ORDINARY COUNCIL MEETING

OPEN



KOUGA
local municipality
Good Governance through Service Excellence

DATE: 28 August 2025
TIME: 10:00
Virtual

KOUGA MUNICIPALITY (EC108)	UMASIPALA I-KOUGA (EC108)	MUNISIPALITEIT KOUGA (OK108)
NOTICE CONVENING A MEETING	**ISAZISO NGENTLANGANISO**	**KENNISGEWING VAN VERGADERING**
NOTICE IS HEREBY GIVEN that in terms of Section 19 of the Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000) that an Ordinary Council Meeting will be held virtually on	**ISAZISO** sikhutshiwe ukuba ngokwe Candelo-19 uMthetho weeNkqubo zikaMasipala, (uMthetho 32 ka-2000), ukuba kubanjwe intlanganiso ebonakalayo yesigqeba Ye khansile	**KENNIS GESKIED HIERMEE** dat ingevolge Artikel 19 van die Wet op Munisipale Stelsels, 2000 (Wet No.32 of 2000), dat 'n virtuele raadsvergadering gehou sal word op
DATE: 28 August 2025	**UMHLA: 28 EyeThupha 2025**	**DATUM: 28 Augustus 2025**
TIME: 10:00	**IXESHA: 10:00**	**TYD: 10:00**
L. MAREE **SPEAKER**	**L. MAREE** **USOMLOMO**	**L. MAREE** **SPEAKER**

Councillors are required to comply with the Standing Rules and Orders of Council and all its Committees By-law as promulgated in the Provincial Gazette on 22 October 2018 No.4134 and applicable to this meeting of Council. Any person who willfully contravenes any provision of these rules shall be guilty of an offence and which contravention shall be dealt with in accordance with the disciplinary procedures for Councillors.

A G E N D A

1. **NOTICE OF MEETING**
2. **OPENING AND WELCOME**
3. **ABSENT WITH LEAVE**
4. **ABSENT WITHOUT LEAVE**
5. **PRESENTATIONS**

   None
6. **ACKNOWLEDGEMENTS, CONDOLENCES & CONGRATULATIONS**
7. **STATEMENTS OR COMMUNICATIONS BY THE SPEAKER**
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10. **STATUTORY MATTERS**

11. **MINUTES OF PREVIOUS MAYORAL COMMITTEE MEETING FOR INFORMATION**

None

12. **CONFIRMATION OF MINUTES OF PREVIOUS COUNCIL MEETING**

12.1 Minutes of an Ordinary Council meeting held on 26 June 2025

Pages: 7 -36

12.2 Minutes of an Ordinary Council meeting held on 30 July 2025

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13. **REPORTS OF COMMITTEES OF COUNCIL**

13.1 **REPORT BACK: SARAH BAARTMAN DISTRICT MUNICIPALITY REPRESENTATIVE**

None

13.2 **KOUGA AUDIT COMMITTEE**

None

13.3 **RULES & ETHICS COMMITTEE**

None

13.4 **MUNICIPAL PUBLIC ACCOUNTS COMMITTEE**

None

13.5 **MUNICIPAL BY - LAWS AND POLICIES**

None

14. **REPORT BACK: MUNIMEC**

None

15. **REPORTS BY THE OFFICE OF THE MUNICIPAL MANAGER**

25/08/MM1 Council Resolutions as at 30 July 2025

Pages: 60 -120

25/08/MM2 Approval of Integrated Development Plan (IDP), Municipal Performance System and Budget Time Schedule of Key Deadlines for the review of the 2025/2026 and Subsequent Implementation in 2026/2027

Pages: 121 - 153

25/08/MM3 2025/26: Service Delivery and Budget Implementation Plan: Amendment

Pages: 154 - 220

25/08/MM4 Submission of Performance Agreements: Section 56 and Section 57 Employees: 2025/26 Financial Year

Pages: 221 - 495

25/08/MM5 Annual Performance Report: 2024/25 Service Delivery and Budget Implementation Plan

Pages: 496 - 571

25/08/MM6 Request for Council to investigate the alleged Breach of Code of Conduct – Cllr Oliphant

Pages: 572 - 576

25/08/MM7 Request for Council to investigate the alleged Breach of Code of Conduct – Cllr Petersen

Pages: 577 - 584

16. **REPORTS BY THE OFFICE OF THE DEPUTY MUNICIPAL MANAGER**

25/08/DMM1 Replacement of Patriotic Alliance Councillor on the Committees of Council

Pages: 586 - 590

17. **MATTERS DEALT WITH IN TERMS OF DELEGATED AUTHORITY BY THE EXECUTIVE MAYOR**

(The reports by the Executive Mayor, in terms of the provisions of Section 63 of the Local Government Municipal Systems Act, 32 of 2000, on matters dealt with by the Executive Mayor in terms of delegated authority as detailed in the Minutes to be noted).

18. **REPORTS BY THE PORTFOLIO COMMITTEE CHAIRPERSONS**

18.1 **REPORTS BY THE CHAIRPERSON: FINANCE & ECONOMIC DEVELOPMENT**

25/08/FED1 Supply Chain Management: Annual Implementation Report for the of the 2024-2025 Financial Year ending 30 June 2025

Pages: 594 -661

25/08/FED2 Item to Council for the Budget Amendment of the 2025/26 Approved Capital and Operational Budgets in Terms of the 2024/25 Unspent, Internally Funded, Capital Rollovers and the Reduction of Various Operational Items.

Pages: 662- 666

25/08/FED3 Supply Chain Management: S36 Deviations for the month: July 2025

Pages: 667 - 678

18.2 **REPORTS BY THE CHAIRPERSON: PLANNING & DEVELOPMENT**

25/08/PD1 Request for Council's Final Approval for the acquisition of unregistered Erf 3777, Humansdorp

Pages: 680 - 703

25/08/PD2 Rescind previous Council resolutions on unregistered Erf 3298, Humansdorp and request for Council's final approval for the donation of Erf 3298, Humansdorp to the Provincial Department of Education

Pages: 704 - 715

25/08/PD3 Request for Council's final approval to alienate (Lease) Erf 1259, Sea Vista to St. Francis Bay Paddling Club

Pages: 716 - 725

25/08/PD4 Application to Deviate from Kouga Municipal Spatial Development Framework, 2021

Pages: 726 - 770

19. **CLOSURE**

Distribution list:

Executive Mayor
Deputy Executive Mayor
Speaker
All Councillors
Municipal Manager
All Directors
Relevant Managers
Committee Services

CONFIRMATION OF MINUTES OF PREVIOUS COUNCIL MEETING

KOUGA
local municipality
Good Governance through Service Excellence

MINUTES OF AN VIRTUAL ORDINARY COUNCIL MEETING OF KOUGA MUNICIPALITY HELD ON THURSDAY , 26 JUNE 2025 AT 10:00 AM

PRESENT: Councillors	J Alexander	
	C August	
	Ald D Benson	
	H Bornman	(Executive Mayor)
	B Dhludhlu	
	R Foley	
	W Gertenbach	
	V Gunuza	
	F Heystek	
	B Human	
	T Jantjes	(Deputy Executive Mayor)
	L Maree	(Speaker)
	M Mbandana	
	E Mbuqu	
	H Murray	
	M Nicholls	
	N Ntengwane	
	N Ntshota	
	W Petersen	
	S Ruth	
	G Stuurman	
	M Valgee	
	W van der Linde	
	M van Niekerk	
	Ald B Williams	
	M Yali	
Officials & Municipal Manager	C du Plessis	(Municipal Manager)
	D de Jager	(Deputy Municipal Manager)
	R Lorgat	(CFO)
	N Machelesi	(Director: Community Services)
	C de Kock	(Director: Civil & Water Services)
	T Madatt	(Director: Electro-Mechanical Services)
	L Ramakuwela	(Director: Planning & Development)
	L Opperman	(Manager: Legal Services)
	L Wessels	(Legal Officer)
	E Goliath	(Manager: Public Participation)
	C Prinsloo	(Legal Officer: Office of the Speaker)
	D Klopper	(Office Administrator: Office of the Speaker)
	K Minnaar	(Manager: Special Programmes)
	A Koegelenberg	(Manager: PMS)
	M Basson	(Manager: Media & Communication)
	S Mlonyeni	(Communication Officer)
	Z Njikelana	(Media Liasion Officer)
	C Schoeman	(Office Administrator)
	M Rossouw	(Manager: Administration & Auxiliary Services)
	M Julius	(Senior Admin Officer: Committees)

	M Mitchell	(Committee Clerk)
	S Ndyenge	(Intern: Committee Services)
	R Swart	(Committee Officer)
Stakeholders:	R Westman	(Representative: CoGTA)

1. **NOTICE OF MEETING**

The Speaker read the notice convening the meeting in terms of Section 19 of the Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000) that an Ordinary Council Meeting will be held virtually on 26 June 2025 at 10:00 a.m.

2. **OPENING AND WELCOME**

The Speaker welcomed everyone present to the meeting and requested Cllr Ntshota to open with a prayer.

The Speaker indicated that a notice had been received from the Municipal Manager's office confirming that Cllr Human was no longer in office. As a result, he was no longer a member of Council. The Speaker further stated that the seat would remain vacant until such time as the Independent Electoral Commission of South Africa and the Patriotic Alliance submitted a nomination to fill the vacancy.

The Municipal Manager informed the Speaker that he would need to excuse himself at 12:30 due to a personal matter, which had been communicated prior to the meeting.

With the Municipal Manager having to be excused, the Speaker requested that an Acting Municipal Manager be elected for the meeting.

Cllr Petersen nominated the Director: Planning & Development, Mr L Ramakuwela and was seconded by Cllr Mbandana.

Cllr Foley nominated the Deputy Municipal Manager, Mr D de Jager and was seconded by Cllr Ruth.

The Speaker called for a vote on the nomination of the Acting Municipal Manager.

