SWELLENDAM MUNICIPALITY

2024-25

ANNUAL PERFORMANCE REPORT

"WORKING & GROWING TOGETHER!"

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INCLUDED

1.2 MUNICIPAL MANAGER'S OVERVIEW

The 2024/25 financial year stands as a defining chapter in the history of Swellendam Municipality—marked by turbulence, introspection, and ultimately, resilience. It was a year in which the undercurrents of political instability from the preceding period surged to the surface, disrupting governance and service delivery, and testing the trust between the Municipality and its community.

Allegations of tender irregularities and the unlawful suspension of the Municipal Manager cast a long shadow over the Administration. The resulting forensic investigations and procedural delays in procurement not only hindered progress but also eroded public confidence. With capital expenditure reaching a concerning low of 60%, the impact of these challenges was felt across every facet of municipal operations.

Yet, amid adversity, the Municipality demonstrated its enduring commitment to its people. Infrastructure upgrades in Rietkuil, Barrydale, and Swellendam, the continuation of the Railton housing project, and the development of the Railton walkway are just a few examples of progress achieved despite the odds. The emergence of new residential and commercial developments, along with the transformative Windfarm initiative, signal a community that continues to grow and invest in its future.

The stabilization of political leadership, marked by the election of a new Speaker, has brought renewed hope and direction. As we look ahead, both Council and Administration recognize the imperative to rebuild trust, strengthen governance, and reaffirm our shared values.

This report is not merely a reflection of the past year—it is a testament to the perseverance of our officials, the dedication of our staff, and the unwavering support of our community. As Accounting Officer, I extend my deepest gratitude to the Senior Management team and all municipal employees who stood firm in the face of unprecedented challenges. Your commitment to service delivery is the cornerstone of our recovery.

To the residents of Swellendam Municipality: thank you for your patience, your engagement, and your belief in the potential of this institution. Let us move forward together, guided by integrity, transparency, and a collective vision to leave our community stronger than we found it.

A Vorster

Municipal Manager

1.3 MUNICIPAL OVERVIEW

The Swellendam Municipality, located in the Western Cape, is committed to fulfilling its core legislative responsibilities by fostering a participatory governance framework. This framework strengthens the relationship between elected officials and the communities they serve. In line with these obligations, the Municipal Council ensures consistent and transparent reporting on both institutional performance and the overall state of municipal affairs.

The 2024/25 Annual Report presents a comprehensive review of the Municipality's performance for the financial year spanning 1 July 2024 to 30 June 2025. This report is compiled in accordance with Section 121(1) of the Municipal Finance Management Act (MFMA), which mandates the preparation of an annual report for each financial year.

1.3.1 Vision

The Swellendam Municipality Committed itself to "*A visionary Municipality that strives towards prosperity for all through cooperative participation and high-quality services delivery*".

1.3.2 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

1.3.3 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;
- 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;

1.3.4 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 the functional divide prescribed within Chapters 5 and 6 of the 1996 South African Constitution.

The town of Swellendam Is the largest in the municipality followed by the town of Barrydale to the North. Suurbraak, Buffeljagsrivier, Malgas and Cape Infanta make up the smaller towns in the East and the South of the municipality. The N2 National Road runs through the municipality from East to West and the famous tourist route 62 runs through the town of Barrydale. The municipality is predominantly rural and has a large agricultural and tourism sector.

1.3.5 Wards

The municipal area is divided into six words, 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

1.3.6 Demographical Information

For the purposes of this Annual Report the Demographic information of the 2022 Census was used. There is a significant discrepancy between the 2022 Census statistics and the information that the Western Cape Government utilized in their Municipal Economic Review and Outlook (MERO) for the 2024/25 financial year.

According to the 2022 Census conducted by Statistic South Africa the Swellendam population is estimated at 47 114 inhabitants. Post Covid 19 saw an increase of individuals moving to rural towns such as Swellendam for remote work opportunities, which in turn has spurred real estate and financial services growth. Swellendam holds 12.5% of the Overberg region's population according to the 2024/25 Western Cape Government Municipal Economic Review and Outlook, with a projected growth of 0.8%.

Swellendam Municipality's slow growth rate is indicative of a gradual developmental growth trajectory, that is based on careful spatial economic, social and environmental planning.

The high levels of urbanization within the Swellendam municipal area, underscores the successful merging of the benefits of urban living with the appeal or rural environments, promoting a unique blend of lifestyle choices to its residents.

The gender division according to the 2022 Census is reflected as 23 436 people classified as male and 23 678 as female. Both the Census 2022 statistics and the 2024/25 MERO agrees on a basically even gender distribution.

The stable gender ratio suggests an evenly distributed community, without major migration trends affecting one gender more than the other.

The Swellendam municipal population is reflected below according to the 2022 Census statistics.

Population by Race

- Black African: 6,396
- Coloured: 31,842
- Indian/Asian: 134
- White: 7,827
- Other/Unspecified: 915

Coloured residents form the largest group (31,842 people, or ~68%), followed by White (7,827, ~17%), and Black African (6,396, ~14%).

The Indian/Asian and Other/Unspecified groups are much smaller (~2%).

This demographic distribution reflects historical settlement patterns in the Overberg region, where Coloured communities have traditionally been the largest group.
Understanding these demographics is essential for municipal planning, particularly in housing, education, and economic development.

Based on Census 2022 the age distribution is reflected below:

Age Distribution

- Largest age groups:
- 0–4 years: 3,547
- 5–9 years: 3,275
- 10–14 years: 3,441
- 25–29 years: 4,249
- Smallest age groups:
- 75–79 years: 665
- 80–84 years: 404
- 85+ years: 268

- The town has a relatively young workforce, which could drive economic activity if enough jobs exist.
- The Windfarm project near Swellendam is an exciting new opportunity, creating new job- and upskilling opportunities for the youth.

• Lower numbers of elderly residents suggest either migration to other areas or a population that is not yet ageing significantly.

• Investing in youth employment and skills development could benefit the local economy. The Municipality took up this baton, by providing practical upskilling within the community by partnering with the private sector such as COBRA and Project Hope.

The area's educational levels is reflected below:

Education Levels

• No schooling: 886

• Some primary: 3,674

• Completed primary: 2,068

• Some secondary: 10,854

• Grade 12/Std 10: 8,801

• Higher education: 3,340

Only 3,340 people have higher education qualifications, which is less than 10% of the population.

A significant portion (10,854 people) have some secondary schooling but didn't complete Grade 12. 886 people have no schooling at all.

A relatively low higher education rate might limit the availability of skilled professionals and higher-paying jobs. Education initiatives focusing on vocational training and business development could benefit the community. The Municipality hope to facilitate further training by developing a skills centre within the bridging corridor at the foot of Railton.

The Employment status of the area is reflected below:

Employment Status

• Employed: 8,374

• Unemployed/not in labour force: 5,293

• Total workforce: 13,667

13,667 people are part of the workforce, but only 8,374 are employed, unemployment rate of around 39%.

Job creation is a major challenge. Encouraging entrepreneurship and small businesses could be key solutions. A circular economy approach (e.g., recycling initiatives, sustainable agriculture) could create jobs while improving environmental outcomes.

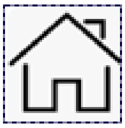
Affordable accommodation is a big challenge within the growing communities.

The Municipality is in the final phase of a 950 subsidized housing project in Railton.

The Municipality is strategically releasing municipal land for future residential development to increase the tax base and facilitate more affordable housing options within the communities.

The following table reflects the housing types within the Municipal area:

Housing Types



- Formal dwellings: 14,064
- Traditional dwellings: 100
- Informal dwellings: 1,281
- Other: 31
- **Total households:** 15,477

Among the 15 477 households (stated in the 2023 Socio-Economic Profile, MYPE 2023) households residing in the Swellendam area, about 90.00 per cent enjoyed access to formal housing, surpassing the rate observed in the broader Overberg District, which stood at 86.1 per cent.

The municipal area demonstrated a lower incidence of informal dwellings, accounting for 9.8 per cent of the total, in contrast to the district's higher prevalence of 13.7 per cent.

These figures are changing fast as the informal settlement in Swellendam is growing at an alarming rate. The Municipality procured planning funding to formalise the informal settlement in Swellendam whose uncontrolled expansion poses a significant threat to the adjacent Bontebok National Park.

According to the 2024/25 MERO, Swellendam has a GDPR per capita of R58 308, which measures average economic output per person.

Swellendam has a median income of R6 567, suggesting a slightly6 higher economic status than Theewaterskloof. This is attributed to a mix of agriculture, tourism, and small-scale manufacturing.

An increase in real Gross Domestic Product (GDP) per person, or GDP per capita, indicates that the economy is growing at a faster pace than the population. This is likely to show positive results in a number of social and economic indicators, as well the overall wellbeing.

1.4 SERVICE DELVIERY OVERVIEW

The Mayoral Committee at one of the handovers of the 950-housing project in Swellendam.

Service delivery is the core business of a municipality. In Swellendam Municipality, service delivery remains a priority.

Within the Swellendam municipal area 90 per cent of the population have access to piped water; 85.8% have access to flush toilets connected to a sewerage system; 85.6 % have access to refuse removal at least once a week by the private or public sector and 93% have access to electricity.

Eskom's inability to increase the maximum demand to the Swellendam municipal area, remains a concern.

1.4.1 Basic Service Delivery Highlights

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

Highlights	Description
Railton 950 Project – Handed over	479 Top Structured was handed over.
Improvement in Waste Management Compliance	Audit results improved from 60.27% to 80.29%. Please see attached **Annexure A – Implementation of the Municipality's Integrated Waste Management Plan (IWMP)**
Ongoing capital and maintenance projects are completed	Please refer to SDBIP Report for expenditure results.

1.4.2 Basic Service Delivery Challenges

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

Challenge	Action Plan
Lack of funding	Ongoing applications of grant funding.
Ageing infrastructure	Capital and operational projects based on Council priorities.
Increase compliance	Legislation and regulations requirements are increasing and sometimes complicates processes.

These challenges are also supplemented and manage as part of the Municipality's risk management processes.

1.5 IDP/ BUDGET PROCESS

The table below describes the process followed in the compilation of the 2024/25 IDP and Budget process:

Council Item	Activity	Date
Pre-Budgeting Processes/ Tasks		
A128	Integrated Development Process (IDP) Plan	28 August 2024
Community Participation Process		
Please see section 2.4 for public meetings		
Budget Preparatory Process		
A54	Asset Management Policy	31 March 2025
	Bad Debt Write-off Policy	
	Banking Cash Management and Investment Policy	
	Restriction Policy	
	Borrowing Policy	
	Budget Policy	
	Cost Containment Policy	
	Customer Care, Credit Control and Debt Collection Policy	
	Funding and Reserve Policy	
	Indigent Support Policy	
	Petty Cash Policy	
	Property Rates Policy	
	Tariff Policy	
	Supply Chain Management Policy	
	Preferential Procurement Policy	
	Tariff Policy	
	UIFW Expenditure Reduction Policy	
	Revenue by-law	
	SCM Policy for Infrastructure Procurement	
Tabling of Budget		
A54	The tabling of the draft annual budget	31 March 2025
	The tabling of draft 2024/2025 Review IDP, 3^{rd} Review of the 2022-2027 IDP	
Approval of Budget and Policies		
A106	Approval of amended annual budget	29 May 2025
	Approval of Policies	
A104	The approval of 2024/2025 3^{rd} Review of the 2022-2027 IDP	
Finalising		
Submission of the final annual budget and related schedules to relevant government departments and MEC		

These key processes are governed by the governance structures as outlined in Chapter 2 below.

02

MUNICIPAL GOVERNANCE

2.1 GOVERNANCE STRUCTURE

Photo of Swellendam Council. FLTR: Executive Mayor F du Rand, Speaker T Laubscher, Mayco member Cllr E Lambrecht, Mayco member Cllr F Kees, Cllr A Bokwana, Cllr D Julius, Cllr A Swart, Cllr J Matthyssen, Cllr D Julies, Cllr G Libazi and Cllr I Ferguson.

2.1.1 Political Governance Structure

Made up of elected representatives, the Council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated the executive function to the Executive Mayor and the Mayoral Committee. Being the legislative body, their primary function is to pass by-laws, approve budgets and IDP's and set policies. They are also 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 representative councillors. The portfolio committees are made up of councillors drawn from all political parties.

Swellendam Council experienced significant political turmoil during the reporting year, that led to political instability, negatively impacting service delivery. The political turmoil resulted in the Executive Mayor being suspended for about three weeks, a break-down in the governing alliance which was only restored after the Speaker resigned from Council and a new councillor was nominated by his party to Council, subsequently being elected as Speaker.

Below is a table that categorises the councillors within their specific portfolios, political parties and wards for the 2024/25 financial year:

Name of Councilor	Capacity	Political Party	Ward representing/ proportional
F du Rand	Executive Mayor, Infrastructure Portfolio Chair	DA	Ward 4
F Kees	Member of Mayco, Finance and Governance Portfolio Chair	DA	Proportional
E Lamprecht	Member of Mayco, Community Services and Housing Chair	DA	Ward 1
A Bokwana	Member	DA	Proportional
D Julius	Representative to ODM	DA	Proportional
J van Schalkwyk	Speaker until 3 February 2025	FF	Proportional
J du T Loubser	Speaker from 13 February 2025	FF	Proportional

Name of Councilor	Capacity	Political Party	Ward representing/ proportional
A Swart	Member	ANC	Proportional
I Ferguson	Member	ANC	Ward 2
DJ Julius	Member	ANC	Ward 3
J Matthysen	MPAC Chair	ANC	Ward 6
G Libazi	Member	ANC	Ward 5

Below is a table which indicates the Council meeting attendance for the 2024/25 financial year:

Meeting Dates	Council Meeting Attendance	Apologies for Non-Attendance
31 July 2024	11	0
28 August 2024	11	0
30 September 2024	11	0
23 October 2024	11	0
28 October 2024	11	0
30 October 2024	11	0
04 November 2024	11	0
08 November 2024	5	6
11 November 2024	5	6
14 November 2024	5	6
20 November 2024	11	0
28 November 2024	11	0
04 December 2024	10	1
18 December 2024	11	0
18 December 2024	11	0
27 January 2025	11	0
30 January 2025	11	0
03 February 2025	11	0
10 February 2025	5	6
13 February 2025	11	0
19 February 2025	11	0
27 February 2025	6	5
26 March 2025	10	1
31 March 2025	11	0
22 April 2025	8	3
30 April 2025	11	0
29 May 2025	10	1
23 June 2025	11	0
30 June 2025	11	0

b) Mayoral Committee

The Executive Mayor of the Municipality, Cllr H. F du Rand assisted by the Mayoral Committee, heads the executive arm of the Municipality. The mayor is at the centre of the 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.

The name of each member of the Mayoral Committee is listed in the table below for the period 1 July 2024 to 30 June 2025. Council has no deputy mayor.

Name of Member	Capacity	Number of Meetings
Cllr. H.F. Du Rand	Chairperson	22 July 2024 19 August 2024 18 September 2024 23 October 2024 18 November 2024 22 January 2025 20 March 2025 22 April 2025 21 May 2025 23 June 2025
Cllr. E.J. Lamprecht	Member	
Cllr. F. Kees	Member	

c) Portfolio Committees

Section 80 Committees are established under Section 80 of the Local Government Structures Act, 117 of 1998. The Chairpersons are appointed by the Executive Mayor and their primary function is to support the executive.

The portfolio committees for the 2024/25 period and their chairpersons are as follows:

Community and Housing Portfolio Committee	
Members	**Number of Meetings**
EJ Lamprecht (Chairperson) A Bokwana G Libazi	07 August 2024 09 September 2024 14 October 2024 13 November 2024 12 March 2025 16 April 2025 15 May 2025 11 June 2025
Finance & Governance Portfolio Committee	
Members	**Number of Meetings**
F Kees (Chairperson) MTA Swart D Julius	14 August 2024 12 September 2024 14 October 2024 13 November 2024 12 March 2025 16 April 2025 14 May 2025 11 June 2025
Infrastructure & Planning Services Portfolio Committee	
Number of Meetings	**Number of Meetings**
HF Du Rand (Chairperson) EJ Lamprecht JA Matthysen	14 August 2024 11 September 2024 14 October 2024 13 November 2024 12 March 2025 16 April 2025 13 May 2025 13 June 2025

c) Political Decision-making

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 administrating 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;

- 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.

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 perform their functions advising their respective ward councillors, partaking in the Integrated Development and budgetary preparations.

2.1.2 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 Council priorities. She is supported by a team of senior management officials which assist her with the management of the administration. 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	Directorate	Agreement Signed
A Vorster	Municipal Manager	Yes
Vacant	Director Infrastructure and Planning Services	NA
K Stuurman	Director Community Services	Yes
E Wassermann	Director Financial Services	Yes

2.2 INTERGOVERNMENTAL RELATIONS

A GBV strategic training session was held on 24 April 2025.

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

Name of Structure and Members	Outcomes of Engagements/ Topic Discussed
Municipal Managers Forum **Members** 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.
Premiers Coordinating Forum (PCF) **Members** 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.

