ratio gives an indicates of the total percentage paid on external loans

Description	Basis of calculation	2022/2023	2023/2024
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure*100	1,98	1,77

5.5.4 Employee Costs

Description	Basis of calculation	2022/2023	2023/2024
Employee costs	Employee costs/(Total Revenue - capital revenue)*100	34,01	27,80

5.5.5 Repairs and Maintenance

Description	Basis of calculation	2022/2023	2023/2024
Repairs & Maintenance	R&M / (Total Revenue excluding capital revenue)*100	8,18	7,31

5.6 SOURCES OF FINANCE

5.6.1 Capital Expenditure: Funding Sources

Capital Expenditure: Funding Sources						
	2022/2023	2023/2024			% Variance	
Details	Audited outcome	Original Budget	Adjusted Budget	Actual	Original Budget	Adjusted Budget
Source of Finance						
Description	R'000				%	
Transfers recognised - capital	49 754	25 021	49 535	41 112	39,1%	(20,5%)
Public contributions & donations	-	-	-	-	-	-
Borrowing	7 211	3 598	5 717	3 229	(11,4%)	(77,0%)
Internally generated funds	9 689	17 712	19 651	7 963	(122,4%)	(146,8%)
Total	66 654	46 330	74 903	52 304	11,4%	(43,2%)
% Percentage of Finance						
Transfers recognised - capital	74,6%	54,0%	66,1%	78,6%		
Public contributions & donations	0,0%	0,0%	0,0%	0,0%		
Borrowing	10,8%	7,8%	7,6%	6,2%		
Internally generated funds	14,5%	38,2%	26,2%	15,2%		
Capital Expenditure						
Description	2022/2023	2023/2024			% Variance	
Water and sanitation	36 118	41 366	54 172	26 699	(54,9%)	(102,9%)
Electricity	9 381	5 708	18 219	11 731	51,3%	(55,3%)
Housing	11	-	-	-	-	-
Roads and Stormwater	34 544	13 210	14 734	2 900	(355,5%)	(408,1%)
Other	15 040	32 376	30 481	41 978	22,9%	27,4%
Total	95 095	92 661	117 607	83 309	(11,2%)	(41,2%)
% Percentage of Expenditure						
Water and sanitation	38%	45%	46%	32%		
Electricity	10%	6%	15%	14%		
Housing	0%	0%	0%	0%		
Roads and stormwater	36%	14%	13%	3%		
Other	16%	35%	26%	50%		

5.6.2 Capital on Largest Capital Projects

Name of Project – A	Swellendam (Railton): Bulk Water Reticulation
Objective of Project	Enlarge bulk supply line to Bakenskop water treatment works and new water line to Railton
Delays	None
Future Challenges	None
Anticipated citizen benefits	Increase water supply extraction from Grootkloof dam water treatment works to prevent water restrictions and increase supply to residents.
Name of Project – B	Electrification of housing project 950 erven
Objective of Project	Electrification of houses.
Delays	None
Future Challenges	None
Anticipated citizen benefits	Sustainable electricity supply
Name of Project – C	Upgrading of Barrydale Bulk Water Supply Phase 2
Objective of Project	Ensure increased water supply and quality to Barrydale residents
Delays	None
Future Challenges	None
Anticipated citizen benefits	Improved Quality and supply of water
Name of Project – D	Swellendam (Railton): Upgrade of Bakenskop and Railton Pumpstation, completion Rising main to Railton Reservoir
Objective of Project	Enlarge bulk supply line to Bakenskop water treatment works and new water line to Railton
Delays	None
Future Challenges	None
Anticipated citizen benefits	Increase water supply extraction from Grootkloof dam water treatment works to prevent water restrictions and increase supply to residents.
Name of Project - E	Landfill site Bontebok Fencing 2023/2024
Objective of Project	Improve security at Bontebok Landfill site
Delays	None
Future Challenges	None
Anticipated citizen benefits	Safeguarding of Landfill site