In favour of Mr D de Jager: 18
In favour of Mr L Ramakuwela: 7

Mr de Jager was therefore elected as the Acting Municipal Manager.

3. **ABSENT WITH LEAVE**

Cllr K Ndzelani
Cllr L Nkilishane
Cllr P Oliphant
Cllr V Zana

4. **ABSENT WITHOUT LEAVE**

None

5. **PRESENTATIONS**

None

6. **ACKNOWLEDGEMENTS, CONDOLENCES & CONGRATULATIONS**

Cllr Mbandana expressed his belated condolences to the family of Mama Jantjes, a 101-year-old destitute applicant who passed away two weeks prior. He noted with concern that she had never received a house under the current administration, despite her status as a qualifying beneficiary. He emphasised the seriousness of destitute housing matters and the slow progress at Kouga, urging the Council to give the matter urgent attention.

He further expressed his appreciation to the people of Iran for what he described as their resilience in the face of external pressure and welcomed the news of a ceasefire. He acknowledged what he viewed as international support, including from China, and conveyed his gratitude to the Iranian community.

Cllr Petersen extended sincere condolences on the passing of Mrs Minnie Felix of Jeffreys Bay, Ward 2. He acknowledged her contributions as a member of the "Care for You", which provided warm meals at Pellsrus Clinic and later extended its support to the Humansdorp Hospital despite its limited budget. He also conveyed condolences to the Felix family, noting the hardships Mrs Felix faced following her son's dismissal from the law enforcement unit and subsequent incarceration. He expressed concern that these events may have contributed to her declining health.

In addition, Cllr Petersen expressed critical remarks regarding the Democratic Alliance (DA), following it's by election loss in Mossel Bay. He stated that this result reflects growing public dissatisfaction with the party's political stance and suggested it signals a shift that may continue in future elections.

Cllr Foley conveyed his condolences to the family of the late Stephen Bibb, a well-known surfer and artist from Jeffreys Bay. He noted that Mr Bibb had recently passed away, reportedly due to a heart attack, and expressed sympathy to his loved ones and the community he leaves behind.

Cllr Yali expressed condolences to the families of two ANC comrades who had recently passed away. He first acknowledged the passing of a comrade from Koukamma who had been elected in a by-election the previous year. He also extended sympathy to the family of Mr Felix.

Ald Benson extended birthday wishes and congratulations to all individuals who celebrated their birthdays during the month. He specifically mentioned Mr Madatt, whose birthday was on the 3rd of June, and Cllr van Niekerk, who celebrated on the 25th of June. He also conveyed warm wishes to those whose birthdays he may not have been aware of, expressing gratitude for another year of life and offering his best wishes for their well-being in the year ahead.

Cllr Dhludhlu expressed sadness and extended what he described as "condolence" regarding the actions of certain Councillors who, according to him, attempted to discredit the Kouga Speaker and the Executive Mayor. He noted that these individuals sought to involve media outlets including newspapers and eNCA in claims that Kouga had misreported or misrepresented languages. He stated that the attempt ultimately backfired, leading to what he considered an embarrassment for those making the allegations.

Cllr Heystek extended his congratulations to the DA on their victory in Ward 56 during the 2025 elections. He noted that the party continued to show growth and expressed optimism about its upward trajectory.

Cllr Stuurman stated that recent events had once again demonstrated the continued support of the public for the DA. He expressed confidence that the party would continue to receive voter support moving forward.

7. **STATEMENTS OR COMMUNICATIONS BY THE SPEAKER**

Honourable Mayor and Members of the Council, Officials, Online Guests, colleagues, and a special welcome to Mru. Randolph Westman from COGTA

Good morning,

We have now passed the mid-year mark, and our thoughts and prayers are with the flood victims in the Eastern Cape.

Following our last Council meeting, I convened a meeting with all the Chief Whips to discuss a way forward regarding the use of language in Council proceedings. For the past 25 years, English has been the primary language of communication in Council. However, I do share the sentiment expressed by the Chief Whips that certain ideas and sentiments are sometimes best conveyed in one's mother tongue. We reached a consensus that the Standing Rules and Orders should be revised to accommodate the use of other official languages.

I have instructed the administration to explore the feasibility of appointing a translator to support this inclusive approach.

In the interim, we have agreed that English will remain the language of use in Council meetings until the updated Standing Rules and Orders are formally adopted. It is important to note that our media policy already makes provision for communication in English, Afrikaans, and isiXhosa, ensuring broader accessibility and inclusivity in municipal communication.

Therefore, in accordance with Rule 10.1, I hereby declare that English will be used for the duration of this council meeting.

Thank you.

8. **STATEMENTS OR COMMUNICATIONS BY THE EXECUTIVE MAYOR**

The Executive Mayor delivered a speech marking the significance of the Council meeting, noting that it coincided with the two-year anniversary of his and Councillor Peterson's swearing-in. He reflected on the commitments made at that time, which included four key priorities aimed at advancing the

municipality of Kouga: road infrastructure, wastewater treatment works, electricity infrastructure, and customer care.

He expressed pride in the progress made and extended gratitude to the Municipal administration for driving these priorities. He affirmed that these areas remain central to the Municipality development agenda and reiterated the commitment to their continued improvement.

In addition, the Executive Mayor noted that the upgrading of informal settlements and matters of safety and security had also been identified as critical focus areas. He emphasised their importance from an economic development perspective, underscoring the need for an enabling environment to attract investment and promote job creation through local businesses.

He highlighted upcoming opportunities to stimulate local economic activity, including the Aloe Cup, the WSL surf events, and the winter festive season in Jeffreys Bay, St. Francis, and surrounding areas. He acknowledged the efforts of the administration in preparing the towns for the anticipated economic boost and mentioned the Municipality's goal to enhance tourism not only during peak seasons but also during the shoulder seasons.

9. DISCLOSURE OF INTEREST

None

10. STATUTORY MATTERS

11. MINUTES OF PREVIOUS MAYORAL COMMITTEE MEETING FOR INFORMATION

11.1 MINUTES OF A MAYORAL COMMITTEE MEETING HELD ON 9 APRIL 2025

Resolved (31 March 2025)

1. That the minutes of the Mayoral Committee Meeting held on 9 April 2025 be noted.

12. CONFIRMATION OF MINUTES OF PREVIOUS COUNCIL MEETING

12.1 MINUTES OF AN ORDINARY COUNCIL MEETING HELD ON 29 MAY 2025

Cllr Yali referred to page 33, item MM3, and noted that his statement had been omitted. He recalled having proposed that future versions of the Mayoral Cup should include activities specifically tailored for elderly individuals from disadvantaged communities.

The Speaker acknowledged the Cllr Yali input and confirmed that Committee Services had indicated they would review the meeting recording and include the relevant submission in the minutes.

Resolved (26 June 2025)

1. That the minutes of an Ordinary Council meeting held on 29 May 2025 be approved as amended.

Proposed: Cllr M van Niekerk Seconded: Cllr W Gertenbach

13. REPORTS OF COMMITTEES OF COUNCIL

13.1 REPORT BACK: SARAH BAARTMAN DISTRICT MUNICIPALITY REPRESENTATIVE

The Speaker stated that she would send a follow up email regarding the Sarah Baartman district report, as she had previously requested its return for further consideration.

Cllr Petersen raised concerns about the absence of reports from the Sarah Baartman District Municipality despite Kouga Municipality representatives attending its meetings. He pointed out that public funds are spent on travel allowances for these engagements, and without proper reporting, this could amount to fruitless and wasteful expenditure. He emphasised the need for accountability and suggested stronger oversight to ensure that representatives provide meaningful feedback on their contributions and representation.

Cllr Foley confirmed that prior to Cllr Petersen's term, the Council had resolved that Cllr Gunuza would convene all representatives to compile and submit a report. He noted that no such meetings have taken place, as Cllr Gunuza due to illness had not yet called the representatives together.

He further clarified that travel stipends for attending the Sarah Baartman District Council meetings were not provided.

Cllr Mbandana expressed concern about the ongoing lack of reports from the Sarah Baartman District Municipality since his arrival in 2021. He described this as a serious reflection of poor leadership across successive mayoral terms, speculating that the lack of alignment with the ANC-led district might be intentional.

He emphasised the importance of intergovernmental coordination, noting that relevant service delivery matters are not being reflected in Council agendas.

Cllr van der Linde confirmed that the Council has never received a report from the Sarah Baartman District Municipality, despite the issue being raised multiple times. He suggested appointing a new Councillor to take responsibility for reporting back, noting that past requests including to Cllr Foley had not resulted in action. He described the ongoing lack of information as unacceptable and concerning for the Municipality.

Cllr Yali emphasised that both the ANC and DA have designated representatives at the Sarah Baartman District Municipality, and it is their responsibility to compile and submit reports to Kouga Municipality. He pointed out that these representatives act on behalf of the broader Council and are guided by an existing resolution mandating report back. He cautioned against assigning blame broadly, stressing that accountability rests squarely with the appointed representatives who are obligated to report collectively, in line with the Council's directive.

Cllr Dhludhlu suggested that Kouga Municipality assign an administrative official to attend Sarah Baartman District Municipality meetings as an observer. The official would record meeting minutes relevant to Kouga and submit a report to the Speaker's office. He suggested that, if necessary, a sitting

allowance be considered to support this participation, aiming to ensure reliable feedback and resolve ongoing accountability concerns.

Cllr Foley recalled that Council previously resolved for Cllr Gunuza to coordinate representatives and compile a report on the Sarah Baartman District Municipality but confirmed that this has never happened. He stated his willingness to assume responsibility for the reporting and noted he had submitted reports in the past, which were dismissed due to the existing resolution. As a way forward, he proposed revisiting and possibly amending the resolution to formally assign him the reporting role.

The Speaker informed Council that a report related to the Sarah Baartman District Municipality had been submitted to Council on 28 February 2024.