Name of Structure and Members	Outcomes of Engagements/ Topic Discussed
SALGA Working Groups **Members** SALGA, Municipal Managers, Senior Managers, Councillors and division heads of municipalities.	SALGA's programs are driven through its working groups. The working groups act as 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) **Members** 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

Name of Structure and Members	Outcomes of Engagements/ Topic Discussed
	liaise on matters of mutual interest.
Municipal Governance Review & Outlook (MGRO) Strategic engagement **Members** 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 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 **Members** 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

Name of Structure and Members	Outcomes of Engagements/ Topic Discussed
	engagement to understand the challenges and to decide on support needed from the sectoral departments within the province.
IDP Managers Forum **Members** All Government Departments	TheI 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 district include the development of Coastal Management Plans, Air Quality Management Plans and Water Management Plans as an example.
LED Managers Forum **Members**	Swellendam Municipality currently has limited capacity in respect of local economic development and tourism

Name of Structure and Members	Outcomes of Engagements/ Topic Discussed
All Government Departments	
SCM Forum **Members** 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 **Members** All 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) **Members** All 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

Name of Structure and Members	Outcomes of Engagements/ Topic Discussed
	strategic objectives, initiatives and priorities; 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; • 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

Name of Structure and Members	Outcomes of Engagements/ Topic Discussed
	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 **Members** 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 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.

Name of Structure and Members	Outcomes of Engagements/ Topic Discussed
	Equity-related matters are also prominent on the agenda of this forum.
Human Resources (HR) Practitioner's Forum **Members** 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;
	• 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) **Members** 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) **Members** 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.;

Name of Structure and Members	Outcomes of Engagements/ Topic Discussed
	• Alignment of current SDF's and zoning schemes with new planning legislation.
OPF (Overberg Planning Forum) **Members** **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 **Members** Planning Heads of all Municipalities within the Western Cape. The Forum is hosted and chaired by the Provincial Department of	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 Procedures, the National Building Regulations, and Property Registration.

Name of Structure and Members	Outcomes of Engagements/ Topic Discussed
Environmental Affairs & Development Planning (Director: Spatial Planning). Representatives from the Surveyor-General & the Register of Deeds also attend.	
COMMTECH (Communication Forum) **Members** 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 from all Communications departments are present.	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.
District Energy Council **Members**	To engage on energy security in the Overberg and identify possible collaboration and projects

Name of Structure and Members	Outcomes of Engagements/ Topic Discussed
Mayors, Municipal Managers and Technical staff in the Overberg District	for implementation in the respective municipalities.
Chief Audit Executive (CAE's) Forums **Members** All CAE's, Provincial and National Treasury	The Forum is held every quarter. The objective is to discuss issues of common concern relating to the internal audit function.
Chief Risk Officers (CRO's) Forums **Members** All CRO's, Provincial and National Treasury	The Forum is held every quarter. The objective is to discuss issues of common concern relating to the risk management function.

Swellendam Municipality views strategic partnering as an essential tool in delivering its constitutional objectives and thus continuously liaise with a diverse number of stakeholders such as:

- with the Department of Economics. Development and Tourism (DEDAT) and the Overberg District Municipality with regards to the establishment of informal business hub in Barrydale which is still in process.
- The cooperation between the Provincial Department of Local Government and Department of Cooperative Governance and Traditional Affairs regarding new legislation implementation.
- Cooperation with Stellenbosch University regarding the design of a new kind of education facility.

Gender Based Violence Forum (GBVF)
The Swellendam Municipality established a GBVF Ambassadorship Programme in line with the Provincial and Local Department of Social Services (DSD).

A strategic planning session, hosted by the local DSD in Swellendam was facilitated by Western Cape DSD & POCS and was held on 09 April 2025 where SwellMun, GBVF champions and various role-players stakeholders participated in the planning session.

Swellendam's Professional Network in support of any GBVF Ambassador endeavours (consisting of the following professionals, guaranteeing proper inter-professional and governmental as well as excellent co-operation amongst various NGO'S too):

- Medical Doctors, Nurses (from Hosp or Clinics).
- Psychologists & Specialist Counsellors.
- Social Workers.
- SAPS Officials (including CPF & VEP).
- Officials from TRAFFIC Department.
- Desmund Tutu Library (Librarians as local mini–Mental Health Hub in support of sustainable healing).
- NPA & local Magistrates Court Officials.
- Swellendam Health & Safety Forum.

- ODMSF – Overberg District Municipality Safety Forum.

Swellendam Municipality prioritises the mental well-being of their community and employees. The municipal policies and practices priortises gender mainstreaming. The Municipality recognizes that women and men experience policies differently due to social, economic, and cultural factors and adjusted their policies so that both genders benefit equally from public services, laws, and development programs. Policies and practices prevent unintentional discrimination or inequality.

The Swellendam Municipality is working with ASLA Foundation and other stakeholders to establish a Safehouse in Swellendam. This will be the first safehouse in the municipal area and it is hoped that it will be completed in 2026.

2.3 PUBLIC MEETINGS

An IDP / Budgetary engagement in Swellendam

Public participation is the heartbeat of local democracy in South Africa. It transforms governance from something done to people into something done with them.

Swellendam Municipality places a high priority on public engagement to ensure that the public's voices are heard and included in Council's policies and practices.

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:

a) The preparation, implementation and review of the IDP;

b) Establishment, implementation and review of the performance management system;

c) Monitoring and review of the performance, including the outcomes and impact of such performance;

d) Preparation of the municipal budget;

e) The preparation of its budget; and

f) Strategic decisions relating to the provision of municipal services;

g) Contribute to building the capacity;

h) The local community to enable it to participate in the affairs of the municipality; and

i) Councillors and staff to foster community participation.

2.3.1 3rd Review Process Plan Activities as Follows:

First Round		
1	Approved 2024/2025 IDP/SDF/SDBIP and Budget Time Schedule	28 August 2024: Item A128/28/08/2024
2	Reviewing IDP Process: Inform National-Provincial Government and the Overberg District Municipality	02 September 2024: Minister Bredell's Office 04 September 2024: Dept. Local Government
3	Public Consultation: Review the priorities per ward	From 9 September 2024 – 6 February 2025

4	District IDP Engagement	24-25 October 2024
5	Internal Departmental Sessions to review municipal strategies, goals, KPI's and targets (to incorporate the new inputs	October - November 2024
6	Budget Steering Committee Meeting	October and November 2024
7	Budget Steering and review budget-related policies;	December 2024
8	Review the sector plans and determine draft tariffs	January 2024
9	Mayoral Committee and Management Strategic Session	February 2025
10	Budget Steering Committee to assess progress in terms of identified programmes, strategies, goals, objectives and KPIs	March 2025
11	Adoption of the Draft Review 2025-2026 IDP / Budget / SDF	31 March 2025: Item A53/31/03/2025
12	Approved Draft Review 2025-2026 IDP/Budget/SDF Notice: Local Newspaper and National, Provincial and District	03 April 2025
13	2025-2026 Draft IDP Review: Electronic submission to National-Provincial Government and the Overberg District Municipality	01 April 2025
14	2nd Round - Public Consultation: Review the priorities per ward and sector groups	02 April – 16 May 2025

Second Round		
15	Public Consultation: Review the priorities per ward	From 2 April 2025 – 16 April 2025
16	Budget Steering Committee to assess progress in terms of identified programmes, strategies, goals, objectives and KPIs	April 2025
17	Municipal SIME 2 Engagement	08 May 2025
18	Strategic Budget Summit (SBS): Final inputs	15 May 2025: Attendance: 31
19	Budget Steering Committee to assess progress in terms of identified programmes, strategies, goals, objectives and KPIs	May 2025
20	Adoption of the Final Review 2025-2026 IDP/Budget/SDF	29 May 2025
21	Approved Final Review 2025-2026 IDP/Budget Notice: Local Newspaper and National, Provincial and District	06 June 2025

The reviewed list of stakeholders within the municipal area for the financial year to date: Ward Committees

- Strategic Budget Summit (SBS) Meeting
- IDP-Budget Consultation Meetings
- Internal Departmental Awareness
  - Housing
  - Waste
  - Law Enforcement
  - Building regulations
  - Thusong Services/Programs

- Financial Policies / Supply Chain Management

- External Sector Group Engagement
  - Transport
  - Rate Payers Association
  - Religious Groups/ Schools/ Early Childhood Development
  - Business & Environmental Forums
  - Small Scale Farmer
  - Social Development Entities / NGO's / CBO's

2.3.2 2024/25 Public Participation Report

Date	Meeting	Meeting Purpose	Number of Meetings
05 January 2024	Spaza shop meeting with owners/SAPS	Closing hours of the spaza shops to prevent robberies	7
05 January 2024	Public meeting	Public Launch Sites discussion	45
15 – 19 January 2024	Basic Plumbing Training	Skills transfer, local economic development, GBV support, water loss prevention	88
17 January 2024	CPF – Swellendam Sector 3	Monthly Sector meeting – Kids at Risk	10
18 January 2024	CPF – Railton – Sector 2	Discussion regarding Ta Jack's / Illegal Structures	9
22 January 2024	CPF – Malgas – Sector 1	Crime in area	3
23 January 2024	CSF – Community Safety Forum – Suurbraak	Steering Committee meeting	5
25 January 2024	Ward Committee meeting: Ward 2	Community information sharing	6
30 January 2024	CPF – Barrydale	Establishment of more NHW structures and farm watches	25
31 January 2024	Ward Committee meeting: Ward 6	Community information sharing	9
01 Febru	First Thursday	Public engagement	20

Date	Meeting	Meeting Purpose	Number of Meetings
ary 2024		with the Executive Mayor and Senior Management on water management and upgrades	
6 February 2024	Ward Committee meeting: Ward 4	Community information sharing	8
6 February 2024	CPF Community meeting	CPF meeting to indicate to the community what CPF is, how it works, what it can do and how it influences the community.	+/-15
7 February 2024	CPF – Malagas/Infanta – Sector 1	Crime / illegal immigrants	3

Date	Meeting	Meeting Purpose	Number of Meetings
08 February	CPF – Swellendam – Sector 3	Monthly scheduled meeting – Kids at risk, complaints, etc.	14
13 February 2024	Township and Rural Entrepreneurship Programmes (TREP)	Skills transfer, local economic development	23
13 February 2024	CPF Community meeting	CPF meeting to indicate to the community what CPF is, how it works, what it can do and how it influences the community.	47
15 February 2024	Imbizo – Community Hall	Crime and illegal activities	11

Date	Meeting	Meeting Purpose	Number of Meetings
19 February 2024	CPF – Malgas Sector 1	Drug houses, illegal immigrants, traffic issues, signage	5
19 February 2024	Swellendam IDP / Service Delivery Open Day: Ward 2, Fortshaven Hall	Community interface	49
20 February 2024	Ward Committee meeting: Ward 5	Community information sharing	10
20 February 2024	Swellendam IDP/Service Delivery Open Day: Ward 3, Suurbraak Community Hall	Community interface	40
23 February 2024	Community Participation /	Support for Ward Committees	2
26 February 2024	Swellendam IDP/Service Delivery Open Day: Ward 3, Buffeljagsrivier	Community interface	33
27 February 2024	Swellendam IDP/Service Delivery Open Day: Ward 3, Infanta	Community interface	28

Date	Meeting	Meeting Purpose	Number of Meetings
27 February 2024	Swellendam IDP/Service Delivery Open Day, Malagas Hotel	Community interface	10
27 February 2024	Ward Committee meeting: Ward 1	Community information sharing	7
28 February 2024	Ward Committee meeting: Ward 3	Community information sharing	8
29 February 2024	Ward Feedback meeting: Ward 2	Community information sharing	28
04 March 2024	Swellendam – Spaza shop meeting	Spaza shops with shop owners	7
05 March 2024	Construction Information Session	Skills development, local economic development	30
06 March 2024	CPF – Railton – Sector 2	Complaints regarding kids at risk, DSD to come on board	8

Date	Meeting	Meeting Purpose	Number of Meetings
06 March 2024	Swellendam IDP/Service Delivery Open Day: Ward 1	Community interface	12
07 March 2024	First Thursday	Engagement with Executive Mayor and Senior Management on water management and upgrades.	10
12 March 2024	Imbizo – Swellendam	Complaints re: Loud music, Drug houses, Ta Jack's	50
12 March 2024	CPF – Swellendam – Sector 3	Kids at risk, housebreaking, drinking in public	19
13 March 2024	CSF – Community Safety Forum meeting	Steering committee meeting – Discussion on	3

Date	Meeting	Meeting Purpose	Number of Meetings
		TPA's projects	
13 March 2024	Ward Feedback meeting: Ward 3	Community information sharing	52
13 March 2024	Jobs Workshop – Project Hope	Skills development, local economic development	+/- 105
14 March 2024	Swellendam IDP/Service Delivery Open Day: Ward 4, 5, 6, Railton Swellendam Community Hall	Community interface	27
20 March 2024	CSF – Stakeholders meeting	Meeting: New Steercom election, resignation of the CSF Chairperson, current projects, poor attendance of	11

Date	Meeting	Meeting Purpose	Number of Meetings
		stakeholders	
25 March 2024	Suurbraak Housing meeting, Suurbraak	Housing delivery	203
3 April 2024	Civic Education, Public Participation, Barrydale: Ward 2	Civic education	21
3 April 2024	Barrydale Roaming Kids meeting	Community safety	16
3 April 2024	Container Park meeting, Barrydale Library	Local economic development, support to SMME	9
4 April 2024	Civic Education on Public Participation: Suurbraak	Civic education	55
5 April 2024	Housing PSC Meeting	Housing	13
8 April 2024	CPF – Railton – Sector 2	Monthly scheduled meeting	9
9 April 2024	Domestic Workers Outreach	Skills development,	23

Date	Meeting	Meeting Purpose	Number of Meetings
		local economic development	
9 April 2024	CPF – Swellendam – Sector 3	Kids at risk, housebreaking, drinking in public	13
12 April 2024	Suurbraak Community Committee	Housing engagement	34
13 April 2024	Imbizo - Barrydale	Community Imbizo – Drug houses, illegal immigrants, spaza shops	50
13 April 2024	Civic Education on Public Participation, Ward 1,4,5,6, Railton Swellendam	Civic education	51
16 April 2024	IDP/Budget meeting: Ward 3, Infanta	Community information sharing/ procuring input on budget and IDP	12

Date	Meeting	Meeting Purpose	Number of Meetings
16 April 2024	IDP/Budget meeting: Ward 3, Malagas	Community information sharing/ procuring input on budget and IDP	10
20 April 2024	Imbizo – Swellendam	Community Imbizo – Drug houses, illegal foreigners, spaza shops	60
22 April 2024	IDP/Budget meeting: Ward 5, Railton, Swellendam	Community information sharing/ procuring input on budget and IDP	8
23 April 2024	Blue, Green Drop meeting	IGR engagement on green and blue drop compliance	7
23 April 2024	IDB, Budget meeting: Ward 2, Barrydale	Community information	30

Date	Meeting	Meeting Purpose	Number of Meetings
		sharing/ procuring input on budget and IDP	
24 April 2024	IDP/Budget meeting: Ward 3, Buffeljagsrivier	Community information sharing/ procuring input on budget and IDP	26
25 April 2024	SPARC meeting	Community information sharing/ procuring input on budget and IDP	12
26 April 2024	Small Town Regeneration Survey by SALGA and provincial departments – administrative focus	Local economic development	14
2 and 3 May 2024	Security tender workers engagement with MM	Dispute resolution and support for unpaid workers of a	12

Date	Meeting	Meeting Purpose	Number of Meetings
		Service Provider	
03 May 2024	Meeting with Swellendam Cricket Club	Cricket facilities	9
06 May 2024	Ward 1 IDP, Budget meeting	Budget and IDP Discussion	30
06 May 2024	CPF – Railton – Sector 2	Kids at risk, Matjoks, illegal structures, increase in crime	6
6 May 2024	Malgas Ratepayers management committee representatives	Community information sharing/ procuring input on budget and IDP	4
07 May 2024	IDP Budget Public meeting	IDP, Budget discussion	21
08 May 2024	Imbizo – Swellendam	Street Imbizo – Community's inputs	60

Date	Meeting	Meeting Purpose	Number of Meetings
09 May 2024	CSF – Community Safety Forum	Gender Based Violence (GBV) project	40
09 May 2024	Meeting with small farmers	Dispute resolution	8
09 May 2024	Meeting with small farmers	Dispute resolution	5
13 May 2024	Meeting with small farmers	Dispute resolution, support for emerging farmers	20
13 May 2024	Spaza shop meeting	Illegal shops	6
13 May 2024	IDP, Budget Public meeting	IDP, Budget discussion	11
14 May 2024	Ward 5 IDP/budget meeting	Community information sharing/ procuring input on budget and IDP	67
15 May 2024	Infanta Budget Summit	Community information	31

Date	Meeting	Meeting Purpose	Number of Meetings
		sharing/ procuring input on budget and IDP	
15 May 2024	Joint OPS – SAPS / Law Enforcement / Immigration	Illegal immigrants, illegal drug houses	36
16 May 2024	LBRCT meeting on proposed extended contract	Engagement on possible service delivery extension on the Breede River	28
16 May 2024	Meeting with Railton Foundation	Property tax Erf 8530, Railton	3
20 May 2024	Meeting with Swellendam Cricket Club	Cricket facilities	7
10 June 2024	"Kersspel Amfi-teater" style presentation – Peter Davids	Presentation by Mr. Peter John Davids	1
10 June 2024	Huis A.A. Tomlinson Management meeting	General Management meeting	7
13 June 2024	Swellendam Community Safety Forum (CSF) –	Community Safety	20

Date	Meeting	Meeting Purpose	Number of Meetings
	Stakeholders meeting		
16 June 2024	Meeting with Ebenhaezer Old Age Home, Barrydale	General	6
16 June 2024	Meeting with Langeberg Bulletin	Meeting regarding the future of printed media	1
11 July 2024	Meeting with Cooper Street residents	Keeping of cattle on properties	16
16 July 2024	Housing Project meeting	Meeting with beneficiaries in Railton. Electricity control discussion.	206
16 July 2024	Ebenhaezer Old Age Club	Service agreement expiring in 2025 as well as maintenance of building	6