5.6.3 Municipal Infrastructure Grant (MIG) Expenditure on Service Backlogs

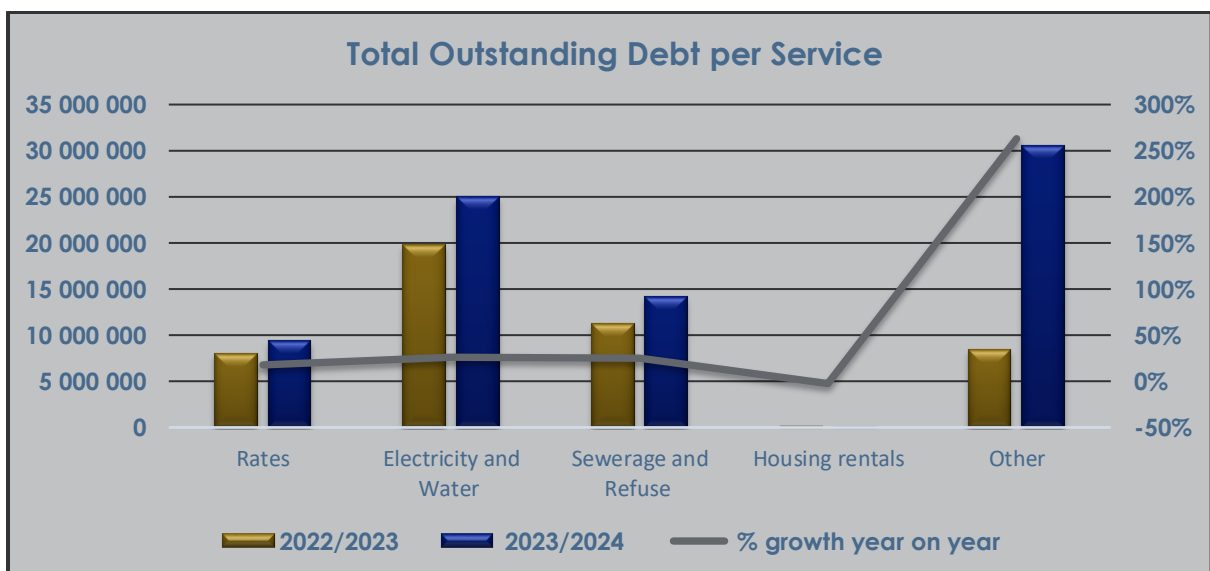
MIG Expenditure on Service Backlogs					
Details	Budget	Adjustments Budget	Actual	Variance	
				Budget	Adjustment Budget
	R'000			%	%
Railton Road Maintenance - Portion 1	-	2 000 000	1 999 515	100,0,%	(0,0,%)
Swellendam (Railton): Bulk Water Reticulation	10 652 536	10 745 966	10 745 565	0,9,%	(0,0,%)
Total	10 652 536	12 745 966	12 745 080	16,4,%	(0,0,%)

5.7 CASHFLOW MANAGEMENT AND INVESTMENTS

Cash Flow Outcomes				
R'000				
	2022/2023	2023/2024		
	Audited Outcome	Original Budget	Adjusted Budget	Actual
Description	R'000			
Ratepayers and other	236 306	252 628	250 691	327 044
Government Grants	106 731	138 088	173 713	104 717
Interest	7 183	8 864	9 015	12 495
Payments				
Suppliers and employees	(280 029)	(373 724)	(392 094)	(334 199)
Finance charges	(2 544)	(3 164)	(3 164)	(3 111)
Transfers and Grants	(530)	(1 185)	(1 590)	(1 102)
Net cash from/(used) operating activities	67 117	21 506	36 571	105 844
Cash flows from investing activities				
Receipts				
Proceeds on disposal of PPE	572	4 399	5	367
Decrease (increase) in non-current investments	(2 357)	–	–	(55)
Payments				
Capital assets	(62 775)	(46 330)	(74 531)	(48 321)
Net cash from/(used) investing activities	(64 560)	(41 932)	(74 526)	(48 009)
Cash flows from financing activities				
Receipts				
Increase / (Decrease) in Consumer Deposits	–	640	640	–
Borrowing long term/refinancing	9 700	3 598	3 598	3 500
Payments				
Repayment of borrowing	(3 808)	(4 273)	(4 273)	(4 592)
Net cash from/(used) financing activities	5 892	(35)	(35)	(1 092)
Net increase/ (decrease) in cash held	8 449	(20 461)	(37 989)	56 743
Cash/cash equivalents at the year begin:	113 324	110 429	121 773	121 773
Cash/cash equivalents at the yearend:	121 773	89 968	83 784	178 516