Cllr Ruth supported Cllr Yali and Cllr Foley, pointing out that the Council had already passed a resolution regarding the reporting process from the Sarah Baartman District Municipality and had discussed it further in a later meeting.

She suggested amending the resolution, as it had not been implemented effectively, and endorsed Cllr Foley proposal to submit a report after the next District meeting.
She also opposed the idea of sending an observer, citing the presence of Councillors who should already be reporting and expressing concern about unnecessary expenditure.

Cllr Petersen stressed that reporting is their obligation under an existing resolution and should not be debated repeatedly in Council. If they fail to deliver, he recommended that Council consider replacing them, emphasising that accountability lies fully with the appointed representatives.

13.2 **KOUGA AUDIT COMMITTEE**

None

13.3 **RULES & ETHICS COMMITTEE**

Cllr van der Linde asserted that the absence of a report was due to no new disciplinary inquiries. He attributed the lack of proceedings to effective conduct among Councillors and formally acknowledged and commended the collective discipline maintained throughout Council meetings.

Cllr Petersen questioned the absence of a report, stating that he had personally submitted a complaint and expected it to be reflected in council documentation.

Cllr Mbandana expressed dismay at the absence of a report from the Rules and Ethics Committee, referencing a serious matter involving a charge against Cllr Petersen. He recalled recusing himself from the meeting but expected follow up. He also raised urgent concerns about alleged harassment of women by male staff at Kouga Municipality and demanded clarity on disciplinary outcomes.

Criticising the lack of transparency and questioning the selective focus on Councillor misconduct, he called for equal ethical accountability for all

individuals in the Municipality. Emphasising his stance against gender-based intimidation, he urged swift action and consequences.

The Speaker clarified that their office does not fall under the jurisdiction of the Rules and Ethics Committee, and therefore the matter being discussed is outside that committee's scope. To promote transparency and shared understanding, the Speaker indicated that Committee Services would be requested to circulate the official policy on the Rules and Ethics Committee, detailing the procedures for case handling and report generation.

13.4 **MUNICIPAL PUBLIC ACCOUNTS COMMITTEE**

25/06/MPAC1 MINUTES OF THE MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

Resolved (26 June 2025)

1. That Council notes the minutes of the Municipal Public Accounts Committee and that the recommendations contained therein have been submitted to Council for resolution.

25/06/MPAC2 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC) – ANNUAL WORK PLAN

Cllr Foley sought clarity on the work plan, specifically regarding the entry on page 62, referencing the I&E department attending a draft annual report meeting scheduled for 25 November. He requested that the reference to I&E be corrected to distinguish between the Civil and Water Services and Electro-Mechanical departments.

The Municipal Manager confirmed that the requested amendment to the work plan would be made, specifically to distinguish between the departments. He added that both departments could be accommodated on the same date, 25 November, as indicated in the plan.

Resolved (26 June 2025)

1. That the MPAC Annual Workplan be approved.

13.5 **MUNICIPAL BY - LAWS AND POLICIES**

25/06/PB1 DRAFT SOCIAL AND RENTAL HOUSING POLICY

Cllr Gertenbach highlighted a gap in the current policy regarding the social and health needs of elderly citizens. He cited long waiting lists in Jeffreysrus, non-functional clinics, the pending closure of the Humansdorp hospital, and a delayed hospital proposal in Jeffreys Bay. While acknowledging the Department of Health's jurisdiction, he urged that the Kouga Municipality should actively apply pressure on the Department of Health to address the outstanding concerns.

The Director: Planning and Development clarified that the provision of frail care facilities is primarily a town planning matter, particularly in the context of retirement villages. The Municipality does not intend to

operate such facilities directly. Instead, developers often supported by entities like Social Housing Regulatory Authority (SHRA) are responsible for initiating and managing these projects, such as those under the Finance Linked Individual Subsidy Programme (FLISP).

Frail care services are not excluded from developments but are typically included through a consent use application as part of a broader retirement village plan. If a rental development includes a need for elderly accommodation, the inclusion of frail care facilities depends on the nature of the development and the necessary planning approvals.

Cllr Mbandana supported the inclusion of elderly care in the policy but emphasised the need to also address disability issues.

He warned against misleading claims from the private sector about the closure of Humansdorp Hospital, cautioning that these narratives could be used to push for unrelated private hospital developments in Jeffreys Bay. He acknowledged that the policy is still open for public input and stressed the Importance of aligning with national and provincial housing policies.

Cllr Petersen stressed that policies should be workshopped with Council before being opened for public participation, arguing this sequence allows for proper input and refinement. Drawing on his experience with the Department of Human Settlements, he opposed rental housing models that do not provide ownership or security of tenure, saying they undermine the goal of empowering communities.

He emphasised that housing policy must promote integration and transformation, especially for those displaced by apartheid and colonialism. He warned that overlooking this fails to address historical injustices and called for the policy to be revised to align with the Housing Code and uphold the right to secure tenure for marginalised communities.

The Speaker clarified that the policy in question has already undergone several stages of review, including a portfolio meeting, a workshop, a Policy, and Bylaw committee meeting, and is now being presented again at Council. To ensure transparency, the Speaker committed to request Committee Services to circulate the dates of all these meetings, noting that not all Councillors may have been present at each stage.

Resolved (26 June 2025)

1. That the Draft Social and Rental Housing Policy be approved by Council.

2. That the Draft Social and Rental Housing Policy be published on the Kouga Municipal Website.

25/06/PB2 **REVIEW OF THE POLICY AND PROCEDURES FOR THE DISPOSAL OF IMMOVABLE ASSETS**

Ald Williams proposed two additions to the policy:

Section 8.1C (Page 108) – Following the clause on delegation of authority for leases and use rights not exceeding three cumulative years, he recommended adding that the Municipal Manager must report all newly signed leases and use rights granted under Section 8.1 to Council on a quarterly basis.

Emergency Dispensations (Page 114) – Referring to the clause allowing the Municipal Manager to dispense with competitive processes in emergencies, he proposed adding that all such emergency dispensations must be reported to Council at its next meeting.

Cllr Mbandana expressed concern that the policy may contain racial and political bias, particularly in the handling of lease applications from marginalised communities. He cited ongoing efforts such as repeated applications at Patensie that have not been acknowledged or addressed in Council processes. He emphasised that when applicants are not aligned with the ruling party, their submissions often fail to appear on the agenda.

He called for formal policy amendments to ensure equity, transparency, and non-discrimination, urging that these recurring issues will be unchanged since 2022.

Cllr van der Linde seconded the recommendations proposed by Ald Williams.

Cllr Petersen expressed frustration that the current leasing policy fails to acknowledge the country's historical land injustices, particularly for emerging farmers and marginalized communities. He supported Cllr Mbandana earlier concerns, criticising what he sees as a lack of equity in how agricultural, industrial, and business leases are allocated.

He called for the Planning and Development section to present a comprehensive list of existing leases, especially agricultural land, to improve transparency and demonstrate how land is currently being distributed. He cited a long-standing lease in Hankey as a case in point for scrutiny.

At 11:15 Cllr Ruth called rule of order 36.2, In the event of persistent disregard of the directions of the Speaker or Chairperson, the Speaker or Chairperson shall direct such Councillor to retire from the venue where the meeting is being held for the remainder of the meeting, and shall, if necessary, cause him/her to be ejected there from.

At 11:17 Cllr Dhludhlu called rule of order 32.1, A member who speaks shall confine his/her speech strictly to the motion or matter under discussion or to an explanation or a question of order.

Cllr Petersen reiterated that current Municipal policies fail to address transformation and equitable land access, particularly for emerging farmers and marginalised communities. He emphasised that lease

allocations lack transparency and do not reflect the needs of those historically excluded.

He proposed that a comprehensive report on lease allocations be tabled before Council to expose current patterns and inform policy reform.
He called for a revision of existing policies, arguing they appear to serve narrow interests rather than promoting inclusive development.
He questioned the sudden push for land disposals, suggesting it may be politically motivated, and urged Council to refocus on policies that advance social justice and redress.

The Executive Mayor clarified that the land disposal policy is not new, but an existing framework that has evolved. He welcomed Councillor Petersen's concerns but stressed the need for specific proposals rather than general criticisms. He reminded Council that developing and refining policies is one of its core functions.

While acknowledging that the current policy may not yet be ideal, he highlighted recent steps forward such as requiring quarterly lease reporting as meaningful progress. He encouraged councillors to contribute constructively by proposing clear transformational measures they would like to see included.

The Director: Planning and Development clarified that the current policy is focused on procedural matters related to the lease and sale of Municipal properties and is not intended to benefit any specific group. He emphasised that, aside from residential properties, the Municipality has not been selling economic or agricultural land, and that such cases are historic in nature.

To address ongoing concerns, he announced that a comprehensive alienation strategy will soon be presented. This strategy aims to guide future decisions on the disposal of land particularly economic and agricultural properties and respond to the issues raised during the discussion.

Ald Williams addressed Cllr Petersen's request for transparency by noting that a comprehensive list of current leases is already included in the documentation specifically on page 890 of the agenda where all lease agreements are tabled for Council's reference.

Cllr Ruth sought clarity on the policy development process, outlining her understanding that workshops serve as the platform where all councillors and administration can provide input. These contributions are then incorporated into the draft policy, which proceeds to the committee stage. The committee is expected to ensure that all workshop inputs are reflected before the policy advances to Council for final consideration.

She emphasised that all political parties are represented at both the workshop and committee levels, and questioned the source of the pushback, given the inclusive nature of the process as she understands it.

The Speaker confirmed that Cllr Ruth's understanding of the policy flow process is correct beginning with workshops for Councillor and administrative input, followed by Committee review, and concluding with Council deliberation. To ensure clarity going forward, the Speaker committed to circulating the full process flow to all Councillors.