Date	Meeting	Meeting Purpose	Number of Meetings
16 July 2024	Langeberg Bulletin	Think Tank regarding future of printed media	1
17 July 2024	Ward Committee meeting of Ward 6	Meeting with Ward Committee members in respect of Ward 6 inputs	9
18 July 2024	Meeting with Suurbraak CPA	Rietkuil refuse removal, Area across the river, Vatmaar	8
18 July 2024	Thornlands	Land Project – Project C	1
18 July 2024	Correctional Services	Planning for a community cleaning action in Rondomskrik for Mandela Day	1

Date	Meeting	Meeting Purpose	Number of Meetings
18 July 2024	Ward Feedback meeting for Ward 2	Public engagement regarding ward 2 issues and matters	29
19 July 2024	Evolution Media House	Think Tank for website in order to promote tourism	1
22 July 2024	Tangelo Citrus Estate	Fence	3
22 July 2024	Sport forum	Sportsforum and management	3
22 July 2024	Kriminiloog	Researches and project to address shortcomings in the community.	1
22 July 2024	Langeberg Bulletin	Think Tank on the future of printed media.	1
23 July 2024	Langeberg Dienssentrum – Suurbraak Elderly Club	Ad-hoc application /	2

Date	Meeting	Meeting Purpose	Number of Meetings
		Building / Tree	
23 July 2024	Womans day – Charmaine Slingers	Meeting to arrange function for women in Railton for women day	1
24 July 2024	Ward Committee meeting in respect of Ward 5	Meeting with Ward Committee members in respect of Ward 5 issues	7
25 July 2024	Mandela day with Correctional Services	Community cleaning project in Rondomskrik	40
26 July 2024	Phizako	Electrical Dispute Discussion	3
26 July 2024	Community Safety Meeting	Safety in community and neighbourhood watch.	1
29 July 2024	Meeting with showground council	Fundraising project for SPCA and Boxing.	5
30 July 2024	Euros – Swellendam Primary School	Mayor visited Swellendam Primary for Euros program. This activity motivates children to do sports, studying and help with their mental health.	150

Date	Meeting	Meeting Purpose	Number of Meetings
30 July 2024	Road patrol	Meeting in respect of road patrolling at schools. Traffic department provided help by providing the necessary training.	1
31 July 2024	Premier's Opening Address	Livestreaming of Premier's Opening Address at Railton Community Hall.	19
1 August 2024	Meeting with SAPS	Spaza Shop Owner meeting	6
1 August 2024	First Thursdays	Recycling presentation and opportunity for public participation with Mayor, MM and Directors.	4
5 August 2024	Ward Committee meeting of Ward 4	Meeting with Ward Committee members regarding Ward 4 inputs	4
13 August 2024	Tourism Meeting	Discussion of tourism project	1
13 August 2024	Meeting with Hospice	Vandalism to bathrooms, stormwater, etc.	2
14 August 2024	Ward Feedback meeting of Ward 6	Public engagement regarding Ward 6 issues and matters	12

Date	Meeting	Meeting Purpose	Number of Meetings
15 August 2024	Tangelo Estate meeting	Damage to fence, Litter in dam	4
15 August 2024	Meeting with Transnet	Railton Links Walkway	8
26 August 2024	CPA Meeting	Suurbraak CPA, etc. Current status	6
27 August 2024	950 Housing project	Handing over of houses with Minister Tertius Simmers	+/- 30
27 August 2024	Railton Foundation Meeting	Railton Foundation Projects	11
29 August 2024	Ward Committee meeting of Ward 1	Ward Committee inputs	6
02 September 2024	Ward Committee meeting Ward 4	Ward Committee matters	5
04 September 2024	GPF meeting	Sector 2 meeting	8
04 September 2024	Skills School Site Visit	Site Visit	3

Date	Meeting	Meeting Purpose	Number of Meetings
09 September 2024	Ward 1 IDP SDF Public meeting	Public Engagements	21
11 September 2024	Ward 6 Feedback meeting	Public Engagement regarding Ward 6 issues	18
12 September 2024	Ward 3, IDP meeting	Public Engagement	21
16 September 2024	Ward 3, IDP meeting	Public Engagement	26
18 September 2024	Our Town Project	Discussion of project	3
19 September 2024	Meeting with Huis AA Tomlinson	General Annual meeting	122
19 September 2024	Ward 4, IDP SDF Public meeting	Public Engagements	19
23 September 2024	Ward Committee meeting of Ward 3	Ward Committee inputs in respect of Ward 3	7
26 Septe	Ward 6 IDP meeting	Public Engagement	17

Date	Meeting	Meeting Purpose	Number of Meetings
mber 2024			
30 September 2024	Ward Committee meeting of Ward 2	Meeting with Ward Committee members regarding Ward 2 issues	9
02 October 2024	Swellendam Ratepayers Association	Public Engagement	27
03 October 2024	Mayors First Thursdays	Recycling	15
03 October 2024	IDP meeting – Suurbraak CPA	Public Engagement	12
10 October 2024	Swellendam Small Scale Farmers	Issues with regards to small scale farmers	6
14 October 2024	Signing of MOU	MOU – Gerhard Swanepoel, Local Drug Action Committee (LDAC) &	11

Date	Meeting	Meeting Purpose	Number of Meetings
		Child Protection Unit (CPU)	
17 October 2024	Ward 5 IDP meeting	Public engagement in respect of IDP inputs	37
21 October 2024	Malagas meeting	Malagas Store units	2
24 October 2024	Western Cape Steering Committee meeting	Western Cape Steercom	17
24 October 2024	Meeting with member of the public	Meeting with boy struggling with drug misuse	2
24 October 2024	Ward Feedback meeting Ward 2	Ward 2 issues and matters	11
28 October 2024	LDAC Western Cape meeting	LDAC Meeting	3
29 October 2024	Ward Committee meeting of Ward 5	Ward Committee meeting	7
30 October 2024	Ward Feedback meeting Ward 3	Ward 3 issues and matters	17

Date	Meeting	Meeting Purpose	Number of Meetings
12 November 2024	Ward Committee meeting of Ward 1	Meeting with Ward Committee members of Ward 1	3
14 November 2024	Ward Committee feedback meeting of Ward 5	Ward 5 issues and matters	30
21 November 2024	Ward Feedback meeting of Ward 3	Ward 3 issues and matters	34
27 January 2025	Meeting in respect of CPA Commonage	Discussion of issues	6
30 January 2025	Meeting with Mrs. C. Le Roux	Leiwater issue (insurance claim)	4
4 February 2025	Meeting with Monique Mulder (Malagas Ratepayers Association)	Malagas issues	3
10 February 2025	Meeting with Element Consulting Engineers	Tender irregularities	7
13 February 2025	Meeting with Mr. Herbst	Annual Report discussion and inputs.	4
13 February 2025	Meeting with Redrocket Energy	Introduction of FE Overberg Windfarm to be constructed.	12
17 February 2025	Meeting with small scale farmers	Contract discussion	9
18 February 2025	A & F Farming	Erf 9880 building plans	8
18 February 2025	Shoprite project	To discuss the way forward on the development of a Shoprite in Railton	10
24 February 2025	Meeting with Johan Reynecke	Wheeling Agreement	9
25 February 2025	Meeting with Small Scale Farmers	Contract discussion	8
27 February 2025	Strategic Budget (SBS) Summit Meeting	Ward Committees to verify ward priorities to the chairpers	23

Date	Meeting	Meeting Purpose	Number of Meetings
		on, Executive Mayor	
6 March 2025	Meeting with ASLA	Development of a Safehouse	5
10 March 2025	Meeting in respect of LBRCT	LBRCT Contract	4
13 March 2025	Meeting with CPA nd the Department of Agriculture, Land Reform and Rural Development	Registration of Suurbraak CPA and various other matters	11
1 April 2025	Meeting with Department of Agriculture:	Swellendam Industrial Roads Upgrade	10
2 April 2025	Meeting with Mrs. Louise Pharo	Barrydale Complaints	8
2 April 2025	Langeberg Bulletin	Notices in newspaper	4
3 April 2025	Sport forum meeting	Sport forum matters / issues	7
4 April 2025	Meeting with Red Rocket	Regarding the development of a windfarm in	8

Date	Meeting	Meeting Purpose	Number of Meetings
		Swellendam Municipal Area.	
8 April 2025	Meeting with Small Scale Farmers	Small Scale Farmer issues	6
8 April 2025	Meeting with Swellendam Secondary School	Sun panels on roof	4
15 April 2025	Taxi Association of Bonnievale/Swellendam	Taxi Association matters	8
17 April 2025	Meeting i.e. SALGA Women's Commission	Salga Women's Commission matters	4
5 May 2025	Meeting with Boland Rugby	Rugby matters	10
7 May 2025	Meeting with ASLA/SOIL, Thornlands and Lidia Avramov (Checkers)	Establishment of a Safehouse in Swellendam	6

2.3.3 Challenges

The table below specifies the challenges for the year:

Challenge	Action Plan
Attendance at IDP Public meetings were declining. The IDP Division continues to face the challenge of limited funds and capacity. Required provincial and ward committee in this regard. The Ward 6 Ward Committee proposed their support to assist with the notice of meetings.	The municipality proceeded with the below methods of advertising public meeting as follow: • Loud hailing • Notice boards • Public newsletters • Brochures, pamphlets, flyers, posters, email, letters, external newsletter • Municipal Website • Customer care • Facebook, • Response on queries, regularly website updates, client service charter • Mayoral 1st Thursdays, Coffee Break Sessions.

2.3.4 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.

The Municipality is revisiting their ward committee policy to ensure more effective and transparent operations.

The following ward committee meetings took place in the reporting year:

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

Name of Representative	Capacity Representing	Dates of Meeting
Gerda Uren	Business	Committee Meetings: 29 August 2024 9 April 2025 29 May 2025 12 November 2024 Feedback Meetings: 26 June 2025
Gerhardus Swanepoel	Social Development	
Lestine Abrahams	Geographical	
Pieter Hopkins Uys	Business Agriculture	
Ross Soller	Environmental	
Mari-Louise van der Merwe	Tourism/Heritage	
Linique Strydom	Convent	
Jannie Oosthuizen	Safety	
Debra-leigh Mohle	Tourism	

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

Name of Representative	Capacity Representing	Dates of Meeting
Renaldo Claassen	Education/ Geographical	Committee meetings:

Name of Representative	Capacity Representing	Dates of Meeting
Conroy Williams	Smitsville	30 September 2024 23 April 2025 13 May 2025 Ward feedback: 24 October 2024 18 June 2025
Joggom Tallies	Elderly	
George Pokwas	Sport	
Marika Bron	Vroue	
Kaile Jonas	Churches	
Felix Benn	Small Scale Farmers	
Johan Majola	Safety	
Ruanda van Rooyen	Geographical	

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

Name of Representative	Capacity Representing	Dates of Meeting
Alan Thompson	Geographical	Committee Meetings: September 2024 21 November 2024 11 June 2025 Feedback Meetings: 30 October 2024
Naomi v/d Kolff	Malgas NCIS Security	
Hendrik Bruwer	Infanta	
Karina Sauls	Health & Education	
Ferdio Kestoor	Agriculture	
Marlene Classen	CPA & Landbou	
Audrey Titus	Geographical	
Alan Thompson	Geographical	
Naomi v/d Kolff	Malgas NCIS Security	

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

Name of Representative	Capacity Representing	Dates of Meeting
Andy Harmse	Geographical	Committee Meeting: 6 November 2024 22 April 2025 Ward feedback: 2 September 2024 12 June 2025
Elsie Oosthuizen	Geographical	
Lucreshia Pietersen	Rondomskrik	
Mio Langenhoven	Hamba Phambile NGO	
Nandipha Lungiso	Individual	
Lanville Cupido	Racnet geographic NGO	
Riaan Jonas	AFM	
Hilton R. I. Hartnick	Business	

(e) Ward 5: Railton, including the informal area

Name of Representative	Capacity Representing	Dates of Meeting
Francina Maneval	Geographical	Committee Meetings: 24 July 2024 29 Oct 2024 27 March 2025 1 April 2025
Monwabisi Mtyanga	Disabled Community CPF	
Enrico Adams	Apostolic C V Church	

Name of Representative	Capacity Representing	Dates of Meeting
Felicia Joseph	Aandblom Street	23 June 2025 Feedback Meetings: 17 September 2024 14 Nov 2024 23 June 2025
Jeffrey Matthysen	S/dam Sakekamer	
Mantombi Badella	Asla Area	
Jerome van Staden	Rose Joseph Drive	
Erna Sabo	Church of Christ	

(f) Ward 6: Railton

Name of Representative	Capacity Representing	Dates of Meeting
Edgar Gertse	Sport	Committee Meetings: 17 July 2024 10 March 2025 2 June 2025 Feedback meetings: 14 Aug 2024 11 Sept 2024 24 June 2025
Leslie Swarts	Smartie Town Area	
Bertie Pekeur	Geographic	
Kilene Lewis	Health	
Johannes Michaels	Avondson Dienssentrum	
Dawid Markus	Geographic	
Barbara Witbooi	Godsdiens	
Hendrik Jamboe	Geographic	
Linda De Vie	Women	

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 Functionality Effectively
1	Yes	Yes
2	Yes	Yes
3	Yes	Yes
4	Yes	Yes

Ward	Committee Established	Committee Functionality Effectively
5	Yes	Yes
6	Yes	Yes
1	Yes	Yes
2	Yes	Yes

Representative 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:

- 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 Wasserman: Member (Employer)
- K Stuurman: LLF Vice Chairperson (Employer Member)
- B De Silva: Member (SAMWU)
- E Dolf: LLF Chairperson (SAMWU)

As work relationships is seen as essential to the success of the Municipality, the Municipal Manager also has an arrangement with the unions to meet on a regular basis to address emerging concerns.

The two representative unions at Swellendam Municipality are IMATU and SAMWU.

2.4 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 Senior Performance and Compliance Officer.

The following activities and actions were performed by the RMU during 2024/25:

- Risk assessment workshops conducted and facilitated;
- Periodic risk assessment and 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 strategic 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 (FARMCO) 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;
- FARMCO performance evaluation through individual assessments in the form of a questionnaire and the assessment in terms of the approved risk management strategies;
- Regular communication and updates from various professional bodies;
- Regular communication between the Provincial Treasury (Co-operative Governance) and the internal audit function 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;
- 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 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;
- Assist with cyber security and ICT control awareness;
- Review of year-end procedures and demand management process relating to performance, risk and compliance management activities.

The table below includes the strategic risks of the Municipality:

Nr	Risk Description	Inherent Risk Rating
1	Protest action / Community unrest	High (90)
2	Ageing infrastructure and inadequate capacity of water and waste water networks	
3	Inability to manage Land Invasions & Erection of Illegal Structures	
4	Grant funding being withheld, stopped or reduced (The WSIG funded programme is currently behind schedule)	
5	Increased strain on Financial Viability and Sustainability of the Municipality	

The table below includes the operational risks of the Municipality:

Nr	Risk Description	Inherent Risk Rating
1	Occupational Health and Safety (OHS) Hazards in the workplace	High (90)
2	Pollution caused by Industrial effluent discharge	
3	Employee Wellness	High (80)
4	The risk of public liability and possible claims against the Municipality	High (70)

Nr	Risk Description	Inherent Risk Rating
5	Failure to provide effective ICT network, systems, software (ageing software) and effective controls	

2.4.1 Risk Assessment Process

Quarterly risk assessments were performed during the financial year 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 monitoring responsibilities.

2.4.2 Fraud and Risk Management Committee (FARMCO)

The role of the FARMCO is to provide a timely and useful integrated risk management reports to the Audit and Performance Audit Committee. The report contains the current top risks of the Municipality, which include:

- key strategic risks facing the Municipality
- key operational risks

Further details on the roles of the FARMCO are included in the approved FARMCO Charter.

The table below details the FARMCO members and the dates of the meetings held:

Dates of Meeting Attended	Members Attended and Capacity
30 September 2024	A Vorster (Chairperson) E Wasserman (Member) K Stuurman (Member) J Bester (Acting Member) Z Wiese (Risk Officer) A Petersen (Internal Audit)
3 December 2024	A Vorster (Chairperson) E Wasserman (Member) K Stuurman (Member) J Bester (Acting Member) Z Wiese (Risk Officer) A Petersen (Internal Audit)
17 March 2025	A Vorster (Chairperson) E Wasserman (Member) K Stuurman (Member) W Treurnicht (Acting Member) J Bester (Acting Member) Z Wiese (Risk Officer) A Petersen (Internal Audit)
13 & 25 May 2025 - Special Risk Meeting with the Audit & Performance Audit Committee (APAC)	A Vorster (Chairperson) E Wasserman (Member) W Treurnicht (Acting Member) J Bester (Acting Member) W Rabbets (Manager: Governance, Legal Services & Compliance) Z Wiese (Risk Officer) A Petersen (Internal Audit) P Silbernagl (APAC) K Talmakkies (APAC) Prof. N Olivier (APAC)

Dates of Meeting Attended	Members Attended and Capacity
17 June 2025	A Vorster (Chairperson) E Wasserman (Member) K Stuurman (Member) W Treurnicht (Acting Member) J Bester (Acting Member) Z Wiese (Risk Officer) A Petersen (Internal Audit)

2.4.3 Combined Assurance

Combined Assurance ensures that a co-ordinated (combined) approach is applied in receiving assurance on whether key risks are being managed appropriately within the municipality. Principle 15 of King IV also highlights the role of the governing body (Council).

For the reported financial year, FARMCO is of the opinion that more assurance should be provided with regards to the business continuity, relating environmental risks (e.g. pollution), occupational health and safety (OHS), legal, employee wellness and Information and Communication Technology risks and mitigation processes.