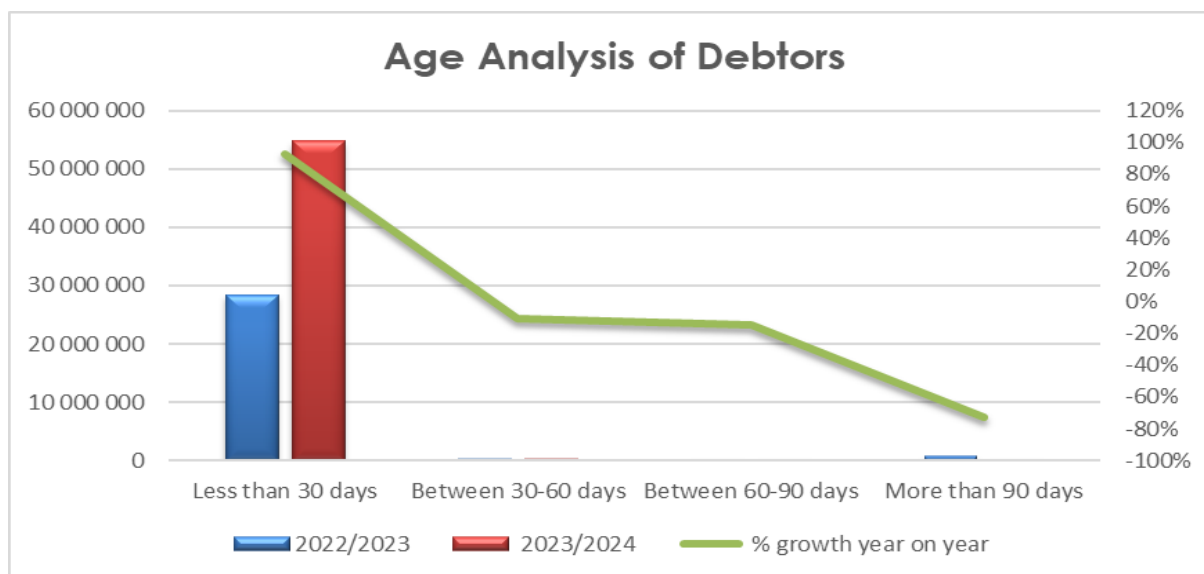
5.8 GROSS OUTSTANDING DEBTORS PER SERVICES

Financial year	Rates	Trading services	Economic services	Housing rentals	Other	Total
		Electricity and Water	Sewerage and Refuse			
	R'000					
2022/2023	8 002	19 803	11 252	119	8 424	47 602
2023/2024	9 407	24 900	14 099	116	30 579	79 102
Difference	1 405	5 097	2 847	(3)	22 155	31 500
% growth year on year	17,6%	25,7%	25,3%	-2,4%	263,0%	66,2%
Note: Figures exclude provision for bad debt						



5.9 TOTAL AGE ANALYSIS

	Less than 30 days	Between 30-60 days	Between 60-90 days	More than 90 days	Total
Financial year	R'000				
2022/2023	28 430	306	174	778	29 688
2023/2024	54 725	274	148	210	55 358
Difference	26 295	(32)	(25)	(568)	25 669
% growth year on year	92,5%	-10,5%	-14,6%	-73,0%	86,5%
Note: Figures exclude provision for bad debt.					



5.10 MUNICIPAL COST CONTAINMENT MEASURES

National Treasury first published the draft MCCR for public comment on 16 February 2018, with the closing date being 31 March 2018. Comments were received, from the Department of Cooperative Governance and Traditional Affairs, SALGA, municipalities and other stakeholders. After extensive consultation and consideration of all comments received, the MCCR were finalised and promulgated on 7 June 2019 in the Government Gazette, with the effective date being 1 July 2019.

5.10.1 Municipal Cost Containment Policy

The MCCR do not apply retrospectively, therefore will not impact on contracts concluded before 1 July 2019. If municipalities and municipal entities decided to extend current contracts, such contracts should have been aligned with the principles outlined in the MCCR and SCM regulations.

Regulation 4(1) of the MCCR requires municipalities and municipal entities to either develop or review their cost containment policies. The MCCR require municipalities to adopt the cost containment policies as part of their budget related policies prior to 30 September 2019. The Swellendam Municipality adopted cost containment policies on 29 August 2019 per item A91. The Policy was reviewed and approved on 27 May 2024.

In terms of Regulation 15(1) of the MCCR, the municipality must disclose cost containment measures applied by the municipality in the municipal in-year reports and annual cost savings disclosed in the annual report. The following cost containment measures were applied by the municipality for the period under review:

- The Cost Containment Measures were detailed in the policy and applied by the municipality
- Cost Containment measures are also included in the Municipal Public Accounts Committee (MPAC) Agenda as a standing item and discussed on quarterly basis.
- Various additional monitoring mechanism were introduced in the form of Annual Consultancy Assessment;

Consultancy reduction Plans; Review of Various policies to be in line with the Cost Containment regulations; monitoring of private and official calls; restriction of year-end function; and electronic distribution of Council Agenda documentation.