Resolved (26 June 2025)

1. That the Disposal and Lease of Council Owned Immovable Property be approved.

2. That the Disposal and Lease of Council Owned Immovable Property be published on the Kouga Municipal Website.

3. That the Policy and Procedures for the Disposal of Immovable Assets and the Leasing Policy for Municipal Owned Immovable Property as adopted by Council on 29 October 2020 per Resolution 20/10/PD8 be repealed.

4. That Council approve the insertion of a new clause, 8.1(c) Page 108, to read as follows: "The Municipal Manager must report all newly signed leases and use rights granted in terms of section 8.1 to Council on a quarterly basis."

5. That the addition of the following wording after "in an emergency" on page 114: "All dispensations granted as an emergency must be reported to Council at its next meeting" be approved.

Proposed: Ald B Williams Seconded: Cllr W van der Linde.

25/06/PB3 **AMENDMENT OF KOUGA MUNICIPALITY SPATIAL PLANNING & LAND USE MANAGEMENT BY-LAW, 2016**

Cllr Mbandana acknowledged that while many policies are up for adoption, they lack inclusive planning for all communities. He appreciated the Executive Mayor openness to amendments and emphasised that the policies are not final.

He criticised the Spatial Development Framework (SDF) for failing to reflect the needs of all towns in Kouga, particularly in identifying economic and industrial development zones. He argued that selective development undermines the Municipality role as a developmental institution.

Echoing Cllr Petersen, he committed to submitting clear, aligned proposals, and condemned spatial planning that continues to reflect apartheid-era inequalities, calling for a more equitable and integrated approach.

Cllr Petersen described the layout of the Kouga Municipal building, highlighting the location of the Council Chambers, political and administrative offices, and a board installed by the National Government post 1994. He referenced this board as a symbolic or

functional element introduced to address post-apartheid governance reforms, though the specific content or purpose of the board was not fully detailed in his statement.

At 11:29 Cllr Foley raised point of order 32, A member who speaks shall confine his/her speech strictly to the motion or matter under discussion or to an explanation or a question of order.

Cllr Petersen emphasised that the SDF should actively promote spatial justice by reversing the legacy of forced removals and reintegrating marginalised communities into urban centers. He referenced a post-1994 government board in the Kouga Municipal building as a symbol of this vision for integration.

He argued that the SDF discussion is the appropriate platform to address these issues and called for the inclusion of Khoisan communities in Municipal policy. Specifically, he urged recognition of their traditional leadership and cultural practices, noting that their exclusion perpetuates historical marginalisation. He advocated for policy amendments that support cultural redress, heritage preservation, and the rights of South Africa's First Peoples.

The Director: Planning & Development clarified that the current item under discussion is a by-law, not the SDF itself. The bylaw is intended to outline procedural mechanisms such as how to apply for rezoning, departures, or amendments to land use schemes and SDF rather than to designate specific land uses or users.

He emphasised that the by-law does not determine spatial proposals but rather sets out the application processes and public participation requirements. He acknowledged the comments made regarding spatial concerns but noted they are more relevant to the SDF or land use scheme, which will be addressed in a subsequent item.

He also confirmed that the by-law will be open for public participation for 60 days, during which workshops will be held, and encouraged all councillors to submit their inputs during this period.

The Executive Mayor affirmed that while he respects Cllr Petersen's differing view on the by-law, he stressed the need for clear and specific feedback to guide amendments. He emphasised that Council is a space for all political parties to contribute meaningfully, noting that past policy changes have been made based on such input.

He also raised a point of clarification regarding the section on conflict-of-interest page 186, particularly around the definition of "personal interest." As the appeals authority, he sought greater specificity on whether knowing someone personally constitutes a conflict, or if it refers strictly to professional relationships. He requested that Director Planning & development provide clarity on this provision.
The Director: Planning and Development confirmed that the key issue raised relates to the definition of "personal interest" in the context of conflict of interest. He explained that a personal interest arises when

an individual such as the Executive Mayor, who serves as the appeals authority or their relative stands to personally benefit from a land use application or proposal.

He noted that this interpretation may be further clarified in the by-law's definitions section and committed to verifying whether a more precise definition is already included in the document.

Cllr van der Linde enquired about the public availability of the by-law or policy document, specifically asking whether it would be published in libraries and other accessible locations to allow for public comment.

He proposed an additional recommendation (10.3) to be included in the Council's resolutions, stating that the policy must return to Council for formal adoption. He noted that this requirement was not currently reflected in the existing resolutions and should be added for clarity and accountability.

Cllr Petersen seconded Cllr van der Linde's proposal that the current policy be returned to Council for final adoption. He further recommended that this principle be extended to all municipal policies, ensuring that each one is formally brought back to Council for final approval before implementation.

The Director: Planning and Development confirmed that it is standard practice, as required by the Spatial Planning and Land Use Management Act (SPLUMA), for all documents that undergo public participation to be returned to Council for approval.

The Director: Planning and Development acknowledged the validity of Councillors' concerns and welcomed continued engagement during the public participation process. He encouraged Councillors to submit their inputs on the by-law, assuring them that all feedback would be considered and incorporated before the final draft is presented to Council for adoption.

He further emphasised the Municipality commitment to ensuring broad community access and involvement. To support this, the draft by-law will be made available at all Municipal offices and libraries, as well as published on the Municipal website.
In addition, the Municipality will conduct public workshops in identified areas, aligned with the Public Participation Policy, to facilitate more inclusive and informed input from residents.

Resolved: (26 June 2025)

1. That the Amendments of Kouga Municipality Spatial Planning & Land Use Management By-Law, 2016, be approved by Council.
2. That the amendments be advertised in line with the provisions of the Spatial Planning & Land Use Management Act, 2013 (Act No. 16 of 2013) and the Municipal Systems Act, 32 of 2000 for public comment and/or objections.

3. That this policy be returned to Council for adoption upon completion of public participation process.

Proposed: Cllr W van der Linde Seconded: Cllr P Petersen

25/06/PB4 AMENDMENT OF THE MUNICIPAL INTEGRATED LAND USE SCHEME, 2021

Cllr Mbandana expressed appreciation for the constructive tone and substance of the debate on the item under discussion. He also welcomed the positive direction being taken by the Kouga community, noting that it aligns with his own values and aspirations for local development.

Resolved: (26 June 2025)

1. That the Amendments to the Municipal Integrated Land Use Scheme, 2021 be approved by Council.

2. That the approved amendments be published for public comments and/or objections as required in terms of the Spatial Planning & Land Use Management Act, Act 16 of 2013.

25/06/PB5 DRAFT BY-LAWS RELATING TO THE BUILDING AESTHETICS IN THE MUNICIPAL AREA

Cllr Heystek, referenced page 383, section 11 (Appeals), proposed the addition of a new Column I to the relevant table or framework. This column would reflect that the Mayoral Committee is permitted to attend all appeal meetings as observers, without participating directly in proceedings.

He clarified that if Mayoral Committee members have questions during these sessions, they should direct them to the Office of the Executive Mayor or the Municipal Manager.

He emphasised that this arrangement referred to as the above proposal would function as an oversight mechanism for the Mayoral Committee, enhancing transparency and accountability without interfering in the appeal process.

Ald Williams seconded Cllr Heystek's proposal.

Cllr Ruth voiced support for the item, noting the success of the current voluntary aesthetics committee, which convenes weekly and handles most plan submissions. She cautioned against introducing measures that could complicate or delay the committee's operations.
She emphasised the importance of enforcing compliance with aesthetic overlay zones where they are established, to preserve design standards without disrupting development timelines.

Cllr Petersen requested clarity on the scope and application of the Aesthetics By-law in Kouga. He questioned whether the by-law applies to all buildings, including those already covered by private design

manuals e.g., Fountains Estate, Marina Martinique, St. Francis Links, or only to developments not governed by such frameworks.

He also asked about the submission and approval flow specifically whether homeowners' association approvals are automatically accepted or if they are independently reviewed by the Aesthetics Committee before forwarding to the Built Environment (building control) unit.

Additionally, he raised concerns about the composition of the Aesthetics Committee, highlighting the lack of demographic representation. He reiterated his interest in serving on the committee and called for it to reflect the diversity of Kouga population. He linked this to the broader need for transformation and inclusive input into developmental frameworks and built environment decisions.

The Director: Planning and Development clarified that the primary aim of the Aesthetics By-law is to empower Council to establish area specific design guidelines for different towns or neighbourhoods such as the CBD, Kabeljous, or Humansdorp Kruisfontein based on their unique character.

He explained that in estate developments, Homeowners' Associations (HOAs) typically operate under their own constitutions and design manuals, often appointing internal aesthetics committees to review plans before submission to the municipality.

In open areas like St. Francis, where Municipal aesthetics guidelines apply, the by-law allows for the formation of a voluntary Aesthetics Committee, which includes community members and a Municipal official usually the Building Control Officer. This committee reviews and endorses plans before they are submitted to Council for approval.

Cllr Petersen sought clarification whether HOAs and their design manuals are being considered in the current policy formulation, or whether they are excluded from Municipal oversight under the Aesthetics Bylaw.

He reiterated his concern about the transparency and composition of the existing Aesthetics Committee, asking for details on who serves on it, how it was established, and how others particularly from underrepresented communities can join. He emphasised the importance of the committee being inclusive and representative of Kouga's full demographic diversity.
The Director: Planning and Development clarified that in estate developments, the Municipality is involved in the initial approval of a HOA and its constitution, including design guidelines. However, once the estate is operational, the HOA functions independently, and the Municipality does not intervene in its internal processes.

Regarding the Aesthetics Committee, he confirmed that the current committee in St. Francis was established under previously approved guidelines. Once the new Aesthetics By-law is adopted, the committee's structure will be aligned with the updated framework,

including a five-year term, volunteer nominations via the Municipal Manager's office, and Council endorsement. He offered to share the names of current committee members privately and affirmed that the committee is actively reviewing plans and performing well.