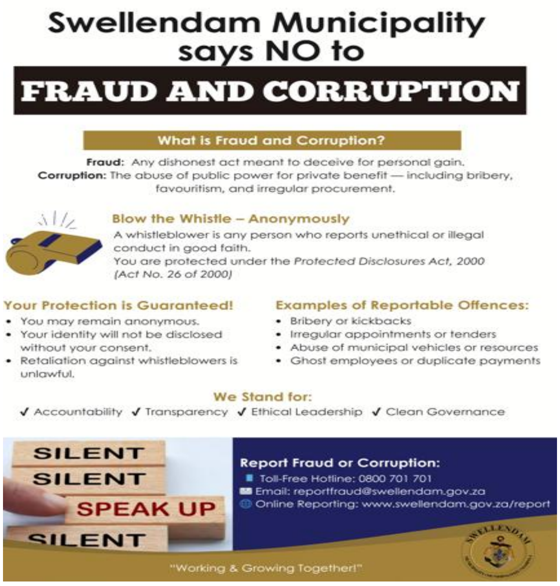
Progress have been made in terms providing assurance on the OHS risk within the Municipality, subsequent to an Occupational Health and Safety internal audit.

2.4.4 Review of Risk Management Strategic Documentation

The following revised policies were adopted by Council on 30 June 2025:

- Risk Management Policy
- Risk Management Strategy;
- Risk Management Implementation Plan
- Fraud and Risk Management Committee Charter
- Integrated Business Continuity Management Policy, Strategy & Plan.

2.5 ANTI-CORRUPTION & ANTI-FRAUD



Swellendam Municipality views good governance, accountability and transparency as a non-negotiable pillar to their operations.

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 30 June 2025:

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

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.

2.5.1 Implementation Plan

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

(a) Anti-Corruption and Fraud Prevention Policy

An Anti-Corruption and Fraud Prevention Policy is a key defence mechanism because it emphasises that the Municipality has a formal framework in place to deal with fraud and corruption. It answers key questions such as:

• What are fraud and corruption?

• How do we deal with it when it arises?

• What are the roles and responsibilities?

• What are the sanctions?

(b) Institutional arrangements

The creation of specific structures and the definition of roles and responsibilities facilitate the coordination and management of 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.

(c) System 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.

(d) Fraud and Corruption Risk Management

All organisations have systems and controls in place with varying levels of structure and detail. Despite this, the Municipality is 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 weaknesses and close gaps. This approach proactively allows the Municipality to prevent fraud and corruption.

(e) 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.

(f) Forensic investigations

As indicated above Swellendam Municipality have a whistleblowing register.

Subsequent to whistleblowing tip-offs, Swellendam Municipality initiated one forensic investigation into alleged tender irregularities. A preliminary report was issued by Adv E Vermaak on the allegations.

A second forensic investigation organisation was appointed to finalise the report. The final report is expected in October.

It should be mentioned that a forensic investigation team was also appointed in July 2025 to investigate alleged corruption and wrongdoing within the Traffic Department. This report is expected mid-September 2025.

2.6 AUDIT AND PERFORMANCE AUDIT COMMITTEE

Fltr: Mr Silbernagl, prof N Olivier, Ms Talmakkies and Mr A Dippenaar (chairperson)

In terms of MFMA 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"

Swellendam Municipality's audit committee is combined with the Performance Committee.

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.

Members of the Audit and Performance Audit Committee (APAC) of Swellendam Municipality

The following table indicates the members of the APAC and the meetings that were attended:

Members	Capacity	Dates of Meetings Attended
Mr. A. Dippenaar	Chairperson	30 August 2024

Members	Capacity	Dates of Meetings Attended
		16 September 2024 11 November 2024 28 November 2024 09 October 2024 10 December 2024 28 January 2025 26 March 2025 25 June 2025
Mr. P Silbernagl	Member	09 October 2024 10 December 2024 28 January 2025 26 March 2025 25 June 2025
Prof. N. Olivier	Member	30 August 2024 09 October 2024 10 December 2024 26 March 2025 25 June 2025
Ms. K. Talmakkies	Member	30 August 2024 09 October 2024 28 January 2025 26 March 2025 25 June 2025

The APAC executed all their delegated functions for the 2024/25 financial year as follows:

Duties of the APAC as per Approved APAC Charter	Achieved: Yes/No	Comments
To consider the annual financial statements	Yes	2024/25 AFS was tabled to the APAC in August 2025
To consider and review the audit plans of the internal auditors to ensure that they	Yes	The 2024/25 Risk-Based Internal Audit Plan was approved on

Duties of the APAC as per Approved APAC Charter	Achieved: Yes/No	Comments
address the critical risk areas of the business of the Council and to formulate instructions to the internal auditors		25 June 2025 by APAC
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	APAC 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 APAC 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

Duties of the APAC as per Approved APAC Charter	Achieved: Yes/No	Comments
		discussed during the quarterly meetings. Recommendations and considered and implemented as proposed by the APAC
To facilitate proper communication and co-ordination between the internal and external auditors of the Council	Yes	The APAC strives to enhance the coordination between the Internal and External Auditors. The APAC Chairperson has a standing invite to attend all steering committee meetings with external auditors (AGSA)
To evaluate the effectiveness of auditing functions of the Council	Yes	The APAC reviews the Internal Audit function performance reports quarterly and comments on the effectiveness of the function in the APAC 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 APAC commented on the fees of the Auditor-General South Africa (AGSA) and has a standing invite to attend all steering committee meetings with AGSA
To report to the Council on the activities of the Committee	Yes	The APAC 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	Yes	The 2024/25 Management notification letter and final

Duties of the APAC as per Approved APAC Charter	Achieved: Yes/No	Comments
the Council's and management's responses thereto to ensure satisfactory responses and corrective action, where necessary		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 APAC reviews ongoing all Internal Audit reports submitted
To review the effectiveness of the Council's internal checking and control measures	Yes	The APAC reviews on an ongoing all Internal Audit follow-up reports and

Duties of the APAC as per Approved APAC Charter	Achieved: Yes/No	Comments
identified during internal and external audits and the Municipal Manager's follow-up action		provides recommendations and input
To receive and consider quarterly reports from the Chief Audit Executive	Yes	The Senior Internal Auditor *(on behalf of the Chief Audit Executive due to the vacancy)* submits quarterly progress reports to the APAC for review, input, and recommendations
To ensure compliance with relevant legal requirements	Yes	The APAC 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 APAC reviews on an ongoing all the Financial and Accounting

Duties of the APAC as per Approved APAC Charter	Achieved: Yes/No	Comments
		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 APAC annually reviews the Risk Management strategic documents. In addition, quarterly the APAC 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	Yes	As and when needed. Quarterly feedback is provided to the APAC on any irregular behaviours by members

Duties of the APAC as per Approved APAC Charter	Achieved: Yes/No	Comments
may be deemed necessary		of the municipality
Review compliance within-year reporting	Yes	The APAC reviews 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
Review the quarterly performance reports submitted by the internal audit	Yes	The APAC 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	Yes	The APAC reviews the annual report during a special

Duties of the APAC as per Approved APAC Charter	Achieved: Yes/No	Comments
stipulated time frame		meeting. The 2024/25 annual report was tabled to the APAC for review, input, and recommendation
The APAC assesses its performance and achievements against its charter on an annual basis	Yes	On an annual basis, the APAC 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 2024/25 financial year and was discussed during the APAC meeting
Review and comment on compliance with statutory requirements and performance management best practices and standards	Yes	The APAC 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 APAC reviewed the IDP, Budget, SDBIP, and Performance Agreements and provided input, and made recommendations
Review and comment on the relevance of indicators to ensure it is measurable and related to services performed by the Municipality	Yes	The APAC 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 APAC reviews quarterly performance management reports submitted by the Internal Audit function and provides input and

Duties of the APAC as per Approved APAC Charter	Achieved: Yes/No	Comments
		make recommendation
Ensure compliance with legislation in terms of the Council's policies and standing orders	Yes	The APAC 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 APAC 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 2024/25 financial year and was discussed during the APAC meeting
Review and comment on compliance with statutory requirements and performance management best practices and standards	Yes	The APAC 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 APAC reviewed the IDP, Budget, SDBIP, and Performance Agreements and provide input, and made recommendations
Review and comment on the relevance of indicators to ensure it is measurable and related to services performed by the Municipality	Yes	The APAC reviews quarterly performance management reports submitted by the Internal Audit function and provides input and make recommendation
Review and comment on the Municipality's	Yes	The APAC reviews quarterly

Duties of the APAC as per Approved APAC Charter	Achieved: Yes/No	Comments
performance management system and make recommendations for its improvement		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 APAC 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 APAC Chairperson reports are quarterly submitted to the Council, together with the minutes of the meetings attended and held

2.7 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

(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 department has made significant strides in improving and maintaining a functional Internal Audit function. The department 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 2024 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 (CAE) for Swellendam Municipality is currently co-sourced. For 2024/25 the Internal Audit function consisted of the following officials:

Mr F Coetzee (Outsourced CAE)

Mr. A Petersen (Senior Internal Auditor)

Mr. H Swart (Internal Auditor)

Mr. X Mahlaba (Intern: Internal Audit)

Highlights

The table below specifies the highlights for the year:

Highlights	Description
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

The 2024/25 Revised Risk-Based Internal Audit Plan was presented to and approved by the Audit and Performance Audit Committee on 25 June 2025. 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 2024/25 financial year is presented below:

Audit Activity	Status
2023/2024 Compliance Reviews: MFMA; MSA & DORA	Completed
Performance Management and SDBIP (Quarterly)	Completed
High-Level AFS Review *(inclusive of Ratio Analysis)*	Completed
Employee Verification	Completed
Asset Verification	Completed
Follow-up Audit Engagement	Completed

Audit Activity	Status
Performance Management and SDBIP (Quarterly)	Completed
Occupational Health and Safety	Completed
Follow-up Audit Engagement	Completed
Performance Management and SDBIP (Quarterly)	Completed
Follow-up Audit Engagement	Completed
SCM Compliance and Contract Management Review	Completed
Performance Management and SDBIP (Quarterly)	Completed
Internal Quality Assurance and Improvement	Completed
Follow-up Audit Engagement	Completed
ICT: Security and General Control	Completed
Annual Stock Count	Completed

Consulting Engagements:

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

Ad Hoc Activities:

- Logbooks/Vehicle Registers
- MPAC 10/2024: *Irregular Expenditure SCM Contract Management*
- MPAC 13/2024: *Unforeseen and Unavoidable Expenditure: Russel Street*
- MPAC 08/2024: *Application of Piggyback Contract Review*
- SCM Minor Breach
- Bid Evaluation and Compliance for SMT06/24/25

2.8 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. No by-law was developed and reviewed during the financial year.

The political instability severely hampered the timeous approval of policies, hampering the effective functioning of the governance structure of the Municipality. The draft ward committee policy, retirement policy, notch increase policy and several other were held back for several months. The reviewed Rules of Order by law was later changed into a policy, and its approval was held back for more than 12 months.

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	29 May 2025	Yes
Customer Care, Credit Control and Debt Collection Policy	29 May 2025	Yes
Bad Debt Write-off Policy	29 May 2025	Yes
UIF Expenditure Reduction Policy	29 May 2025	Yes
Tariff Policy	29 May 2025	Yes
Finance and Reserve Policy	29 May 2025	Yes
Budget Implementation on Monitoring Policy	29 May 2025	Yes
Banking, Cash Management and Investment Policy	29 May 2025	Yes
Supply Chain Management Policy	29 May 2025	Yes
Preferential Procurement Policy	29 May 2025	Yes
Asset Management Policy	29 May 2025	Yes
Petty Cash Policy	29 May 2025	Yes
Indigent Support Policy	29 May 2025	Yes
Borrowing Policy	29 May 2025	Yes
Restriction Policy	29 May 2025	Yes
Cost Containment Policy	29 May 2025	Yes
Audit- and Performance Audit Committee Charter	30 June 2025	No

Policies developed/ revised	Date adopted	Public Participation Conducted Prior to the adoption of policy Yes/No
Combined Assurance Policy Framework	30 June 2025	No
Risk Management Policy	30 June 2025	No
Risk Management Strategy	30 June 2025	No
Risk Management Implementation Plan	30 June 2025	No
Fraud & Risk Management Committee Charter	30 June 2025	No
Anti-Corruption and Fraud Prevention Plan	30 June 2025	No
Anti-Corruption and Fraud Prevention Policy	30 June 2025	No
Anti-Corruption and Fraud Prevention Strategy	30 June 2025	No

Policies developed/ revised	Date adopted	Public Participation Conducted Prior to the adoption of policy Yes/No
Prevention and Elimination of Harassment in the Workplace Policy	31 July 2024	No
Policy on membership of Medical Schemes and Registration of Dependents on Accredited Schemes	28 November 2024	No

2.9 COMMUNICATIONS

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
Communication Strategy	Yes	Compiled in 2016 – Must be reviewed
Communication Policy	No	To be reviewed with Strategy
Functional and sufficient distribution of notices, legal and financial information of concern to communities	Yes	Not Applicable

Communication Channels Utilised:

Channel	Yes/ No
SMS system	Yes
Call system and WhatsApp	Yes
Facebook	Yes
Newspapers	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

Swellendam Municipality do not have a sufficiently capacitated communications division. The Municipality only have one junior official within the Communications division. This negatively impacts on the effective operations of the Municipality.

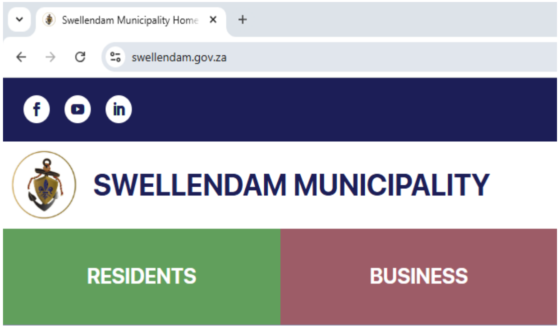
There is currently no sufficient funding to add to this position.

The Municipality used the free LinkApp for customer complaints during the year. Whilst free, the LinkApp was not well-received within the communities and the host company indicated that they will cease the operation of the Application at the end of June 2025.

The Municipality is currently operating whattsapp lines and after-hours service numbers to tend to complaints.

The Municipality will implement a new Collab Citizen application in September 2025.

2.10 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	Yes
Contact details of the Municipal Manager	Yes
Contact details of the Director: Financial Services (CFO)	Yes
Physical address of the Municipality	Yes
Postal address of the Municipality	Yes
Financial Information (MFMA Sections 53, 75 and 81)	
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
IDP 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
SCM (Sections 14(2), 33, 37 &75(1)(e) &(f) and 120(6)(b) of the 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
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 MSA Section 57 Employees	Yes

BBEE Reporting 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-BEE 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:

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

03

ORGANISATIONAL PERFORMANCE

3.1 STRATEGIC PERFORMANCE OVERVIEW

This chapter provides an overview of the key service delivery achievements of the Municipality during 2024/25 in terms of the planned objectives and indicators that were set in the Integrated Development Plan (IDP).

3.1.1 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.

3.1.2 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 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.

3.1.3 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.

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

3.1.4 Performance Management System

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 processes are both web-based and manually 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.

The IDP and the Budget

The IDP and the budget for 2024/25 were approved by Council.

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

In compliance with the policy and legislation, the service delivery and budget implementation plan (SDBIP) were approved by Council (including the Municipal Manager and Mayor). The 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 target reported.

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 and corrective actions.
- 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.

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.

Organisational Performance

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

- Council and the mayor approved the Top Layer SDBIP and the information was loaded on the electronic web-based system and municipal website.
- 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.

Municipal Manager and Manager 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 2024/25 financial year were signed within the timeframes.

The formal appraisal of the actual performance for 2024/25 still need to be scheduled, after the approval of the Annual Report.

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 (No Deputy Mayor)	Portfolio Councillor
Chairperson of the Audit Committee	Chairperson of the Audit Committee
External Municipal Manager	External Municipal Manager
Ward Committee Member	

3.2 Introduction to Strategic Municipal Performance

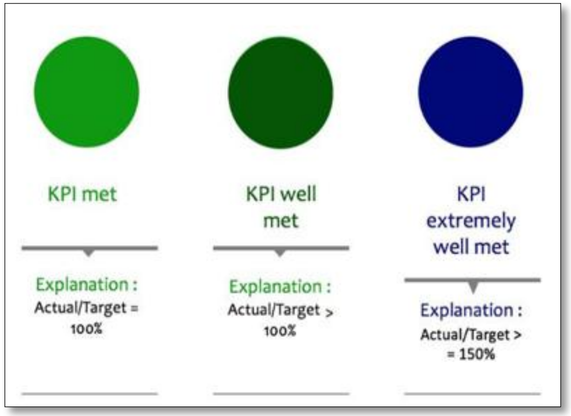
This section provides an overview of the key services achievements of the Municipality that came to fruition during 2024/25 in terms of the deliverables achieved against the strategic objectives of the IDP.

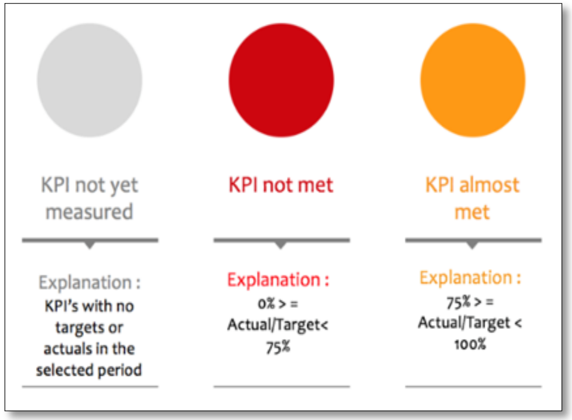
Strategic Service Delivery & Budget Implementation Plan (Top-Layer)

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 2024/25 in terms of the IDP strategic objectives.