Cost Containment			
	Budget	Total Expenditure	Savings
Cost Containment Measure	R'000	R'000	R'000
Use of consultants	3 228	3 151	76
Communication	1 792	1 689	102
Travel and subsistence	302	250	52
Domestic accommodation	85	44	41
Sponsorships, events and catering	1 560	1 244	316
Total	6 966	6 378	588

5.11 BORROWING & INVESTMENTS

Actual Borrowings		
R'000		
	2022/2023	2023/2024
Instrument	R'000	
Long-Term Loans (annuity/reducing balance)	28 219	27 488
Instalment Credit	–	–
Financial Leases	994	636
Total	29 213	28 124

Investment Type		
R' 000		
	2022/2023	2023/2024
Instrument	R'000	
Short Term Investments	17 329	93 347
Total	17 329	93 347

All Organisation or Person in receipt of Grants provided by the municipality	Nature of project	Conditions attached to funding	2023/2024
			R'000
Third party institutions	Contributions to support the community	The organisation needs to supply the municipality with their Budget and AFS	552
Social Assistance		The organisation needs to supply the municipality with their Budget and AFS	–
Tourism	Contribution to promote Tourism	The organisation needs to sign an agreement and supply the municipality with the actuals and AFS	550

CHAPTER 6 – SUMMARY OF AUDIT OPINION OF THE AUDITOR- GENERAL OF SOUTH AFRICA (AGSA)

6.1 AUDITOR-GENERAL REPORT 2022/2023

Findings	Corrective steps implemented/ to be implemented
Financial Statements	
Unqualified Audit Opinion with Material Findings	Review of AFS to be improved and investigate current system used.
Annual Performance Report	
Qualified	Limitation of Scope due to riots and loss of Indigent documentation. Investigate to scan and store all documentation.
Report on the audit of compliance with legislation	
Review of AFS to be improved and investigate current system used.	Action Plan (OPCAR) to be developed

6.2 AUDITOR-GENERAL REPORT 2023/2024

Findings	Corrective steps implemented/ to be implemented
Financial Statements	
Unqualified Audit Opinion with No Findings	Improvement of internal controls on business processes.
Annual Performance Report	
Unqualified Audit Opinion with No Findings	Improvement of internal controls on business processes.
Report on the audit of compliance with legislation	
Unqualified Audit Opinion without findings (Clean Audit)	Action Plan (OPCAR) to be developed

Annexure A: 2023-24 Audit Report

Annexure B: 2023-24 AFS

Annexure C: 2023-24 APAC Report

LIST OF ABBREVIATIONS

AGSA	Auditor-General of South Africa
AFS	Annual Financial Statements
CAPEX	Capital Expenditure
CBP	Community Based Planning
CFO	Chief Financial Officer
CMTF	Council Meets the People
COGHSTA	Department of Cooperative Governance, Human settlements and Traditional Affairs
COVID-19	Coronavirus 2019
DAFF	Department of Agriculture, Forestry and Fisheries
DEADP	Department of Environmental Affairs and Development Planning
DPLG	Department of Provincial and Local Government
DOE	Department of Energy
DWA	Department of Water Affairs
DWS	Department Water and Sanitation
EE	Employment Equity
EPWP	Extended Public Works Programme
EXCO	Executive Committee
FBS	Free Basic Services
FLISP	Finance Linked Individual Subsidy Programme
GAMAP	Generally Accepted Municipal Accounting Practice
GRAP	Generally Recognised Accounting Practice
GiS	Geographic Information System
HV	High Voltage

HR	Human Resources
ICT	Information Communication Technology
IDP	Integrated Development Plan
IFRS	International Financial Reporting Standards
INEP	Integrated National Electrification Programme
IMFO	Institute for Municipal Finance Officers
IRDP	Integrated Residential Development Programme
IZS	Integrated Zoning Scheme
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LED	Light-emitting diode
LGSETA	Local Government Sector Education and Training Authority
LV	Low Voltage
LUPA	Land Use Planning Act
MAYCO	Executive Mayoral Committee
MFMA	Municipal Finance Management Act (Act No. 56 of 2003)
MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MMC	Member of Mayoral Committee
MSA	Municipal Systems Act No. 32 of 2000
MTECH	Medium Term Revenue and Expenditure Framework
NBR	National Building Regulations
NCOP	National Council of Provinces

NERSA	National Energy Regulator South Africa
NGO	Non-governmental Organisation
NT	National Treasury
OPEX	Operating Expenditure
PMS	Performance Management System
PT	Provincial Treasury
SALGA	South African Local Government Association
SAMDI	South African Management Development Institute
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SPLUMA	Spatial Planning Land Use and Management Act
WDF	Waste Disposal Facility
WTW	Water Treatment Works
WWTW	Waste Water Treatment Work