Resolved: (26 June 2025)

1. That amended Draft By-Laws Relating to the Building Aesthetics in the Municipal Area be approved by Council.

2. That the amended Draft Kouga By-Laws Relating to Building Aesthetics be published for public comment and/or objections as required by the Local Government: Municipal Systems Act, 32 of 2000, as amended.

3. That an additional Column I be included which indicates that the Mayoral Committee be allowed to attend all meetings as observers.

Proposed: Cllr F Heystek Seconded: Ald B Williams

14. **REPORT BACK: MUNIMEC**

None

15. **REPORTS BY THE OFFICE OF THE MUNICIPAL MANAGER**

25/06/MM3 COUNCIL RESOLUTIONS AS AT 29 MAY 2025

Cllr Dhludhlu thanked Council for appointing him as Chairperson of the Monitoring and Evaluation Committee (M&E). He reported that the committee met on 24 June 2025 to conduct a detailed, line by line review of item MM3, assessing completed actions, blockages, and solutions.

He confirmed that the committee is satisfied with the current recommendations and assured that ongoing follow up and reporting will be done to track progress, completion, and any outstanding matters at future M&E sittings.

Cllr Ruth proposed that the feedback provided by the administration during the Monitoring and Evaluation Committee meeting be integrated into the MM3 document, to make the explanations available to all Councillors.

Cllr van der Linde endorsed Cllr Dhludhlu position and supported Cllr Ruth assessment of the Monitoring and Evaluation Committee's comprehensive report. He advocated for this approach to be used consistently due to the clarity it provides.

He recommended the removal of item 19/07/MM4 relating to the golf course from the action sheet, citing that it has been rendered obsolete by new Council resolutions. He also raised concern about the ongoing lack of progress regarding item 25/03/FED1 Hankey Fresh Fruit Market,

urging decisive action due to safety and reputational concerns. Lastly, he requested an update on recent developments concerning the Aston Bay Caravan Park item 21/09/PD10.

The Municipal Manager noted that the CFO is in the process of compiling a comprehensive report on the Hankey Fresh Produce Market. This report will include future alternative proposals for Council consideration and will be submitted in due course.

Regarding item 19/07/MM4, the Municipal Manager acknowledged that additional developments have occurred. The action sheet will be updated accordingly to reflect the status and to support the resolution of the outstanding Council decisions.

The Municipal Manager indicated that discussions are ongoing with the Department of Public Works regarding the Aston Bay Caravan Park. One of the proposals involves a potential land exchange related to a school site in the Boskloof area. Feedback has been received from the Provincial Department, but no significant new developments have been reported.

The Manager: Legal Services confirmed that there has been no further progress on the matter. The most recent meeting occurred via the office of the Director Planning and Development, during which the Department committed to holding regular follow up engagements. However, no subsequent meetings have taken place, and the Director Planning and Development is currently in contact with the Department to arrange the next session.

Cllr August raised a concern regarding the prolonged lack of action on the Hankey Fruit and Vegetable Market. She emphasised that repeated promises of a future have not materialised, while the physical condition of the building has deteriorated significantly. She noted ongoing vandalism by individuals misusing substances, stressing the urgency of implementing a solution.

The Speaker requested that the Municipal Manager prioritise the matter relating to the Hankey Fruit and Vegetable Market and ensure that the anticipated report from the CFO's office is returned to Council for consideration as a matter of urgency.

Cllr Petersen raised concern over an unresolved item listed under the Rules and Ethics Committee, which has remained marked as "ongoing" for over two years. Referring to feedback from the Office of the MEC, he stated that the investigation is delayed due to the Council not yet granting permission for it to proceed.

He stressed that the extended delay has caused reputational harm and expressed urgency for resolution. He urged the Speaker to expedite the matter and stated discomfort with their name being associated with a prolonged issue.

Resolved (26 June 2025)

1. That the updated Action Sheets reflecting resolutions of previous Council meetings, be noted.

2. That the action sheet be tabled at Top Management for discussion and actioning.

25/06/MM2 **2024/25: QUARTER 3: PERFORMANCE REPORT: PERIOD 1 JULY 2024 TO 31 MARCH 2025**

Cllr Ntshota questioned the lack of transparency and visible progress in the upgrading of gravel roads within ANC represented communities. She requested a detailed specification of which roads are being upgraded, noting that communities like Lower Golf Course have not benefited despite repeated requests. She referenced independent intervention by a wind farm to assist with road repairs, which is currently delayed pending Municipal approval.

Cllr Ntshota argued that performance bonuses should not be awarded until equitable service delivery is evident.

The Executive Mayor expressed gratitude to the administration for finalising the new Service Delivery and Budget Implementation Plan (SDBIP), describing it as a marked improvement over previous version. He conveyed optimism for the upcoming financial year and highlighted the increased oversight and accountability the new system is expected to provide. Appreciation was extended to the Municipal Manager and the supporting team for their efforts.

Cllr Petersen criticised the distribution of Municipal resources, arguing that performance bonuses are unwarranted given disparities in service delivery.

He highlighted low achievement rates in capital budget and grant expenditures, particularly in disadvantaged areas, while noting higher investment and performance in affluent communities especially regarding road maintenance. Cllr Petersen questioned the equity of service provision across Kouga and expressed concern over operational targets being met in plants that do not serve poorer areas. He urged a reconsideration of performance-based compensation considering these imbalances.

Cllr Mbandana criticised the lack of adherence to community participation requirements in the Municipality performance practices. Citing consistently poor service delivery, particularly in historically disadvantaged communities, the Civil Directorate was singled out for failing to meet basic infrastructure needs such as water pressure and road maintenance. He stated an intention to escalate these concerns to the Director General of Local Government for further scrutiny.

At 12:04 Cllr Foley raised point of order 32.1, A member who speaks shall confine his/her speech strictly to the motion or matter under discussion or to an explanation or a question of order.

The Municipal Manager explained that the low capital expenditure figure for the third quarter was due to external funding changes specifically, Informal Settlements Upgrading Programme Grant (ISUP) grants that were restructured for multiyear distribution and recent disaster funding received late in the quarter. These adjustments affected the ability to reflect expenditure within the reporting period due to required procurement timelines. It was noted that a detailed breakdown would be provided in upcoming financial reports and that conditional grants are expected to be fully spent by year end.

The Director: Civil and Water Services reported that R52,000 was allocated under the Municipal Infrastructure Grant (MIG) for the planning and design of gravel road upgrades, as noted on page 418.

The tender for phase two of the project has been advertised, and a contractor has been appointed to commence work from 1 July 2025. The full allocation is expected to be expended, reflecting 100% utilisation of the planning budget.

Resolved (26 June 2025)

1. That the 2024/2025 Quarter 3 Performance Report be considered.

2. That all areas of underperformance be discussed at Portfolio Committee level to determine and agree on corrective actions to be implemented and monitored to ensure targets are achieved by year end.

25/06/MM4 **PERFORMANCE MANAGEMENT: APPOINTMENT OF A MUNICIPAL MODERATION COMMITTEE**

Cllr Petersen acknowledged that staff regulations permit the creation of a moderation committee and proposed that Council consider broadening its remit. While grappling with language limitations, the Councillor clarified the intent to extend the committee's operational scope and expressed an effort to communicate effectively despite English not being his first language.

At 12:36 Cllr Dhludhlu raised Rule of Order 51.1, pertaining to the use of a foreign language.

The Speaker overruled Cllr Dhludhlu's objection.

Cllr Petersen made a remark directed at Cllr Dhludhlu, in which he referred to him as a taxi driver.

At 12:39 the Executive Mayor raised point of order 32.1, A member who speaks shall confine his/her speech strictly to the motion or matter under discussion or to an explanation or a question of order.

Cllr Petersen proposed reviewing the composition of the moderation committee, questioning whether it should consist solely of the Municipal Manager, senior managers, and an external performance

management specialist, or if Council members could be included to ensure oversight.

At 12:41 Cllr Gertenbach referred to Rule 36, 2, emphasising that in cases of persistent disregard for the directions of the Speaker or Chairperson, the Speaker or Chairperson is empowered to instruct the councillor in question to vacate the venue. He asserted that such action should be taken immediately.

The Deputy Municipal Manager emphasised that the Municipal Staff Regulations specifically apply to non-Section 56 and 57 employees, who report to the accounting officer and departmental heads not to politicians.

According to Section 59(7), the moderation committee must be established by the Municipal Council and include the Municipal Manager and senior administration only, excluding political office bearers. Any deviation from these regulations would constitute a direct breach of the prescribed governance framework.

Resolved (26 June 2025)

1. That in terms of the provisions of Regulation 39(6) of the Local Government Municipal Staff Regulations (R890 dated 21 September 2021), the Municipal Moderation Committee be established.

2. That in terms of the provisions of Regulation 39(7) Local Municipal Staff Regulations (R890 dated 21 September 2021), the Municipal Moderation Committee be constituted as follows:

   a) Municipal Manager as Chairperson.
   b) Members
   i) Deputy Municipal Manager
   ii) Director Civil and Water Services
   iii) Director Community Services
   iv) Director Electro-Mechanical Services
   v) Chief Financial Officer
   vi) Director Planning and Development
   vii) Manager Risk and Internal Audit
   viii) Manager Performance Management
   ix) Manager Human Resources

25/06/MM5 **<u>ADDENDUMS TO 2024/25 PERFORMANCE PLANS OF SENIOR MANAGERS FOLLOWING AMENDMENTS TO THE 2024/25 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN</u>**

Cllr Petersen raised concerns about the integrity of the current performance management system for senior Municipal staff. He argued that targets are often set deliberately low to secure performance bonuses, without genuine accountability. He proposed that Council members should participate in setting these targets to ensure transparency and fairness. Cllr Petersen questioned the disparity in bonus distribution, highlighting that senior managers

receive incentives while their subordinates do not, despite contributing to the same outcomes.