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





Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2023/24 (Baseline)	Overall Performance 2024/25							
					Target					Actual	R	1. Performance Comment and 2. Corrective Measures
					Q1	Q2	Q3	Q4	Target			
Strategic Objective: To promote good governance and communityparticipation												
TL1	Compile the Risk Based Audit Plan (RBAP) and submit to the Audit Committee by 30 June	RBAP submitted to the Audit Committee by 30 June	All	**1**	0	0	0	1	**1**	**1**	G	
TL2	90% of the RBAP for 2024/25 implemented by 30 June {(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	All	**94%**	15%	40%	60%	90%	**90%**	**88%**	O	1. Only two (2) audits were outstanding as per the RBAP. 2. The two audits were completed in July 2025.
TL3	Compile and submit the 3rd review of the final IDP for the 2025/26 financial year to Council by 31 May	Final IDP compiled and submitted to Council	All	1	0	0	0	1	**1**	**1**	G	
TL4	Submit the draft Annual Report for 2023/24 in terms of the MFMA to Council by 31 January	Draft report submitted to Council by 31 January 2024	All	1	0	0	1	0	**1**	**1**	G	

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2023/24 (Baseline)	Overall Performance 2024/25							1. Performance Comment and 2. Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Target			
TL5	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**	G	
Strategic Objective: To create a capacitated, people-centred institution												
TL6	Complete the annual risk assessment and submit to the Audit Committee by 30 June	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												
TL7	Number of residential properties that receive piped water that is connected to the municipal water infrastructure network as at 30 June	Number of residential properties which are billed for water or have pre-paid meters as at 30 June	All	6 425	0	6 629	0	6 629	**6 629**	**6 970**	**G2**	
TL8	Number of residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical	Number of residential properties which are billed for electricity or have pre-paid meters	All	6 812	0	6 598	0	6 598	**6 598**	**7 545**	**G2**	

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2023/24 (Baseline)	Overall Performance 2024/25							1. Performance Comment and 2. Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Target			
	metering and excluding Eskom areas) as at 30 June	(Excluding Eskom areas) as at 30 June										
TL9	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	Number of residential properties which are billed for sewerage as at 30 June	All	6 575	0	6 560	0	6 560	**6 560**	**6 751**	G2	
TL10	Number of residential properties for which refuse is removed once per week as at 30 June	Number of residential properties which are billed for refuse removal as at 30 June	All	6 555	0	6 200	0	6 200	**6 200**	**7 101**	G2	
TL11	Provide free basic water services to indigent and poor households in terms of the approved indigent policy as at 30 June	Number of registered indigent and poor households receiving free basic water services	All	2228	0	2 291	0	2 291	**2 291**	**2 742**	G2	
Strategic Objective: To improve financial viability and management												

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2023/24 (Baseline)	Overall Performance 2024/25							
					Target					Actual	R	1. Performance Comment and 2. Corrective Measures
					Q1	Q2	Q3	Q4	Target			
TL12	Spend 90% of the municipality's capital budget actually spent by 30 June {(Amount actually spent on capital projects/ Amount budgeted for capital projects) x100}	% of capital budget spent by 30 June	All	69.83%	0%	20%	40%	90%	**90%**	**79.65%**	O	1. There were various delays experienced in capital projects that can all be linked to challenges in the procurement processes. 2. Procurement workshops were rolled out to ensure training of relevant legislation and regulations. Standard Operating Procedures to be developed and strict implementation of procurement plan. The appointment of Manager: Governance, Compliance and Legal Services is critical to improve procurement oversight.
TL13	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June {(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant) x 100	Debt to revenue as at 30 June	All	7.96%	0%	0%	0%	25.30 %	**25.30%**	**6.21%**	B	

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2023/24 (Baseline)	Overall Performance 2024/25							1. Performance Comment and 2. Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Target			
TL14	Financial viability measured in terms of the outstanding service debtors as at 30 June {(Total outstanding service debtors/ revenue received for services) x 100}	Service debtors to revenue as at 30 June	All	9.03%	0%	0%	0%	18%	**18%**	**17.89%**	B	
TL15	Financial viability measured in terms of the available cash to cover fixed operating expenditure as at 30 June {(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Cost coverage as at 30 June	All	3.43	0	0	0	1.8	**1.8**	**5.18**	B	

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2023/24 (Baseline)	Overall Performance 2024/25							1. Performance Comment and 2. Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Target			
TL16	Achieve a debtors payment percentage of 95% by 30 June {(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	All	97.10%	95%	95%	95%	95%	**95%**	**97.34%**	G2	
TL17	Approve an action plan to address all the issues raised in the management letter of the Auditor-General two months after the Management Report was issued	Action plan approved by the MM	All	1	**0**	**0**	**1**	**0**	**1**	**1**	G	
TL18	Achieve an Unqualified Audit Opinion for the 2023/24 financial year	Unqualified Audit Opinion Achieved	All	1	0	0	1	0	**1**	**1**	G	

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2023/24 (Baseline)	Overall Performance 2024/25							1. Performance Comment and 2. Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Target			
TL19	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												
TL20	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	Number of people employed from equity target groups in the three highest levels of management	All	0	0	0	0	1	**1**	**0**	**R**	1. The Director: Infrastructure Services position was vacant for the financial year. 2. Recruitment still in progress. A suitable candidate was identified in August 2025, aligning to the EE targets.
TL21	The percentage of the municipality's personnel budget actually spent on implementing its workplace skills plan by 30 June {(Actual amount spent on training/total personnel budget) x100}	% of the personnel budget spent on implementing the workplace skills plan	All	0.19%	0%	0%	0%	0.50%	**0.50%**	**0.15%**	**R**	1. Most training provided was free. 2. More employees will be encouraged to apply for further studies and Personal Development Plans for staff to be developed.

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2023/24 (Baseline)	Overall Performance 2024/25							
					Target					Actual	R	1. Performance Comment and 2. Corrective Measures
					Q1	Q2	Q3	Q4	Target			
TL22	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	10.08%	10%	10%	10%	10%	**10%**	**10.19%**	G	
Strategic Objectives: To enhance economic development with focus on both first and second economies												
TL23	Create temporary work opportunities in terms of EPWP by 30 June	Number of temporary work opportunities created	All	292	45	55	55	55	**210**	**253**	**G2**	
Strategic Objective: To create a safe and healthy living environment												
TL24	Review the Spatial Development Framework and submit to Council for consideration by 31 May	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												

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2023/24 (Baseline)	Overall Performance 2024/25							
					Target					Actual	R	1. Performance Comment and 2. Corrective Measures
					Q1	Q2	Q3	Q4	Target			
TL25	Spend 90% of the roads and stormwater maintenance (excluding general vehicles-streets) budget by 30 June {(Actual expenditure on maintenance divided by the total approved maintenance budget) x100}	% of the maintenance budget spent	All	90.30%	10%	30%	60%	90%	**90%**	**93.31%**	G2	
TL26	Spend 90% of the electricity maintenance (excluding general vehicles-electricity) budget by 30 June {(Actual expenditure on maintenance divided by the total approved maintenance budget) x100}	% of the maintenance budget spent on the electricity maintenance votes	All	93.90%	10%	30%	60%	90%	**90%**	**85.66%**	O	1. Preventative maintenance projects were not adequately implemented. 2. Preventative maintenance plans will be revised and strictly monitored by Management.

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2023/24 (Baseline)	Overall Performance 2024/25							1. Performance Comment and 2. Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Target			
TL27	Spend 90% of the waste water maintenance (excluding general vehicles-sewerage network & general vehicles sewerage administration) budget by 30 June {(Actual expenditure on maintenance divided by the total approved maintenance budget) x100}	% of the maintenance budget spent on the waste water maintenance votes	All	34.46%	10%	30%	60%	90%	**90%**	**82.78%**	O	The Performance Comment and Corrective Action at TL 12 above holds reference.
TL28	Spend 90% of the water maintenance (excluding general vehicles-water purification, general vehicles-irrigation water & vehicle costs-water dams) budget by 30 June {(Actual expenditure on maintenance divided by the total approved maintenance budget) x100	% of the maintenance budget spent on the water maintenance votes	All	73.67%	10%	30%	60%	90%	**90%**	**103.55%**	G2	

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2023/24 (Baseline)	Overall Performance 2024/25								
					Target					Actual	R	1. Performance Comment and 2. Corrective Measures
					Q1	Q2	Q3	Q4	Target			
TL29	Spend 95% of the MIG funding allocated for completion of projects by 30 June {(Actual expenditure on MIG funding received divided by the total MIG funding received) x100}	% of MIG funding received spent	All	100%	0%	40%	60%	95%	**95%**	**98.72%**	G2	
TL30	Achieve 95% microbiological quality level achieved for water as per SANS 241 as at 30 June	% microbiological water quality level achieved as per SANS 241 criteria for the 2024/25 financial year	All	**92.62%**	95%	95%	95%	95%	**95%**	**96.70%**	G2	

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2023/24 (Baseline)	Overall Performance 2024/25							
					Target					Actual	R	1. Performance Comment and 2. Corrective Measures
					Q1	Q2	Q3	Q4	Target			
TL33	Limit unaccounted for water to less than 25% by 30 June {(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	All	29.10%	0%	25%	0%	25%	**25%**	**36.39%**	O	1. Severe operational challenges and severe water losses were experienced at Railton Water Treatment Works. 2. New water meters at Water Treatment works will be installed to ensure more accurate capturing and monitoring of water losses.
TL34	Limit unaccounted for electricity to less than 12% by 30 June {(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	All	9.08%	0%	12%	0%	12%	**12%**	**9.38%**	G2	

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2023/24 (Baseline)	Overall Performance 2024/25							1. Performance Comment and 2. Corrective Measures
					Target					Actual	R	
					Q1	Q2	Q3	Q4	Target			
TL35	Provide free basic electricity services to indigent and poor households in terms of the approved indigent policy as at 30 June	Number of registered indigent and poor households receiving free basic electricity services	All	2 228 KPI – Added by Council A37 dated 27 February 2025	0	2 291	0	2 291	**2 291**	**2 742**	G2	
TL36	Provide free basic sanitation services to indigent and poor households in terms of the approved indigent policy as at 30 June	Number of registered indigent and poor households receiving free basic sanitation services	All	2 228 KPI – Added by Council A37 dated 27 February 2025	0	2 291	0	2 291	**2 291**	**2 742**	G2	
TL37	Provide free basic refuse removal services to indigent and poor households in terms of the approved indigent policy as at 30 June	Number of registered indigent and poor households receiving free basic refuse removal services	All	2 228 KPI – Added by Council A37 dated 27 February 2025	0	2 291	0	2 291	**2 291**	**2 742**	G2	

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2023/24 (Baseline)	Overall Performance 2024/25							
					Target					Actual	R	1. Performance Comment and 2. Corrective Measures
					Q1	Q2	Q3	Q4	Target			
TL38	Provide 10 000 kl free basic water to informal settlements as at 30 June	Kilolitre water provided to informal settlements	All	New KPI – Added by Council A37 dated 27 February 2025	2 500	2 500	2 500	2 500	10 000	**5 418.1**	R	1. The underlying cause of the underperformance is the inadequate number of water meters at strategic points, which hinders accurate consumption measurement. 2. Two water meters have been installed at the informal settlement to facilitate more precise monitoring of water usage. Additional meters are planned for the new informal settlement block development to improve the measurement of actual consumption further and to meet the target.
TL39	Provide free basic sanitation facilities/ Toilets to informal settlements as at 30 June	Number of sanitation facilities/ Toilet connections provided to informal settlements	All	New KPI – Added by Council A37 dated 27 February 2025	0	255	0	255	**255**	**255**	G	

Ref	KPI Name [R]	Unit of Measurement	Ward	Actual Performance for 2023/24 (Baseline)	Overall Performance 2024/25							
					Target					Actual	R	1. Performance Comment and 2. Corrective Measures
					Q1	Q2	Q3	Q4	Target			
TL40	Provide free refuse removal services/ skips to informal settlements as at 30 June	Number of skips provided to the informal settlements	All	New KPI – Added by Council A37 dated 27 February 2025	3	3	3	3	**3**	**3**	G	
Strategic Objective: To create a safe and healthy living environment												
TL31	Review the Disaster Management Plan and submit to Council by 30 May	Disaster Management Plan reviewed and submitted to Council	All	1	0	0	0	1	**1**	**1**	G	
Strategic Objective: To develop integrated and sustainable settlements with the view to correct spatial imbalances												
TL32	Review the Human Settlements Pipeline and submit to Council by 30 June	Human Settlements Plan reviewed and submitted to Council	All	0	0	0	0	1	**1**	**1**	G	

3.2 FUNCTIONAL PERFORMANCE OVERVIEW

3.2.1 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.

3.2.2 Swellendam Municipal Function Analysis

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

Function	Yes/No
Constitution Schedule 4, Part B functions:	
Building regulations	Yes
Local tourism	Yes
Municipal planning	Yes
Municipal public transport	Yes
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:	
Fencing and fences	Yes
Licensing of dogs	Yes
Local amenities	Yes
Local sport facilities	Yes
Municipal parks and recreation	Yes
Municipal roads	Yes
Noise pollution	Yes
Public places	Yes
Refuse removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street lighting	Yes
Traffic and parking	Yes

Other key departmental highlights and challenges are explained under the sections that follow.

3.3 WATER SERVICES

Water provision remains one of the most critical basic services rendered by the Swellendam Municipality. The municipality is committed by ensuring that all residents across its geographic footprint have access to reliable, safe, and sustainable water. The provision of water infrastructure has progressed steadily during the 2024/2025 financial year, with targeted upgrades, maintenance, and strategic planning ensuring the continuity of the service.

The status of water infrastructure provision across the towns, villages, hamlets, and rural areas within the municipal boundaries are:

• **Swellendam:** The town is fully serviced with a well-maintained water reticulation network sourced from the Grootkloof 3 Dam, which derives its water from the Klipperivier.

• The 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. This furrow was partially upgrade during the financial year.

• 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 will be needed to be constructed in the near future to accommodate future growth and increasing consumption, or an alternative source.

• Investigations were conducted by consulting engineers into alternative sources of water for Swellendam town. Buffeljags Dam and the Breede River are some of the possibilities that was investigated.

• Seven 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.

•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. This pump station and the pipeline have been completed.

This project has since expanded and the extensions and enlargement of the pipeline from the Swellendam WTW through the town to Railton reservoir has been phased in to be completed in the next 2 financial years. Short sections of this pipeline have been completed.

• **Barrydale:** Water supply is sourced from the Huisrivier and channelled to the storage dam. Water security risks were mitigated through the installation of telemetry systems and the upgrades to water pumpstations during the financial year. 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.

• 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 were investigated, but is not feasible at this stage.

• Phase 2 of the Upgrade of the Barrydale waterworks was initiated, a 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 (included 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 was for construction of Phase 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, are completed.

• The next project Phase 2 Portion 3 will commence in the 2025/2026 financial year.

• **Suurbraak:** River water from the Buffeljagsrivier is the primary source, with treatment conducted at the local Water Treatment Works. Challenges remain with water quality due to high turbidity and acidity of raw water during rainy seasons. 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 erven 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 in the pass and the future challenge is to upgrade the raw water pipeline from the source to the raw water pump station. The scope of works covers the replacement of the existing raw water pipeline running from the weir in the mountain to the raw water pump station in Suurbraak, Western Cape (34° 1' 0" South, 20° 39' 0" East). The objective is to ensure the reliable conveyance of raw water to the pump station while improving system efficiency, durability, and operational integrity.

• A consultant has been appointed in May 2025 to address this upgrade.

• **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 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.

• Swellendam Municipality have completed the following at Rietkuil during the reporting year;
- Design and construction of new reservoir(s).
- Installation of new bulk supply line between reservoirs.
- Installed 10 x 10 000 ℓ at the entrance to the property and thereby increasing the existing storage sufficiently. The platform was supplied with for two new solar booster pumps and valve chamber as well as new solar panels.
- The existing pipe system was replaced by a new more efficient system
- The project was completed in the financial year.

• **Buffeljagsrivier:** Receives raw water via an irrigation channel system from the Buffeljagsdam. Infrastructure remained stable with minimal outages. Demand growth due to new developments prompted minor upgraders to the water treatment plant and a new telemetry system.

• 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 treated water and reticulation water samples were sampled monthly and analysed according to SANS 241-1:2015.

- Significant challenges with water quality – especially turbidity – was experienced in Buffeljagsiriver, that required direct intervention by the Senior Technical Manager on numerous occasions.
- On occasions where turbidity was extreme, Swellendam Municipality provided water trucks to the community.
- Training of water process controllers must be seen as a priority intervention in the coming financial year.

• **Cape Infanta:** Water provision is reliant on groundwater extraction and harvesting of rain water. Water supply for domestic and other uses is 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”: No municipal water provision service is rendered to the village of Malgas.

• Water services are provided via tanker trucks from Swellendam. 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.

• 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 Malgas (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 provision is minimal and supplemented via water tankers. Water in this area are primarily provided by Overberg Water. The area is under assessment for potential borehole development in 2025/2026.

• Other Rural Areas: Rural households are largely dependent on rainwater harvesting, boreholes, or are supplied via tankers. The Rural Water Support Programme continued during the year, ensuring emergency delivery in droughtprone areas.

3.3.1 Highlights

The table below specifies the highlights for the year:

Highlights	Description
Improved telemetry systems	Installed in Barrydale, Buffeljagsrivier and Swellendam to allow for remote monitoring of reservoir levels and flow rates.
Barrydale WTW-upgrade	Phase 2 of the Upgrade of the Barrydale waterworks
Rietkuil	Please see the Rietkuil narrative above

3.3.2 Challenges

The table below specifies the challenges for the year:

Challenge	Action Plan
Aging infrastructure in Suurbraak and Barrydale	Multi-year pipe replacement programme initiated; funding sourced through MIG.
Limited water availability in Rietkuil and Stormsvlei	Hydrogeological surveys conducted; borehole drilling to be funded in the future.
Staff shortages at key water treatment works	Reviewed staff establishment and proposed filling of key technical vacancies in 2025/2026.
Lack of expertise in operations	Over dependence on Snr Manager Technical Services. Operators lack operational expertise with poor oversight – consequence management to be instituted

3.3.3 Employees

The table below specifies the staff composition for the year:

Job Level	Post	Employee	Vacancies
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

3.4 WASTE WATER (SANITATION)

The status of the provision of sanitation infrastructure as key municipal service for each of the involved towns and villages in the municipal area are as follows:

• **Swellendam** – The Klippe River Waste Water Treatment Works and the N2 main pump station and the Silo pump station (from the industrial area) 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.

• The Silo pump station was upgrade as phase 1 of a bigger project

• The Scope of Works included the following: Concrete construction work on the building, pipe work and pipe specials on the manifold, mechanical installations (new pumps and electrical installations, design, supply and install). Repair and upgrade work on sump, emergency dam and erecting a new fence. The upgrades are to continue in the 2025-26 financial year.

The existing Swellendam 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.

• **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 planning for this project has already started and an application for RBIC funding was launched in 2016. It is considered a priority. Oxidation Pond system reticulation upgrades underway.

- A consultant was appointed to build a new Waste Water Treatment Works in Barrydale in 2026/27, after appointment the consultant prepared a concept & upgrade report in March 2025.
- The EIA for this project is completed.
- The existing 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 Smitsville booster pump station has been upgraded, with the replacement of one of a pump in 2020 and in the 2024/25 financial year an additional pump was purchased, 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 the fence of this pump station was done and the pump and electric motor was serviced.

• **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.

• **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 Electrical Distribution Board of the Sewer pumpstation in Buffeljagsrivier was completed 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.

3.4.1 Highlights

The table below specifies the highlights for the year:

Highlights	Description
Klipperivier Waste Water Purification	Installation of chlorination system was completed in 2024/2025 financial year.
Klipperivier Waste Water Purification Plant - maintenance	Maintenance to pumps and electrical motors.
N2 Pumpstation	Installation of 3rd T10 Gorman Rupp pump set and maintenance to pumps and electrical motors.
Railton Old Town sewerage line replacement	Installation of pipelines and concrete manhole rings as part of the reconstruction of old and delipidated sewer network in Railton and purchase of manhole rings for internal connections.
Silo Waste Water pump station	New Security Fence for Silo sewer pump station and upgrades to pumps and motors
Buffeljagsrivier Waste water pump station	Service of pumps and electrical motors- upgrade to be done in 2024/2025 financial year

3.4.2 Challenges

The table below specifies the challenges for the year:

Challenge	Action Plan
Availability of chemicals	Availability of chemicals for the treatment of waste water. The Municipality appointed a service provider and installed 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.
Aging distribution networks	Funding needs to be secured to replace aging networks, while preventative maintenance should be implemented, together with the upskilling of operational staff.
Over dependence on Snr Manager Technical Services	Operations need to be reviewed. Staff need to be upskilled and consequence management needs to be instituted.

Challenge	Action Plan
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.
Protecting the Environment and Communities	Several sewerage spillages occurred within the Municipal area during the reporting year, with most originating from the N2 Pump Station in Swellendam. Each incident is reported in terms of NEMA and several upgrades at the N2 pump station took place to mitigate the risk. It is not possible to prevent all spillages, but SOP's were put in place to contain spillages and to prevent damage to the environment. Over dependence on the Snr Manager: Technical Services in these instances has become critical.

3.4.3 Employees

The table below specifies the staff composition for the year:

Job Level	Post	Employee	Vacancies
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

3.5 ELECTRICAL SERVICES

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. Eskom need to upgrade their electrical infrastructure so that Swellendam town can increase their Nominal Maximum Demand (NMD). Eskom need to build a new substation at Kleitjieskraal to provide capacity for the Overberg District. The estimated completion date for the project 2028.

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 Nominal Maximum Demand from Eskom need to be upgrade for future development. The increase cannot be done because Eskom need to upgrade their electrical infrastructure for the future demand. Suurbraak also depend on the Kleitjieskraal project at Eskom, estimated completion 2028. Suurbraak town is feeding from a rural line that run to Heidelberg and there are a lot of dips and trip on the line. Suurbraak need a dedicated feeder from Buffeljags Eskom substation to reduce the possibility of dips and trip. The overhead 11 kV distribution network in Suurbraak needs an upgrade. Master planning for the supply of electricity in Suurbraak needs to updated. Provision must be made in future capital budgets to attend to these matters.

Eskom's inability to increase the Maximum Demand to Swellendam/Suurbraak severely hampers future economic development. In practical terms it is also a big hindrance in the implementing of the Suurbraak subsidised housing project.

Swellendam Municipality has a full SSEG policy, that lightens the burden on the electricity demand within the municipal area. Though the SSEG policy allows for a lessening on the municipal electricity demand – especially during peak hours – it also has a negative impact on municipal income. The Municipality is currently investigating wheeling over the municipal network, but are not yet ready to implement.

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

3.5.1 Highlights

The table below specifies the highlights for the year:

Highlights	Description
Electrification of 481 Houses	Railton Electrification Project successfully completed at Die Boord
EEDSM Project Replacement of Street Lights	Replacement of 720 normal HPS streetlights with LED streetlights
SSEG implementation	The SSEG policy is fully in operation.
Electrical meter change over	All electrical meters within the municipality has been successfully changed within the due time frame
Electrical training	Staff members were trained on the electrical network and operations
EEDSM School Awareness Project	School Competition to create awareness of energy efficient measures.
Electrification of 481 Houses	Railton Electrification Project successfully completed at Die Boord

3.5.2 Challenges

The table below specifies the challenges for the year:

Challenge	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
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.

3.5.3 Employees

The table below specifies the staff composition for the year:

Job Level	Post	Employee	Vacancies
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**

3.5.4 Capital Spending

To be included

3.6 WASTE MANAGEMENT

Solid waste management covers the collection, transport, processing, recycling or disposal and monitoring of waste materials. Swellendam Municipality's new mandate is to build environmental awareness around solid waste and drive minimisation towards zero waste to landfill. We believe lasting behaviour change unlocks economic as well as ecological benefits and the method of achieving this is through a circular economy approach.

Facilities under Swellendam Municipality

- **Bontebok** – main waste disposal facility and accepts general, building rubble & green waste.
- **Barrydale** – building rubble & green waste only (Site will be decommissioned in the next 4 years and changed to a drop off facility)
- **Suurbraak** – building rubble & green waste only (Site will be decommissioned in the next 4 years and changed to a drop off facility)
- **Infanta** – building rubble & green waste only
- **Malgas** – building rubble & green waste only (Site currently closed and being surrendered)

Swellendam sits within the Overberg District Municipality, alongside Cape Agulhas, Overstrand and Theewaterskloof. Provincial policy now centralises waste disposal at district level, and no new or expanded local landfills will be permitted. The regional facility at Karwyderskraal (Hermanus) already receives waste from our neighbouring municipalities. We are investigating the most cost-effective, low-carbon ways of dealing with our waste through circular systems like recycling, composting and waste to energy. Our backup plan is transportation to Karwyderskraal as this option is not financially or environmentally viable.

As our main Bontebok landfill site is nearing its licensed capacity with 6.5 years airspace remaining (JPCE Audit of 2025). To extend its lifespan we have updated our IWMP as well as our OWDP and have a waste minimization and diversion plan. As part of that plan the main projects are:

- recycling and reuse
- waste-intrepreneurship & incentives through buy-back centres
- composting (including a new municipal compost facility in 2026)
- education & outreach awareness campaigns
- waste-to-energy feasibility
- improved on-site compaction
- mandatory source separation

The 2024–2029 Integrated Waste Management Plan (IWMP) lays out a phased, district-aligned strategy to move Swellendam from a linear "bury-and-forget" model to a circular-economy system. It begins with finalising the IWMP and Organic Waste Diversion Plan (endorsed by Council on 29 May 2025), updating by-laws to mandate source separation, and renewing all facility licences. Over Years 1 to 3 it rolls out the "Circular Swellendam" campaign, piloting pop-up recycling points, clear-bags for households and large generators, establishing a local Material Recovery Facility and a municipal compost site. In Years 4 to 5 it scales up by-law enforcement, decommissions under-performing landfills, explores small-scale waste-to-energy at Bontebok, and fully registers public and private facilities on IPWIS. Throughout, delivery relies on partnerships with NPOs for outreach, private processors for sorting and beneficiation, and funding PROs (producer-responsibility organisations), with all progress tracked via monthly diversion metrics and audit reports.

The Organic Waste Diversion Plan (OWDP) provides a clear roadmap to achieve 100 percent diversion of organic waste from landfill by 2027. A waste characterisation study estimates at least 339 tons of organics per month (food, garden waste, compostable paper, ash, tissues), which the OWDP tackles through overlapping interventions aligned with the Provincial Organic Waste Strategy (POWS 2020). Under **Goal 1** (waste prevention), it mandates surplus-food waste. **Goal 2** (resource recovery) deploys source-separation systems, adapts transport, establishes composting sites, supports pig-farmer feed and introduces container-based sanitation and animal-mortality composting; **Goal 3** fortifies infrastructure by supplying bins, trailers, chippers and composting plants; **Goal 4** promotes home composting and continuous generator engagement; and **Goal 5** strengthens data by weighing all separated organics and reporting monthly volumes into IPWIS. Together, these initiatives, customised for each town, form a cohesive, multi-year push toward closing the loop on organics in Swellendam.

Strong partnerships and targeted funding instruments will be the backbone of our waste-minimisation drive. By working hand-in-hand with local NPOs, like POLYCO and PETCO who will lead community outreach and hands-on training, and private recyclers and composters, who will process, market and add value to separated materials. We leverage specialist expertise while sharing costs and risks. Grants from producer-responsibility schemes will underwrite start-up expenses for compost infrastructure and material-recovery facilities, while our tariff model and future chipping fees will generate recurrent revenue to cover operating costs. This combination of collaborative delivery and diversified funding not only ensures financial sustainability but also embeds circular-economy principles right across Swellendam's homes, businesses and public spaces, turning waste from a liability into a community asset.

3.6.1 Highlights

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. The audit compliance rating has increased to 80.29% as of May 2025.
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 and composting, some of the builders' rubble is being diverted to a local quarry for crushing and reuse and recycling centres are getting as much support as possible through PRO funding
Composting	Home composting is being prioritised. A municipal compost facility is being planned 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

3.6.2 Challenges

The table below specifies the challenges for the year:

Challenge	Action Plan
Illegal dumping	Illegal dumping is prevalent in Swellendam and its surrounding towns. The monetisation of waste project is the most realistic solution
IWMP (Integrated waste management plan)	Our 2024-2029 IWMP and OWDP has been endorsed by the MEC (19/2/1/2/4/BS4) and accepted by council by Council.
New Waste Management Policy	An updated Waste Management Policy will be drafted when the new By-Laws have been adopted.
Illegal waste picking and infrastructure vandalism	Illegal waste picking is being addressed with PRO assistance, the adoption of waste pickers project has begun.
Infrastructure vandalism	Security measures were put in place and notice boards have been placed at sites
Waste Facility licences	Three of out five licences are in the process of being surrendered or decommissioned
Audits	Internal Audits as well as External Audits are up to date for Bontebok Landfill but our other 4 sites need our internal auditors to audit the sites and funding is needed for the external sites
Illegal dumping	Illegal dumping is prevalent in Swellendam and its surrounding towns. The monetisation of waste project is the most realistic solution

3.6.3 Employees

The table below specifies the staff composition for the year:

Job Level	Post	Employee	Vacancies
0 – 3	16	12	4
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	**29**	**19**	**10**

3.6.4 Capital Spending

To be included

3.7 HUMAN SETTLEMENTS/ HOUSING

Housing is a concurrent national and provincial mandate, as outlined in Part A of Schedule 4 of the Constitution of South Africa. Section 10 of the Housing Act (Act 107 of 1997) further defines the responsibilities of municipalities in relation to housing delivery.

The Human Settlements Department of the Swellendam Municipality is committed to upholding the constitutional right of all residents to access adequate housing. Our objective extends beyond simply providing homes—we aim to foster inclusive, sustainable communities across the greater Swellendam Municipal Area.

The Municipality's approach is centred on implementing various national housing programmes, with a particular focus on the following:

- Integrated Residential Development Programme (IRDP)
- Informal Settlement Upgrading Programme (ISSP)
- GAP Market Housing, targeting households earning between R3,501 and R22,000 per month through the Finance Linked Individual Subsidy Programme (FLISP).

In response to increasing demand, we are prioritizing the densification of available land and the delivery of serviced sites to maximize the reach and impact of housing developments.

A key strategic focus is placed on housing consumer education. This initiative aims to empower beneficiaries with knowledge of available housing subsidies, ensuring they are informed participants rather than passive applicants on a waiting list. The vision of the Human Settlements Unit is not only to provide housing but to facilitate the development of resilient, integrated communities.

Our efforts are aligned with the national shift in policy—from a focus solely on constructing housing units to building sustainable human settlements. This includes ensuring spatial integration of previously disadvantaged communities, promoting social cohesion, and creating economic opportunities within these settlements.

The need for housing:

A growing need has been identified for an integrated residential development model that addresses the full spectrum of income categories, namely:

- **Subsidized housing:** Households earning below R3,500/month (through IRDP and provision of serviced sites)

- **GAP housing:** Households earning between R3,501 and R22,000/month

In a letter dated 30 September 2020, the National Department of Human Settlements (NDHS) highlighted the fiscal unsustainability of delivering top structures at scale. As such, the Department has shifted its focus to prioritizing the delivery of serviced sites, with top structures to be delivered only under specific conditions.

Top structure projects will be supported only if they:

- Prioritize vulnerable groups such as the elderly, military veterans, persons with disabilities, and child-headed households. The Western Cape Province has additionally prioritized backyard dwellers and individuals who have been on the waiting list the longest.
- Promote medium- to high-density development (e.g., BNG walk-ups) and integrated human settlements.

In line with the NDHS directive, top structure subsidies are now intended only for households within defined priority categories, as outlined below:

- **Elderly-headed households** (60 years and older)
  Refer to Framework Policy for Beneficiary Selection (2012), Circular C10 of 2015, and updates via 2016 letter and Circular C2 of 2019.
- **Households affected by permanent disability**
  See Circulars C6 of 2017 and C6 of 2018.
- **Military veterans eligible under the Military Veterans Housing Programme**
  Refer to Circular C6 of 2015 and C7 of 2017.

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	Social Facilities	N/A
Suurbraak	Mixed-use	184 (phase 1)

3.7.1 Highlights

The table below specifies the highlights for the year:

Highlights	Description
Railton 950 Project - Completed	549 Top Structured Completed
Railton 950 Project – Handed over	479 Top Structured was handed over
Suurbraak 500 Project	Project Feasibility Report was approved for 184 sites.
Barrydale 84 Infill Project	58 Houses as been register at the deeds office

3.7.2 Challenges

The table below specifies the challenges for the year:

Challenge	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.
Shortage of housing staff	Provincial Intervention are required to assist via the capacity building programme. Make use of the EPWP programme.

3.7.3 Employees

The table below specifies the staff composition for the year:

Job Level	Post	Employees	Vacancies
0 – 3	0	0	0
4 – 6	0	0	0
7 – 9	1	0	1
10 - 12	1	1	0
13 – 15	-	-	-
16 – 18	1	1	0
19 – 20	-	-	-
Total	**3**	**2**	**1**

3.7.4 Capital Spending

To be included

3.8 FREE BASIC SERVICES

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 are provided to indigent households for the 2024/2025 financial year:

2024/25 COST TO MUNICIPALITY		
Services Delivered	2023/24	2024/25
	Actual	Actual
	R'000	
Water	3 748	4 738
Electricity	1 798	2 274
Sanitation	7 203	9 111
Refuse Removal	5 208	6 882
Total	**17 957**	**23 005**

3.9 ROADS MANAGEMENT

The Swellendam Municipal area has a total road system of 129 km, which comprises of 96 km surfaced and 33 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 R82,000,000 assuming a rate of R 550/m², times the area of roads which are in very poor condition, which equals to 212 000 m². Current replacement value, or rebuilding cost per kilometre comprise of R 9,25 m/km and was measured against two recent road construction projects.

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 2024/25 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 is insignificant compared to 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 2024/25 financial year was R 13,365,117.00 with an expenditure of R 12,398,541, which equals to a 92,77 % expenditure percentage. Capital budget vs. expenditure was R 18,292,121 and R 17,722,836, which equals to 96,89 % expenditure.

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 2024/25 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 2024/25 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. Phase I of portion 3 was successfully completed in the 2024/25 financial year – Phase II (phase II and III combined) will be completed in the 2025/26 year.