The Executive Mayor clarified that the current item concerns a minor adjustment to already signed performance bonuses, aligned with recent changes to the SDBIPs due to funding allocations. New performance agreements for the upcoming financial year are already being signed, with SDBIPs and performance contracts in progress. He emphasised that Councillors have direct input into performance agreements through their involvement in the IDP and budget processes.

The Executive Mayor invited Cllr Petersen to provide specific proposals regarding performance management, noting that general criticisms lack actionable detail and encourage constructive engagement for future agreements.

The Speaker called for a vote as follows:

In favour : 16
Not in favour : 4
Abstain: 2

Resolved (26 June 2025)

1. That the addendums to the performance agreements of Senior Managers, following the amendments to the 2024/25 Service Delivery and Budget Implementation Plan as approved by Council on 31 March 2025 per Resolution 25/03/MM4, be noted.

25/06/MM6 EXTENSION OF TERM OF KOUGA AUDIT COMMITTEE MEMBER

Ald Williams recommended that Council adopt a prudent approach by testing the market. He proposed amending the recommendation to authorise the Municipal Manager to advertise the vacancy on the Audit Committee, ensure all relevant processes are followed, and return the item to Council for final consideration.

Cllr van der Linde supported the proposal.

Resolved (26 June 2025)

1. That Council grants authority to the Municipal Manager to advertise the vacancy on the Audit Committee, ensure that all relevant recruitment processes are duly followed, and that the outcome of the process be submitted to Council for final consideration and appointment.

Proposed: Ald B Williams Seconded: Cllr W van der Linde

16. **REPORTS BY THE OFFICE OF THE DEPUTY MUNICIPAL MANAGER**

25/06/DMM10 DRAFT INSTITUTIONAL CALENDAR

The Speaker declared a comfort break from 13:09 to 13:20.

Resolved (26 June 2025)

1. That the Institutional Calendar for 1 July 2025 to 30 June 2026 be approved.

17. **MATTERS DEALT WITH IN TERMS OF DELEGATED AUTHORITY BY THE EXECUTIVE MAYOR**

(The reports by the Executive Mayor, in terms of the provisions of Section 63 of the Local Government Municipal Systems Act, 32 of 2000, on matters dealt with by the Executive Mayor in terms of delegated authority as detailed in the Minutes to be noted).

18. **REPORTS BY THE PORTFOLIO COMMITTEE CHAIRPERSONS**

18.1 **REPORTS BY THE CHAIRPERSON: FINANCE & ECONOMIC DEVELOPMENT**

25/06/FED3 COUNCIL APPROVAL OF THE REVIEWED INTEGRATED ECONOMIC GROWTH STRATEGY

Ald Williams expressed support for the item, noting its progress and affirming that the administration was on the right track. He congratulated the administration on their efforts and confirmed his endorsement of the item.

Cllr Petersen voiced support for the proposed plan, emphasising his commitment to initiatives that improve the lives of poor communities. He highlighted the need for these efforts to prioritise, rather than merely include, historically disadvantaged groups. His primary concern was the plan emphasis on tourism, which he argued disproportionately benefits landowners and excludes the black majority due to limited access to land.

He urged that social and economic inequalities from the past be acknowledged in policymaking. Despite these concerns, he endorsed the plan and called for its thorough implementation to ensure equitable economic participation for all.

The Executive Mayor welcomed the policy, stating it supports economic growth in Kouga Municipality. He encouraged the development of a formal implementation policy particularly from the CFO's office that outlines how Council will actively support local businesses and ensure the strategy moves beyond paper into tangible results.

The CFO clarified that tourism is only one of six sectors targeted in Kouga economic strategy, countering claims that the strategy is tourism specific. He confirmed that the strategy includes a linked implementation plan, and that the approved budget accommodates short-term actions. Despite limited funding, the Municipality aims to meet year one targets through stakeholder engagement and partnerships. Additionally, five key policies are under review and,

pending Council approval of the strategy, will be presented at the next policy workshop to support economic development in Kouga.

Cllr Petersen supported the Executive Mayor's call for concrete implementation of the strategy. He recommended that Council formally amend the item to include the development of a policy with a clear implementation plan.

Resolved (26 June 2025)

1. That the reviewed Kouga Integrated Economic Growth Strategy be approved by Council.

25/06/FED4 **KLTO FUNDING 2024/2025 – KOUGA LOCAL TOURISM ORGANISATION**

Resolved (26 June 2025)

1. That Council approves the funding of R 360,000-00 (Three Hundred and Sixty Thousand Rands only) all-inclusive for 2024/2025 FY only.

2. That Council authorizes the Accounting Officer to conclude a Funding Agreement / SLA with Kouga Local Tourism Organization in respect of funding stated in (1.) above.

18.2 **REPORTS BY THE CHAIRPERSON: PLANNING & DEVELOPMENT**

25/06/PD4 **APPLICATION FOR LEVEL 1 ACCREDITATION FOR IMPLEMENTATION OF HUMAN SETTLEMENTS PROGRAMMES**

Cllr Petersen welcomed Kouga Municipality's proposed accreditation as a Level 1 Implementation Agent for human settlement programmes, acknowledging its origin from the Department of Human Settlements. He emphasised the importance of political maturity post-elections, urging Councillors to unite beyond party ideologies to improve the livelihoods of residents.

While supporting the initiative, he raised concerns about potential misuse of the programme for political campaigning, particularly by officials involved in its implementation. Cllr Petersen advocated for governance that prioritises collective benefits, especially for the poorest communities, and cautioned against turning service delivery tools into instruments of political lobbying.

The Deputy Executive Mayor confirmed that the matter had been discussed in the portfolio committee, where the Councillor concerns were addressed. He agreed that the issue should not be politicised and endorsed the item, noting that it had been approved by the committee based on the reasons outlined in the report.

Cllr Gertenbach expressed support for both the application for accreditation and the transfer of properties. He referenced documentation indicating that the Municipality previously held implementation status, which was later revoked due to mismanagement under the former ANC led administration.

Cllr Petersen spoke out of turn during the proceedings.

The Speaker noted that Cllr Petersen was speaking out of turn and clarified that he was not recognised to address the meeting at that time.

Cllr Ruth addressed the serious allegation raised regarding Municipal employees engaging in political activities at night within the housing sector.

It was noted that Cllr Petersen had interrupted Cllr Ruth while she was addressing Council.
The Speaker directed Cllr Petersen to allow Cllr Ruth to speak without interruption.

She stressed the importance of accountability in a public forum and urged Cllr Petersen to provide evidence to substantiate the claim, emphasising that such statements should be supported when made before Council.

At 13:41, Cllr Heystek raised a point of order against Cllr Petersen, citing repeated interruptions during the meeting. He referred to disciplinary procedures specifically Rule 56.2 stating that such conduct could warrant removal. He requested that the Speaker intervene and instruct Cllr Petersen to adhere to the rules of order.

The Deputy Municipal Manager emphasised that any allegations against Municipal staff must be submitted in writing to the Municipal Manager, as per the required legislative framework. Allegations made outside this formal process such as verbal claims or reports to other Councillors cannot be treated as valid.

Proper investigation and accountability can only occur if allegations follow the prescribed reporting procedures. If proven true, appropriate consequence management must be applied.

Resolved (26 June 2025)

1. That the report of the Human settlements Accreditation Business Plan be noted.

2. That Council supports the application for Level 1 Accreditation for implementation of Human Settlements programmes.

25/06/PD5 **APPLICATION TO BE APPOINTED AS IMPLEMENTING AGENT: TRANSFER OF GOVERNMENT SUBSIDIZED HOUSES**

Cllr Gertenbach was in support of the item.

Resolved (26 June 2025)

1. That the Council supports the application for the Municipality to be appointed as Implementing Agent to attend to the transfer of Government subsidised houses.

2. That an application to be appointed as Implementing Agent for the transfers of government subsidized housing, be submitted to the Eastern Cape Department of Human Settlement for consideration action.

25/06/PD6 **REQUEST FOR COUNCIL'S PERMISSION TO ACCEPT OFFER TO REGISTER A RIGHT OF WAY SERVITUDE OVER PORTION 249 OF THE FARM GOEDGELOOF NO. 745 (SEA VISTA) HUMANSDORP RD IN FAVOR OF THE MUNICIPALITY**

Resolved (26 June 2025)

1. That Council accepts a right of way servitude over Portion 249 of the Farm Goedgeloof No. 745 (Sea Vista) Humansdorp Rd in favour of Kouga Municipality.

2. That the Accounting Officer be authorized to complete the registration process of the intended servitude.

25/06/PD12 **REVIEW OF SPATIAL DEVELOPMENT FRAMEWORK 2020: PUBLIC PARTICIPATION ON DRAFT DOCUMENT**

Cllr Petersen emphasised the value of involving portfolio Councillors in discussions, pointing out that such collaboration leads to smoother council meetings. He highlighted how the current meeting progressed efficiently and without conflict, attributing it to inclusive engagement.

At 13:54, Cllr Ruth raised a point of order, stating that the remarks being made about council operations and meeting efficiency were irrelevant to the item under discussion the Spatial Development Framework (SDF).

At 13:55, Cllr Heystek raised a second point of order, noting that despite the Speaker's earlier instruction for Cllr Petersen to remain on topic, he continued to elaborate on unrelated matters involving Cllr Ruth. He requested that the Speaker enforce relevance and maintain procedural focus.

Cllr van der Linde supported the spatial development programme and shared that, following a helpful conversation with Director: Planning and Development, he now has a clearer understanding of the process. He expressed concern over the draft plan's approval wording, proposing that it explicitly return to Council for final approval after public comment. He also questioned the accessibility of the documents, asking whether copies would be made available at designated public points and on the Municipal website to ensure proper public participation.

The Director: Planning and Development outlined the public participation process for the by-laws, stating that workshops will be held to discuss all relevant documents. Hard copies will be made available at Municipal offices and libraries, with digital access via social media and the Municipal website.

The strategy includes a 60-day public comment period, with the possibility of an additional 30-day extension if amendments are made based on feedback. He emphasised the importance of extensive engagement and confirmed that the final version would return to Council for approval.

Resolved (26 June 2025)

1. That Council adopts the reviewed Draft Spatial Development Framework.

2. That the reviewed Draft Spatial Development Framework be published for public comment and/or objections.

25/06/PD13 **LAND AUDIT REPORT: MUNICIPAL-OWNED PROPERTIES: KOUGA LOCAL MUNICIPALITY**

Cllr Petersen expressed concern over the scope of the audit report, proposing that it be extended to cover all land in Kouga, not just Municipal owned land. He called for a verification process to confirm ownership and occupancy, particularly on vacant and agricultural properties.

Cllr Petersen highlighted a case of unregulated land use near Hankey, where land was farmed without formal lease agreements, suggesting that public land should generate revenue for the community. He emphasised the need for accountability and enforcement to prevent misuse of public assets.

At 14:04, Cllr Stuurman raised a point of order under Rule 32.1 Relevance, stating that Cllr Petersen was not adhering to the subject of his speech and was repeatedly mentioning individuals by name.

Cllr van der Linde raised questions about property issues on page 890 of the report. He queried why ERF 223 was granted a 15-year lease, despite legislation typically allowing only 9 years and 11 months. He also asked how many urban properties had been allocated to estate agents for marketing and sale, referencing previous Council approval.

Additionally, he sought clarity on urban numbers assigned to properties that do not appear on the zoning map, asking how such locations are identified and tracked.

The Director: Planning and Development clarified that the audit focused solely on Municipal owned properties, as per the original request, and that expanding it to include private properties would require a separate Council resolution. Regarding a specific farm mentioned, he advised that formal inquiries be submitted in writing through the appropriate channels.

On the 15-year lease, he explained that it reflects the status quo from a 2022 Council approved resolution, reportedly initiated by the province. Concerning the zoning map, he supported the request for

clarity and proposed circulating maps to Councillors as a separate exercise.

He also noted that an alienation strategy, aligned with the Local Economic Development (LED) strategy, will soon be presented to Council, including detailed property locations for better transparency.

Resolved (26 June 2025)

1. That the content in the Land Audit Report be noted.

18.3 **REPORTS BY THE CHAIRPERSON: CIVIL & WATER SERVICES**

25/06/CWS15 REQUEST FOR COUNCIL APPROVAL OF THE 2025/2026 DRAFT WATER CONSERVATION AND WATER DEMAND MANAGEMENT (WCWDM) STRATEGY – 5-YEAR ACTION PLAN

Resolved (26 June 2025)

1. That Council approves the Water Conservation and Water Demand Management (WCWDM) Strategy – 5-year Action Plan for implementation.

18.4 **REPORTS BY THE CHAIRPERSON: ELECTRO-MECHANICAL SERVICES**

25/06/EMS8 REQUEST FOR COUNCIL'S PERMISSION TO REZONE PORTION 4 OF FARM 346: HUMANSDORP RD (RHEEBOKSFONTEIN RENEWABLE) & REMAINDER OF ERF 499 HUMANSDORP TO PERMIT RENEWABLE ENERGY STRUCTURES, AGRICULTURE AND AUTHORITY USES

Cllr Petersen objected to the recommendation on the grounds that Subdivision of Agricultural Land Act 70 of 1970 prohibits subdivision of agricultural land. He cautioned that rezoning such land may open the door to fragmentation and alternative uses, which could undermine its agricultural purpose.

He questioned whether the rezoning is truly necessary to accommodate renewable energy infrastructure, noting that wind turbines already operate on farmland without rezoning. He requested that the objective behind the rezoning be clearly stated and placed on record.

The Director: Electro-Mechanical explained that the property in question is being developed as a renewable energy hub, intended to host various technologies. As part of the project conditions, the entire property must be rezoned before initiating public participation.

The Director: Planning and Development confirmed that rezoning is required under Municipal by-laws and the land use scheme to realize the proposed renewable energy development. The land will be designated as a special zone, which allows for both agricultural and renewable energy activities. Rezoning does not prohibit farming, and subdivision would require separate approval from the Department of Agriculture.

The Director: Planning and Development emphasised that this process aligns with legal standards and clarified that even wind turbine installations involved rezoning. Public comments and any required amendments would be incorporated before final approval.

Cllr Petersen withdrew his objection to the item.

Resolved (26 June 2025)

1. That the item be approved by Council.

2. That the Accounting Officer be authorized to implement the legislative process to apply for the rezoning of the applicable land parcel.

18.5 **REPORTS BY THE CHAIRPERSON: COMMUNITY & SAFETY SERVICES**

25/06/CSS10 INTEGRATED WASTE MANAGEMENT PLAN FOR SARAH BAARTMAN DISTRICT MUNICIPALITY AND KOUGA MUNICIPALITY

Cllr Petersen objected to the adoption of the item, citing the absence of any reference to the management of waste affecting the Seekoei River.

The Speaker called for a vote as follows:

In favour : 16
Not in favour : 5
Abstain: 0

Resolved (26 June 2025)

1. That the Kouga Municipality Integrated Waste Management Plan be adopted by Council.

2. That the Kouga Municipality Integrated Waste Management Plan be submitted for endorsement by the MEC.

25/06/EMS11 REPORT: APPROVAL OF ELECTRICITY TARIFFS FOR THE PERIOD 1 JULY 2025 TO 30 JUNE 2026

Cllr Petersen opposed the proposed electricity tariff increase, arguing that it would disproportionately affect the poorest communities, particularly those he represents. He acknowledged that the Municipality purchases electricity from national providers and resells it at a markup, but criticised the skewed budget allocation, which he claimed favors predominantly white areas.

He emphasised that inflation and tariff spikes burden low-income households more severely and suggested that the municipality could absorb some of the cost to ease the impact. On behalf of the ANC caucus, he firmly rejected the tariff increase, citing its social and economic consequences.

The Executive Mayor reminded the Council that the Municipality had initiated a petition opposing NERSA's electricity tariff increases, with strong support from Kouga residents. He emphasised that the Municipality is currently operating at a loss on electricity, not profiting from its resale. To address this, the Municipality is investing in local energy solutions, including land reservations in Humansdorp, ACCG technology, and battery storage. He stressed that Municipalities are autonomous and should not be compelled by NERSA to implement unaffordable tariff hikes.

He is currently reviewing legal action taken by other municipalities against NERSA and intends to present the option of joining the court case to Council. He also highlighted the added burden of extended peak hours by Eskom, which further strains residents financially.

The Director: Electro-Mechanical explained that the item was brought to Council following NERSA's approval, as it is the sole authority in South Africa responsible for electricity tariff regulation.

Acknowledging the high cost of electricity, he emphasised the Municipality's commitment to renewable energy projects aimed at reducing reliance on Eskom and lowering long term energy costs. He expressed optimism that, by implementing the Municipality's long-term energy strategy, future electricity costs could fall below current tariff levels, regardless of national directives.

The Speaker called for a vote as follows:

In favour : 16
Not in favour : 5
Abstain: 0

Resolved (26 June 2025)

1. That the Council, by resolution taken by majority of its full number, and in terms of Sections 30(2) and 93(4) of the Local Government: Municipal Structures Act, Act 117 of 1998 (as amended), read in conjunction with Chapter 4 of the Local Government: Municipal Finance Management Act, Act 56 of 2003, approves the fees and charges in respect of electrical services, as reflected in **Annexure 'A'**, with effect from 1 July 2025.

19. **CLOSURE**

The meeting closed at 14:37

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L MAREE **DATE**
SPEAKER

MINUTES OF AN VIRTUAL ORDINARY COUNCIL MEETING OF KOUGA MUNICIPALITY HELD ON WEDNESDAY, 30 JULY 2025 AT 10:00 AM

PRESENT: Councillors

L Maree	(Speaker)
T Jantjes	(Deputy Executive Mayor)
J Alexander	
C August	
Ald D Benson	
H Bornman	(Executive Mayor)
B Dhludhlu	
R Foley	
W Gertenbach	
F Heystek	
M Mbandana	
E Mbuqu	
H Murray	
K Ndzelani	
M Nicholls	
L Nkilishane	
N Ntengwane	
N Ntshota	
P Oliphant	
W Petersen	
S Ruth	
G Stuurman	
M Valgee	
W van der Linde	
M van Niekerk	
Ald B Williams	
M Yali	
V Zana	

Officials & Municipal Manager

C du Plessis	(Municipal Manager)
D de Jager	(Deputy Municipal Manager)
R Lorgat	(CFO)
N Machelesi	(Director: Community Services)
C de Kock	(Director: Civil & Water Services)
T Madatt	(Director: Electro-Mechanical Services)
L Ramakuwela	(Director: Planning & Development)
E Goliath	(Manager: Public Participation)
K Minnaar	(Manager: Special Programmes)
R Klaasen	(Media Liasion Officer)
Z Njikelana	(Media Liasion Officer)
S Mlonyeni	(Communication Officer)
S Kucera	(Ward Assistant- Ward 11)
A Koegelenberg	(Manager: PMS)
C Prinsloo	(Legal Officer: Office of the Speaker)
D Klopper	(Office Administrator: Office of the Speaker)
L Opperman	(Manager: Legal Services)

	M Rossouw	(Manager: Administration & Auxiliary Services)
	M Julius	(Senior Admin Officer: Committees)
	M Mitchell	(Committee Clerk)
Stakeholders :	C du Plessis	(Representative Collaborator)
	P de Bruin	(Representative Collaborator)

1. **NOTICE OF MEETING**

The Speaker read the notice convening the meeting in terms of Section 19 of the Local Government: Municipal Systems Act,2000 (Act No.32 of 2000) that an Ordinary Council Meeting will be held virtually on 30 July 2025 at 10:00 a.m.