3.9.1 Highlights

The table below specifies the highlights for the year:

Highlights	Description
Upgrade of roads and relevant stormwater in Railton, Phase 3, portion I	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. Portion I was to the value of R 8 m.
Reseal programme	The following street sections were resealed with a warm ultra-thin asphalt layer (12 – 15 mm avg.) Delaport Street Faure Street Berg Cres 1 Heyns Street Rhenius Street De Mist Street Nelson Street Van Oudtshoorn Avenue Tilney Street Uitsig Street Bergsig Street Van Rhyneveld Street Peckham Street Shand Street Gelderblom Street Fairbain Street
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: Soufietjie Street Street Boslelie Street Sneeuvlokkie Street Roos Street Ring Street Nerina Street Alwyn Street Meyer Street Sneeuvlokkie Street Vollenhoven Street Pekeur Street Angelier Street September Street Palm Street True Street Soufietjie Street Vollenhoven Street William Street Siegelaar Street Meyer Street

3.9.2 Challenges

The table below specifies the challenges for the year:

Challenge	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.

Challenge	Action Plan
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 27 m inclusive of VAT, for the rehabilitation of all the roads in Swellendam Industria North.

3.9.3 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	Upgraded Gravel roads	Maintained Gravel roads
2023/24	34,22	0,1	0	18
2024/25	33	0	0	16

Tarred Road Infrastructure: Kilometres					
Year	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-tarred	Maintained tar-roads
2023/24	94.87	0	0	5,821	90
2024/25	96	1.13	0	5,7	all

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 2024/25 financial year and comprise of approximately R 1,2 m.

3.9.4 Employees

The table below specifies the staff composition for the year:

Job Level	Post	Employees	Vacancies
0 – 3	11	7	4
4 – 6	9	7	2
7 – 9	6	6	0
10 - 12	2	2	0
13 – 15	2	2	0
16 – 18	-	-	-
19 – 20	-	-	-
Total	**30**	**24**	**6**

3.9.5 Capital Spending

To be included

3.10 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 services were supplemented.

3.10.1 Highlights

The table below specifies the highlights for the year:

Highlights	Description
Upgrade of roads and relevant stormwater in Railton, Phase 3, Portion 1	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 for three portions.
No serious flooding occurred during 2024/25	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 and were completed during the 2024/25 financial year: 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
Updating of Buffeljagsrivier storm water management plan	The storm water management plan for Buffeljagsrivier was updated, along with a technical report, business plan and application for project registration to MIG. Should

Highlights	Description
	this project be approved, it will be phased over three financial years.

3.10.2 Challenges

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 27,000,000 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
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 Koornlands, Huis and Buffeljags Rivers. Such a plan will greatly assist with future emergency repairs and periodic maintenance.

3.10.3 Employees

The table below specifies the staff composition for the year:

Job Level	Post	Employees	Vacancies
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**

3.10.4 Capital Spending

To be included

3.11 PLANNING

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 Sub-Directorate Land Use (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 Sub-Directorate 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 is 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 Sub-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 Sub-Directorate 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 Sub-Directorate Land Use (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 Sub-Directorate 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 and annual tariff structure, also vests within the Sub-Directorate and is managed in close consultation with senior engineering and technical staff within the Sub-Directorate Infrastructure Services.

Organisationally the Sub-Directorate forms part of the Directorate Infrastructure and Planning Services, since July 2024.

3.11.1 Highlights

The table below specifies the highlights for the year:

Highlights	Description
Construction of Phase 1 (of 3) of the Railton Links Community Walkway (between Theunissen St and Station St) has commenced, and additional RSEP monies has been received for part of Phase 2. Transnet to assist with the funding of Phase 3 - underpass	The walkway will go a long way in improving the dignity, safety and security of pedestrians currently using the alignment of this walkway between their homes and the core business sector of the town.
Legislation enforcement	Public compliance is being managed more effectively with the active assistance of the law enforcement unit. A dedicated Environmental Monitoring and Compliance Officer commenced duties in March 2025.
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 previously commonage land for smallholdings (Hermitage Valley) are in process to be made available to the market.
Portfolio of Municipal Land	Potential investors now have access to a comprehensive portfolio of available municipal erven that can be purchased out-of-hand.

Highlights	Description
New Agri-Industrial and Residential Development	The AH Marais Builders Market and Lifestyle Development has been completed, whilst construction has commenced at Oewerslust Estate (66 units), with another 48 units planned.
Portfolio of Municipal Land	Potential investors now have access to a comprehensive portfolio of available municipal erven that can be purchased out-of-hand.

3.11.2 Challenges

The table below specifies the challenges for the year:

Challenge	Action Plan
Land use compliance, particularly in the traditional rural areas	▪ Pro-active response and follow-up on complaints and transgressions. Due process i.to. compliance and law enforcement
Illegal building works, particularly on erven along the Breede River Estuary, on municipal land and in previously disadvantaged areas	▪ More regular procurement of imagery. ▪ 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: impacts negatively on the environment, basic service delivery and social tensions	▪ Farmers to be approached (collectively) to take responsibility for accommodating seasonal workers WCG to demonstrate how it is dealing with migration and better assisting municipalities with mitigation measures

3.11.3 Statistics

Detail	Applications for Land Use Development					
	Subdivisions		Rezoning		Consent Use	
	23/24	24/25	23/24	24/25	23/24	23/24
Planning Applica-tions receive d	16	29	17	15	16	44
Determi-Nation made in the year of receipt	14	31	16	09	14	37
Applica-tions withdra wn	2	0	1	0	2	11
Applica-tions out-standing at year-end	0	0	0	0	0	0
Awaiting DEADP decision	0	0	0	0	0	0

Type of Services	2023/24	2024/25
Building plans application processed	211	249
Total surface (m2)	36 134.59	45 971.28
Approximate value (Rand)	477 225 010	548 579 530
Land use applications processed	49	88

3.11.4 Employee Information

The table below specifies the staff composition for the year:

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

3.11.5 Capital Spending

To be included

3.12 LOCAL ECONOMIC DEVELOPMENT

FE Overberg Wind Farm

Project Information Pack

Construction Phase

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 resides in the office of the Municipal Manager. These functions include 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 GDPR 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 GDPR growth (2.6 per cent each). Conversely, the primary sector's GDPR 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 GDPR growth in the municipal area, realising an estimated GDPR growth rate of 4.7 per cent, which was 4.0 percentage points higher than the municipal average.

3.12.1 Highlights

The table below specifies the highlights for the year:

Highlights	Description
Economic growth and projects	A memorandum was concluded between the Department Electricity and Energy and the Municipality to initiate energy management projects.
	Overberg Wind Farm Project
Land releasing	Land released for private development.
Job opportunities created via EPWP	A number of EPWP appointments were made. Please see SDBIP for performance information.
Events Marketing	Ongoing marketing takes place.

3.12.2 Challenges

The table below specifies the highlights for the year:

Description	Action Plan
Staff constraints	Appointment of additional personnel to be done when funds are made available in the budget.
National legislative challenges	The national changes to procurement legislation and other legislation/ regulations that sometimes restrict effective

3.12.3 Employee Information

Currently the Municipality have no dedicated Local Development Officer but the function resides under the Office of the Municipal Manager.

3.13 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 the Desmond Tutu Library. The Western Cape Public Libraries develop and deliver relevant, easy-to-use, and high-quality services delivery model, which will be serve as a reference document. The model marks a pivotal step towards enhancing public library services. It will outline how the libraries deliver value to its clients. The pillars of the service delivery model are centred around Access to Information, Community and information hub, Digital Services, Intellectual Recreation, Literacy and Education, Safe spaces.

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

3.13.1 Highlights

The table below specifies the highlights for the year:

Highlights	Description
Libby App	Local libraries offer millions of eBooks and audio books. Anyone with a library card can access eBooks for free through Western Cape Library Service.
Library Partners	Libraries build partnerships to strengthen ties and share resources. The partners are as follow: Railton Foundation, CAP, Drostdy ATKV Tak, Drostdy Museum, Light for Africa, Correctional services, social development, schools and all Senior Citizens clubs.
Year Beyond	Reading Champions & ICT Cadets at the libraries provide support services.
Library for the Blind	The South African Library for the blind, creates accessible reading opportunities for blind and visually impaired people. It is a free audiobook and braille library service for people with temporary or permanent low vision, blindness or physical disability at the Desmond Tutu Library.

3.13.2 Challenges

The table below specifies the challenge for the year:

Highlights	Description
Reduction of contract staff	Due to our current financial position, we could not budget for our contract staff. We will

Highlights	Description
	apply for EPWP's where there was staff reduction.
VAT	The VAT impacted Library Services financial position, due to this, the grant funds did not cover 100% Library Services Operational cost. If the new Assignment Agreement are being sign by the Swellendam Municipality, there will be no VAT implication on the grants.
Railton Library	Security services are needed just to control sometimes volumes of children coming in and out, as well the premises to guard against vandalism.
Roof leakages	Railton & Suurbraak had struggled with roof leakages, it was repair, reseal and repaint. Desmond Tutu Library still struggling with roof leakages in their activity hall that needs attention from the building contractor.

3.13.3 Service Statistics for Library Services

The table below specifies the service statistics for the year:

	2023/24	2024/25
Library members	101206	91091
Book Circulated	82 918	83790
Exhibitions held	518	522
Internet users	9 299	8608
Literacy & Reading programs (Children's programmes)	1464	1768
Outreach Library activity (Visits by school groups)	654	928
Old age home visits	109	126
Wheelie wagon visits	5	7

3.13.4 Employees

The following table indicates the staff composition for this division:

Job Level	Post	Employee	Vacancies
0 – 3	-	-	-
4 – 6	7	7	0
7 – 9	3	3	0
10 - 12	1	1	0
13 – 15	1	1	0
16 – 18	-	-	-
19 – 20	-	-	-
P.T. I	3	3	0
CG	2	2	0
Total	**17**	**17**	**0**

3.13.5 Capital Spending

To be included

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 high risk to the Railton Cemetery and N2. The Railton Cemetery was recently extended, and there is subsequently just enough space probably for the next year. The Swellendam, Barrydale and Suurbraak cemeteries are also running out of space and new land for extensions was identified. All cemeteries identified for extensions were communicated with town planning for assistance with EIA process.

3.14.1 Highlights

The table below specifies the highlights for the year:

Highlights	Description
Maintenance programme	Maintenance is being performed on a monthly basis for open and closed cemeteries.
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 one need to be repaired and the other one is in use at the Railton Sports facility.

3.14.2 Challenges

The table below specifies the challenges for the year:

Challenge	Action Plan
Regressing cemeteries conditions in Swellendam, Suurbraak and Barrydale	**Barrydale:** Digging of tranches to assist families to make graves due to the soil conditions. Digging of tranches was done last year 2024. The tranches can accommodate approximately 90 burials. **Suurbraak:** Extension required to accommodate burials. The land issue needs to be resolved first. **Swellendam:** Request for extension for Railton and N2 cemetery. Discussions are ongoing with town planning more especially regarding Railton cemetery.
Ground to hard to dig graves – especially Barrydale	Digging of tranches to mitigate the soil challenges has been done in 2024.
Manpower for cemeteries	Current department structure is being reassessed to potentially be rearranged to

Challenge	Action Plan
	address the actual needs identified.
Electronic burial register	The Municipality tried to purchase a GPS device that can assist us with pin point accuracy GPS coordinates, to identify grave sites even if there is no tomb stone or cross.

3.14.3 Capital Spending

To be included

3.15 ENVIRONMENTAL SERVICES

Although environmental services (protection and management) vests primarily with the Provincial Department of Environmental Affairs and Development Planning, certain environmental functions vest with 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 part of the coast, and subject to the Integrated Coastal Management Act (ICMA). The Swellendam Municipality thus 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 provincial administration has prepared a 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, 2014 and 2024. The current iteration of the EMP was advertised for comment in July 2025 and is currently in process to be signed off by the Premier.

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 shared services 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 Alien Invasive Species Monitoring, Control and Eradication Plan 2025-29. The Directorate Community Services of the Municipality is responsible for this function and is in the final stages of completion after which it will be submitted for council approval by August 2025. 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 have been identified for potential implementation when funding becomes available:

- Strengthen environmental governance
    - Appoint dedicated environmental officers in each ward to oversee compliance with NEMA (Act 107 of 1998) and the Western Cape Environmental Management Framework.
    - Develop an online dashboard for tracking environmental incidents, permits and remediation actions.
- Boost community stewardship
    - Roll out "Adopt-a-Patch" programmes for schools and informal groups to restore riparian corridors (e.g. Koornlands River).
    - Partner with experts to deliver hands-on workshops in circular-economy practices (composting, up-cycling, recycling).
    - Launch biannual "Green Saturdays" where residents join alien-invasive clearing (e.g. Port Jackson willow) under expert supervision.
- Integrate climate-smart planning
    - Embed climate-change adaptation into town planning: implying "no-net-loss" biodiversity offsets for new developments.
    - Upgrade visitor facilities (trails, signage) using solar-LED lighting and water-wise landscaping (greywater irrigation)
    - Map climate-vulnerable zones (flood lines, fire risk) and revise emergency response protocol.
- Enhance sustainable resource use
    - Introduce a rebate for property owners who install rainwater-harvesting tanks and micro-hydro pumps on small holdings.
    - Micro-grid of solar street lights has been implemented, with real-time energy-use monitoring.
    - Promote "waste container" separation at source through clear-bag collections and on-site composting at central locations
- Elevate visitor experience and local economy
    - Promote seasonal festivals to draw off-peak tourism
- Manage urban-wildlife interface

- Formalise a baboon-management task team: train community monitors, install “smart bins” that resist break-ins and roll out early-warning signage at hotspots through municipal partners.
- Publish clear-language guidelines for residents on key environmental issues.

- Monitor, review and report
  - Use citizen-science apps (iNaturalist) to crowd-source flora and fauna sightings, feeding into municipal decision-making

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

3.15.1 Highlights

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	Several Illegal or non-compliant buildings and developments were inspected and either stopped or handed to the 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	Q&A interactions took place via more active involvement on social media.

3.15.2 Challenges

The table below specifies the challenges for the year:

Challenge	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.

3.15.3 Lower Breede River Conservancy Trust (LBRCT) Environmental Activities

The following table indicates the activities of the LBRCT:

Inspections at Slipways	2023/24	2024/25
Recreational river boats	2843	3073
Recreational sea boats	-	-
Commercial sea boats	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:

Inspections at Slipways	2023/24	2024/25
Recreational river boats	2843	3073
Recreational sea boats	-	-
Commercial sea boats	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	2023/24	2024/25
Boat Patrols	513	493

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.

3.15.4 Environmental Education and Liaison Activities

Liaison Meetings	2023/24	2024/25
Number of meetings	24	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	2023/24	2024/25
Number of education activities	6	11
Number that attended	219	400

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.

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

Media Releases	2023/24	2024/25
Local information	2130	480
By-Law information	2130	1700
DFFE Do's and Don'ts	-	-
By-Law notices	-	-
Monthly newsletters	6	5
Article in news paper	0	4
Social media (Facebook, WhatsApp and Instagram)	3	-

The table below specifies the special events and workshops hosted:

Special Events & Workshops	2023/24	2024/25
Number of events	18	15

The table below specifies the angling competitions hosted:

Angling Competitions	2023/24	2024/25
Number of competitions	9	2
Number of anglers	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.

3.16 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.

3.16.1 Highlights

The table below specifies the highlights for the year:

Highlights	Description
New tactical equipment	Dealing with riots and community uproars
Community Safety Plan	A Kids @ risk children initiative was implemented by the Municipality.
Deployment of mediation team in Overberg	The ODM's mediation team provides invaluable de-escalation services within the communities
Extra staff compliment	14 x new EPWP contract for Law Enforcement were extended. More boots on the ground. Law Enforcement divided into shift for coverage throughout the Swellendam Municipal area.
Partnerships	Law enforcement works well with SAPS. Weekly operation as well as monthly operations are being performed in partnership.

3.16.2 Challenges

The table below specifies the challenges for the year:

Challenge	Action 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.
Resources	4 x 4 Bakkies are urgently needed for Law enforcements daily tasks.
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

3.16.3 Employees

The following table indicates the staff composition for this division:

Job Level	Post	Employee	Vacancies
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**

3.16.4 Capital Spending

To be included

3.17 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.

3.17.1 Highlights

The table below specifies the highlights for the year:

Highlights	Description
Roadshows	Several road shows were conducted.
Barrydale Driving License Testing Centre (DLTC) - CLLT	Barrydale DLTC has been registered with Provincial Administration Cape Town as a new Learners license centre. New Computerised Learners License Tests (CLLT) has been installed. No more manual learners license classes. Swellendam DLTC also received the CLLT's. WC province except for CoCT had been installed with the CLLT's.
Gene Louw Traffic Centre (GLTC)	Gene Louw Traffic Centre opened training dates again for various training opportunities. GLTC did not have training for a long-extended period.

3.17.2 Challenges

The table below specifies the challenges for the year:

Description	Action Plan
Lack of manpower	Adequate budget is required to fill vacant positions – Still a great need
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.

3.17.3 Employees

The following table indicates the staff composition for this division:

Job Level	Post	Employee	Vacancies
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**

3.17.4 Capital Spending

To be included

3.18 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 that leases the facilities 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 **out of commission** 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.

3.18.1 Highlights

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 were upgraded out of 20 chalets and 1 chalet is out of commission (number 9)

3.18.2 Challenges

The table below specifies the challenges for the year:

Description	Action Plans
Vandalism (Railton, Barrydale, Buffeljagsrivier, Suurbraak) At **Railton sports facility** vandalism increased and **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)	Railton Sports facility: Instruction from the Director was that the facility be secured first before any repairs could be done. This process has already started. Upgrading of old clubhouse and cricket pitch is in the pipeline. Railton netball: The containers are not yet purchased funds could not be secured. Powell stadium: Due to shortage of funds the fence and shower upgrades could not be done. Barrydale sports facility: The vandalised sections of the fence have been rebuilt with 140mm cement blocks. The facility was inspected for possible upgrades in the near future. Suurbraak sports facility: The facility was

Description	Action Plans
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.	inspected for upgrades and the building of a sitting area for spectators. The fence could not be done due to shortages of funds. Buffeljagsrivier sports facility: Paving was availed but could not be laid, painting was done, lighting for playing field is in the pipeline for all facilities.

3.18.3 Statistics

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

Type of Service	2023/24	2024/25
Community Parks		
Number of parks with play park equipment	7	Play parks 3 (with equipment)
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

3.18.4 Employees: Parks and Recreation

The following table indicates the staff composition for this division:

Job Level	Post	Employee	Vacancies
0 – 3	8	3	5
4 – 6	37	29	8
7 – 9	9	9	0
10 - 12	1	1	0
13 – 15	1	1	0
16 – 18	-	-	-
19 – 20	-	-	-
Total	**56**	**43**	**13**

3.18.5 Capital Spending

To be included

3.19 EXECUTIVE AND COUNCIL

The Council consists of 11 councillors, including the Executive Mayor and Speaker. 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.

3.19.1 Highlights

The table below specifies the highlights for the year:

Highlights	Description
Administrative authority	Administrative leadership continued to provide strategic direction albeit in the face of a period of 5 months of profound political instability. The execution of Council policy, by-laws and resolutions; service delivery; budgeting, financial reporting, expenditure control was maintained.
Legislative authority	Council maintained its legislative mandate.
Oversight	Oversight structures met regularly (MPAC and Section 32 Irregular Expenditure Committee)

3.19.2 Challenges

The table below specifies the challenges for the year:

Description	Action Plans
Political instability	The cited brief period of political instability posed an inherent risk for a good governance collapse which was countered by the executive leadership exercising its oversight role.

3.19.3 Employees: Parks and Recreation

The following table indicates the staff composition for this division:

Job Level	Post	Employee	Vacancies
0 – 3	-	-	-
4 – 6	9	6	3
7 – 9	6	5	1
10 - 12	11	9	2
13 – 15	3	3	0
16 – 18	3	2	1
MM & Directors	3	2	1
P.T. I	1	1	0
Total	36	28	8

3.19.4 Capital Spending

To be included

3.20 FINANCIAL SERVICES

Effective financial management practices are crucial for the sustainability and efficiency of municipalities. A primary challenge faced by local governments is maintaining long-term financial stability amidst fluctuating economic conditions and increasing service demands.

The Municipal Finance Management Act (MFMA) is designed to guide municipalities toward establishing a sustainable financial environment and to modernize their financial management systems. This legislation aims to ensure that municipalities operate on a financially sound basis, fostering cooperative governance across all levels of government.

Implementing the provisions of the MFMA effectively can significantly enhance the capacity of municipalities to deliver quality services to residents, businesses, and other stakeholders. It emphasizes the importance of prudent financial planning, transparent revenue collection, and efficient expenditure management. By adhering to these principles, municipalities can improve their financial health and service delivery outcomes.

Overall, a strategic approach to financial management, guided by the MFMA, is vital for municipalities to achieve financial sustainability, enhance service delivery, and foster trust among residents and stakeholders. Continuous review and improvement of financial practices are necessary to adapt to changing circumstances and to meet the evolving needs of communities.

Key Areas on Financial Management Achieved During the Fiscal Year are:

- **Value for Money: The Finance Department** regularly review the expenditure trends to ensure that resources areed efficiently and effectively. This involves identifying and eliminating unnecessary costs, streamlining operations, and enhancing service delivery to meet community needs more effectively.

- **Enhancing Revenue Management:** Systems for revenue collection and management was continuously monitored and improved to ensure accuracy, compliance, and maximized income.

- **Ensuring Timely Creditor Payments: The t**imely and full payments to creditors, including bulk service providers, are essential to maintain good relationships and ensure uninterrupted service provision.

3.20.1 Highlights

The table below specifies the highlights for the year:

Highlights	Description
Cashflow	The municipality's liquidity and cash position have been enhanced through strategic financial management, resulting in improved fiscal stability and operational efficiency.
Unqualified Audit opinion	The municipality received an Unqualified Audit opinion without findings.
Payment Percentage	The payment rate remains high at 97.3%, unaffected by fluctuations in costs and prevailing economic conditions.

3.20.2 Challenges

The table below specifies the challenges for the year:

Description	Action Plans
Implementation of mSCOA	Ongoing new versions of mSCOA from the National Treasury and Financial System constraints.
Procurement	Extended procurement procedures, limited capacity, and frequent objections often hinder the efficiency of the procurement process. These challenges can lead to delays, increased costs, and reduced overall effectiveness in acquiring goods and services. Addressing these issues requires streamlining procedures, enhancing resource allocation, and implementing strategies to manage and mitigate objections effectively. By doing so, organizations can improve procurement timelines, optimize resource utilization, and foster smoother stakeholder engagement, ultimately leading to more successful procurement outcomes.
Limited funding resources	Financial constraints often limit the availability of funding resources, impacting the ability to execute projects or initiatives effectively. Addressing these limitations requires strategic planning, efficient resource allocation, and exploring alternative funding sources to ensure sustainability and progress.
Compliance requirements	Stringent compliance requirements can impede the efficiency of service delivery. It is essential to strike an appropriate balance between adhering to regulatory standards and maintaining high-quality service performance.

3.21 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

The Information and Communication Technology (ICT) Department operates within the Directorate of Financial Services, playing a vital role in supporting the municipality's operational efficiency through strategic planning and service delivery. Its primary responsibility is to ensure that ICT services are effectively managed and aligned with the municipality's overarching ICT Strategy and Policy.

Overall, the ICT Department is dedicated to providing robust technological support, fostering innovation, and ensuring the municipality's ICT infrastructure remains resilient, secure, and aligned with strategic objectives.

The functions of the ICT Department include:

• **Strategic Planning and Policy Development:** Formulating and implementing comprehensive ICT strategies and policies tailored to meet the municipality's needs.

• **Operational Support and Maintenance:** Providing ongoing support services to ensure the smooth functioning of ICT systems and infrastructure.

• **Research and Development:** Continuously researching emerging technologies, developing new ICT systems, and maintaining existing ones to enhance service delivery.

• **Network Connectivity:** Ensuring reliable network connectivity across all departments to facilitate seamless communication and data sharing.

• **ICT Equipment and Software Management:** Installing and maintaining ICT hardware and software, ensuring compliance with licensing agreements and availability of services.

• **Procurement and Advisory Services:** Offering expert advice on the acquisition, maintenance, and upgrade of ICT equipment and systems.

• **System Maintenance and Optimization:** Regularly maintaining ICT systems to optimize performance and prevent disruptions.

3.21.1 Highlights

The table below specifies the highlights for the year:

Highlights	Description
ICT Administrator was appointed	A dedicated ICT Administrator has been appointed to oversee the organization's information and communication technology systems, ensuring efficient management and

Highlights	Description
	support for all technological operations.
Upgrade and maintenance	Ongoing upgrades and maintenance are being carried out on the network to ensure optimal performance and security.
ICT Governance	The enhancement of the Information and Communication Technology (ICT) Governance framework is essential for ensuring that technological resources align with organizational objectives, optimize performance, and mitigate risks effectively. This improvement involves a comprehensive review of existing policies, procedures, and controls to identify gaps and areas for development.

3.21.2 Challenges

The table below specifies the challenges for the year:

Description	Action Plans
Lack of ICT Technology	The deficiency in Information and Communication Technology (ICT) infrastructure and resources significantly hampers the development and efficiency of various sectors. Addressing this issue requires strategic investments in technology, training, and infrastructure to foster digital literacy and innovation.
Inadequate Disaster Recovery Site	There is no infrastructure in place for a disaster recovery site. This might hamper business continuity during emergencies. This inadequacy can lead to prolonged downtimes, data loss, and operational disruptions, which may significantly impact organizational resilience and reputation. Strengthening the infrastructure will help minimize risks, reduce recovery time, and maintain operational stability under adverse conditions.

3.22 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 practitioners, 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 budgetary resources and human capacity to its limits.

HR-officials have managed their responsibility with utmost professionalism, care and compassion and everyone had to ensure that the hr- functions continue to offer quality service to all the employees and the broader public.

The major HR functions include:

- Recruitment, appointment, and retention of staff.
- Attracting and retaining new knowledge and skills into the organisation.
- Recording, storing 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.
- Ensure that that employment equity is implemented through “Change Management” -practices.
- Ensure that EPWP, EPIP and other programmes are coordinated and managed in a manner that is transparent, fair and on a first-come-first serve basis.
- Arrange activity to ensure that Ethics -awareness is raised among all staff.
- Ensure that fraud- awareness and prevention activities are ongoing and

clean governance and best management practices are promoted.

- Coordinate risk -preparedness and control activities.

Here follows an outline with more details 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 previous years and updated annually to enable effective HRM practices. It provides for effectively communication 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. 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 in 2022. This process was completed in draft form in September /October 2023. After much deliberations between stakeholders, the Council accepted this structure in principle at a Council meeting in June 2024 and the full staff complement will be placed on the new structure in accordance with the Placement Policy. The 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, and TASK-job description.
- The line managers and supervisors form the selection panels that do the shortlisting and interviews.
- HR advices the selection panels on correct procedure and protocols.

• HR records 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 qualifications and /or 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 brings.
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 crucial to efficient 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 and /or obtain their national diplomas. Whilst we offer these students the platform to gain practical experience, they provide the Municipality with much-needed administrative, clerical and technical skills. A summary of WIL-students and other Interns who were placed at Swellendam Municipality in the table below:

Programmes	Total of interns	Funders
WIL/Graduate Placements 2024/2025	17	LGSETA
Finance Interns	02	National Treasury
Road Construction NQF Level 3	35	CETA
Admin Support	03	CAP
Admin Support	01	Boland College
EPWP -project	05	EPWP Training Budget
Road Construction Interns	08	LGSETA (Mandatory Grant)
Mechanical Fitting	02	TVET College
Millwright	02	NARYSEC
Electrical Interns	04	Energy Efficiency Demand Side

Programmes	Total of interns	Funders
		Management (EEDSM) programme

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 2024/2025 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 on work - opportunities and 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 contract 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 support 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 –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 2024/2025:

Target for Work Opportunities	Opportunities Achieved	Targets for FTE's	FTE's Achieved
234	255	63	69

Administration of Employee Compensation and Benefits

The administration of the various types of leave and benefits is done on a financial software system. During the past financial year, further progress was made in this functional area. All leave is daily captured and stored electronically. Information or leave status reports can now be generated when required. This function meets all the legal requirements and staff members are 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.

The “two pot” withdrawal from retirement funds happened for the first time during the year under review and brought its own pressures and administrative burdens. We can however report that these challenges were managed in a manner that ensured prompt pay-outs and satisfied clients.

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

• 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 Treatment	Josmap Training (LGSETA/GRDM Municipality)	04
Process Control Supervision NQF 4 Learnership		
Skills Audit / Enhanced Gapskill System Training	Department of Local Government / CoGTA	02
Coaching and Mentoring Short Course	Department of Local Government / Stellenbosch University	04
Change Management Training	Department of Local Government / My People Skills Training	02
Process Controllers RPL Training NQF Level 4	Department of Water and Sanitation / CSIR	03
Basic Fire Fighting Course	Ezolimo Training and Supply (Pty) Ltd	20
Operate Chainsaws (Unit Standard: 264195)	Triple-S	15
Operate Bruschcutter (Unit Standard: 264182)	Triple-S	15
Bachelor of Information Science	UNISA	01
Bachelor of Laws (LLB)	STADIO	01
Bachelor of Laws (LLB)	UNISA	01
Diploma in Policing	STADIO	01

Name of Course	Name of Service Provider	Learners
Bachelor of Public Administration Honours	MANCOSA	01
Occupational Certificate: Library Assistant NQF Level 5	UKS (Pty) Ltd	07

A number of these courses where 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 labour and other social legislation in the country.

Newly appointed staff, temporary workers, and EPWP / EPIP -workers received induction on Occupational Health and Safety as well as current staff on a continuous basis through the annual HR Roadshow. The induction programme entails the Occupational Health and Safety Policy of Swellendam Municipality, PPE Policy and Injuries on Duty Policy and the 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 to April 2025. 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 are monitored and the 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 and to track the status of the claims.

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 follow 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 assist with the monitoring and reporting of OHS activities in the workplace. Health and Safety Training was provided to OHS Representatives 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. First Aid Training is facilitated every two years to ensure that certificates remain valid and first aiders are well trained on their responsibilities and functions.

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.

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 way 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. Human Resources conducts annual roadshows where all the applicable policies are discussed with employees.

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 since 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.

Through these efforts, the municipality aimed to strengthen mutual trust, uphold employee rights, and ensure that labour relations processes are conducted in a consistent, lawful, and procedurally fair manner.

Employee Wellness

Over the past year, there has been an increased focus on employee mental health within the municipality. This is in response to the growing awareness of the emotional and psychological challenges that staff members face, particularly in light of ongoing economic pressures, financial stress, and personal hardships. The municipality recognises the significant impact these factors can have on employee wellbeing and performance. As a result, proactive steps have been taken to support employees who come forward to report mental health concerns. Through available wellness programmes, counselling referrals, and a supportive working environment, the municipality remains committed to promoting mental wellness and ensuring that affected employees receive the necessary assistance and understanding. 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.

As part of the year-end function, the Human Resources Unit hosted an Employee Wellness Day aimed at promoting the health, wellbeing, and morale of staff members. The event formed part of the municipality's ongoing commitment to employee wellness, recognising that a healthy workforce contributes directly to improved service delivery and productivity.

Various service providers were invited to participate and showcase their products and services, offering employees access to valuable information, health screenings, and lifestyle resources. This included medical, financial, fitness, and personal development services that could be accessed either at preferential rates or free of charge.

The Wellness Day also served as an opportunity to foster team spirit, strengthen relationships among employees, and encourage a culture of self-care. Feedback from staff indicated that the initiative was well-received, with many appreciating the range of wellness resources made available to them in a convenient and engaging format.

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.

Human Resources Unit submitted tender requests for the hosting of a Wellness Day and the provision of professional counselling services to employees. These initiatives were intended to enhance the municipality's Employee Wellness Programme by offering structured wellness activities and accessible mental health support.

However, due to unforeseen circumstances, the tenders could not be finalised and were subsequently cancelled. The municipality remains committed to implementing these initiatives and will resubmit the tender requests to Supply Chain Management during the 2025/2026 financial year.

The municipality remains committed to prioritising the wellbeing of its employees and will continue to invest in initiatives that foster resilience, mental wellbeing, and holistic health in the workplace.

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. Several 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 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 though which all staff will be evaluated / assessed on a continuous basis to ensure acceptable level of performance. In cases where under performance is detective, 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.

Employees: Human Resource Services

The following table indicates the staff composition for this division:

Job Level	Post	Employee	Vacancies
0 – 3	1	0	1
4 – 6	2	2	0
7 – 9	3	2	1
10 - 12	2	2	0
13 – 15	1	1	0
16 – 18			
19 - 20	9	7	2
P.T. I	1	0	1
Total	2	2	0

3.23 PROCUREMENT SERVICES

In the 2024/25 financial year the Financial Services Department, especially the Supply Chain Management (SCM) experience a number of challenges.

3.23.1 Highlights

The table below specifies the highlights for the year:

Highlights	Description
Conducted supplier registration days in the various towns	Supplier registration and improve supplier knowledge.
Bid Committee System	Continuous system improvement is an ongoing process by ensuring stricter adherence to rules and processes.
Achieved unqualified audit previous year	Procurement done in compliance with legislative requirements.

3.23.2 Challenges

The table below specifies the challenges for the year:

Description	Action Plan
Lack of demand and procurement planning	Improve planning requirements for procurement by implementing standard operational procedures
Capacity and skill shortage	Provide training and re-visit the SCM structure
Decentralised procurement	Centralise procurement.
Contract management and administration	Further improve on contract management and Administration.
Technology	Utilise procurement technology.
Corruption and maladministration	Leaks of confidential tender information create unfair advantages.
Changing Legislation and interpretation thereof	Proper guidance and training from NT

3.23.3 Service Statistics for Procurement Services

The table below indicates a summary of procurement activities for 2024/25:

Nr.	Process Description	Total	Monthly Average	Daily Average	Value
1	No of BSC meetings	60	5	0,25	n/a
2	No of BEC meetings	89	7	0,37	n/a
3	No of BAC meetings	27	2	0,11	n/a
4	No of orders processed/placed	4292	358	17,88	R135 729 011
5	No of formal quotations awarded (R30k to R300k)	34	3	0,14	R3 695 563
6	No of tenders awarded above R300 000	42	4	0,18	R73 324 824
7	No of awards above R30 000 (CIDB)	7	1	0,03	R18 332 542
8	No of contract price increases approved	7	1	0,03	n/a
9	No of contracts extended i.t.o MFMA circular 62	11	1	0,05	R3 293 149
10	No of contracts extended i.t.o s.116(3) of MFMA	4	0	0,02	R3 981 970
11	No of Deviations	35	3	0,15	R9 617 105
12	No of objections	3	0	0,01	n/a
13	No of stock receipts	1515	126	6,31	R7 116 572
14	No of stock issued	9857	821	41,07	-R6 552 044
15	No of stock disposal	1	0	0,00	R4 940
16	No of stock take	12	1	0,05	R5 810 451

Nr.	Process Description	Total	Monthly Average	Daily Average	Value
17	No of requests received for disposal	9	1	0,04	R14 196