2. **OPENING AND WELCOME**

The Speaker welcomed everyone present to the meeting and requested Cllr Foley to open with a prayer.

3. **ABSENT WITH LEAVE**

None

4. **ABSENT WITHOUT LEAVE**

Cllr V Gunuza

5. **PRESENTATIONS**

5.1 Business Engineering- Collaborator – Philip de Bruyn

Mr de Bruin, representing Business Engineering, delivered a presentation on the Collaborator system. The focus was on enhancing electronic records management and optimising workflow processes. The system is designed to digitise physical documentation, with the objective of ensuring regulatory compliance and increasing efficiency in overall document handling.

Cllr Mbandana raised concerns regarding the accuracy and potential for record tampering.

Cllr Oliphant repeatedly spoke over Mr de Bruin during Mr de Bruin's designated speaking time.

The Speaker addressed Cllr Oliphant, stating that she would place him in the waiting room if he failed to mute himself, as he had not been formally recognised to speak.

At 10:22, the Speaker requested that Cllr Oliphant be placed in the waiting room.

Cllr Mbandana affirmed his identity as a Xhosa-speaking individual and underscored that Xhosa speakers constitute the majority in the province. He expressed concern regarding the way he had been addressed.

At 10:23, the Speaker issued a ruling that the meeting would proceed in English until such time as the Council has formally reviewed and amended its Rules of Order. The Speaker indicated that this matter would be addressed further during her upcoming statement and requested that all members adhere to the use of English for the duration of the meeting.

The Executive Mayor expressed support for a newly proposed system designed to streamline municipal operations and improve access to information. He noted the potential for users to swiftly retrieve detailed content without the need to consult lengthy documents. The system is expected to deliver substantial improvements in records and document management across the administration.

The Executive Mayor extended appreciation to the administration for its leadership and requested clarity on the implementation timeline specifically enquiring whether the rollout would be completed within one to two months.

Mr de Bruin responded by affirming that the system includes a robust audit trail designed to track modifications and preserve data integrity. He further indicated that the system is expected to go live within six weeks.

The Deputy Municipal Manager confirmed that training sessions for staff and Councillors are being coordinated to support a smooth transition.

Cllr Heystek requested further details on the system's Smart City capabilities.

The Deputy Municipal Manager informed the Council that manuals, instructional videos, and training materials are accessible via the Municipality's official e-learning platform .

Cllr van der Linde enquired about comparing the Municipality's by-laws with those of other municipalities.

The Deputy Municipal Manger confirmed that all relevant By- laws have been uploaded to the system, excluding four which were pending clarifications. Notification of review dates will be provided, however, accessing external Municipal by- laws may not be feasible due to system limitations.

The Executive Mayor acknowledged a suggestion regarding the inclusion of other Municipalities' documents in the system. He remarked that while the idea is not inherently objectionable, there are practical considerations to be addressed particularly in maintaining the integrity of a closed system.

6. ACKNOWLEDGEMENTS, CONDOLENCES & CONGRATULATIONS

Cllr Alexander extended congratulations to Local Springbok players in recognition of their recent achievements and conveyed best wishes for their continued success.

Cllr Mbandana expressed sincere condolences to the families of community members who had recently passed away. He also acknowledged and commended the efforts of Law Enforcement agencies in combating crime and enhancing public safety.

The Executive Mayor extended congratulations to Cllr Petersen on the birth of his child, celebrating the joyous occasion and acknowledging this special moment in his personal life.

Cllr Zana extended condolences to the Didloft family following the passing of a family member, acknowledging the family's loss, and offering support during this difficult time.

Additionally, Cllr Zana congratulated Cllr Petersen on his nomination by Congress of Traditional Leaders of South Africa to join the delegation traveling to Canada on 27–28 August 2025. The delegation has been invited by the Land Advisory Board to participate in discussions related to land advice.

Cllr Foley extended heartfelt congratulations to all individuals and organisations involved in hosting the World Surf League event. He expressed delight at the vibrant turnout in Kouga, noting how the influx of visitors led to full guesthouses and bustling restaurants. He highlighted the positive economic impact the event had on the local community, describing it as a much-welcomed injection into the region's economy.

Cllr Oliphant delivered his remarks in his preferred language.

The Speaker requested that Cllr Oliphant continue in English, referencing the ruling that Council deliberations should be conducted in English.

At 10:36, the Speaker requested that Cllr Oliphant be muted.

At 10:38, Cllr Zana formally requested a caucus.

The Speaker granted a caucus from 10:38 -10:44

Cllr Mbandana raised a serious concern regarding the treatment of Cllr Oliphant, who was placed in a virtual waiting room during the session. He expressed strong disapproval of this action, describing it as discriminatory and disrespectful.

He emphasised that Cllr Oliphant, a Xhosa speaker from a province where isiXhosa is a dominant and official language, was unfairly targeted for choosing to speak in his mother tongue.
The Speaker's intervention, which led to Cllr Oliphant being muted and removed, was viewed as a violation of linguistic rights and an act of discrimination against isiXhosa speakers.

Cllr Mbandana stated that the Council had previously denied such allegations in a media statement, but the incident demonstrated otherwise.

He announced the intention to lodge a formal complaint with the South African Human Rights Commission and the Pan South African Language Board, citing the Speaker's conduct as discriminatory.

Additionally, he requested that this matter be officially recorded in the Council minutes as part of a broader discrimination case against Kouga Municipality, referencing prior concerns involving Cllr Dhludhlu and Cllr Petersen.

The Speaker explained that Cllr Oliphant was placed in the waiting room after repeatedly speaking over her and failing to comply with her ruling that Council proceedings be conducted in English. She cited her authority and duty to uphold order and Council rules, adding that continued disruptions could lead to further disciplinary action.

7. **STATEMENTS OR COMMUNICATIONS BY THE SPEAKER**

Honourable Mayor and Members of the Council, Officials, Online Guests, colleagues,

Good morning,

As July ends, we reflect on what has been a busy and productive month. Councillors participated in conflict management training, and I was pleased to see strong engagement in the workshop focused on updating our Standing Rules and Orders.

Jeffreys Bay also saw a major boost with the successful hosting of the World Surf League. The event was well attended, bringing vibrancy to our town, and significantly contributing to the local economy.

I look forward to a fruitful Council Meeting.

8. **STATEMENTS OR COMMUNICATIONS BY THE EXECUTIVE MAYOR**

Good morning, colleagues, and honoured guests.

It is a pleasure to stand before you once again as we gather for the first Council meeting of this new financial year. As we embark on this next chapter, I would like to take a moment to reflect, affirm our priorities, and acknowledge the shared progress we have made.

Over the past several months, we have engaged diligently through the IDP process, aligned our budget accordingly, and established our Service Delivery and Budget Implementation Plan.
Performance contracts have now been signed not just at senior levels but cascading to our lower-level staff as well. This is a proud milestone: it empowers Council to hold every level of our administration accountable, strengthening our collective impact.

Let me highlight our four key priorities:

Roads

Two years ago, we identified roads as our first focus—and I am thrilled that rehabilitation efforts are now fully underway. With contractors appointed and more joining, we are progressing swiftly. We have surpassed 29 kilometres of renewed roads, and the momentum continues. Thank you to our administrative teams for driving this with such resolve.

Wastewater Treatment

Our wastewater infrastructure, especially in Humansdorp, was long in decline. Today, I can say with confidence that major improvements are nearly complete, including revival of a plant dormant for over 15 years. We have invested in upgrades across the municipality, and we anticipate a significant rise in our Green Drop rating. We are not at our destination yet, but we are well on our way.

Electricity

Our energy future is bright literally. The solar panel initiative on our 20-hectare site in Humansdorp is moving forward in partnership with the private sector. Battery storage, SCADA systems, and electrification of previously unconnected households all mark meaningful progress. By curbing illegal connections and reducing reliance on Eskom, we are boosting revenue and paving the way for more affordable electricity for residents.

Customer Service

We have invested in training and staffing to reshape the resident experience. While challenges like responsiveness remain, there is clear movement in the right direction. We will continue to push forward because excellent service is not a luxury it is a necessity.

Financial Progress

We have already finalized key tenders for grant funding and capital projects, aiming for 70% budget expenditure by December a historic benchmark. This proactive approach positions us for greater support and more impactful delivery.

Supporting Events & Local Economy

Events like the WSL and the Aloe Cup have proven invaluable. Thousands of visitors brought life and investment into our communities, energising local businesses, and creating jobs. These moments affirm why we continue to support initiatives that uplift our economy and our people.

As we step into this financial year, I urge all councillors to keep a close watch on the upcoming SDBIPs. Let's ensure that targets are met, budgets are implemented faithfully, and services are delivered with excellence.

Together, let's remain true to our purpose: building better lives for every resident we serve.

Thank you.

9. **DISCLOSURE OF INTEREST**

10. **STATUTORY MATTERS**

11. MINUTES OF PREVIOUS MAYORAL COMMITTEE MEETING FOR INFORMATION

None

12. CONFIRMATION OF MINUTES OF PREVIOUS COUNCIL MEETING

12.1 MINUTES OF A SPECIAL COUNCIL MEETING HELD ON 13 JUNE 2025

Resolved (30 July 2025)

1. That the minutes of an Ordinary Council meeting held on 13 June 2025 be approved.

Proposed: Cllr W Gertenbach Seconded: Cllr S Ruth

12.2 MINUTES OF AN ORDINARY COUNCIL MEETING HELD ON 26 JUNE 2025

Cllr August noted that on page 48, "in favour" appeared twice. She requested that it be corrected to read "in favour" and "not in favour".

Cllr Petersen clarified that he had not abstained from voting but was evicted from the meeting prior to casting his vote. He requested that his vote be formally recorded as not in favour of the recommendation.

The Executive Mayor recommended that the records be checked before accepting any changes to the minutes. He noted that if there are errors or inaccuracies, the correct process is to verify the official record rather than accept amendments without consensus. He emphasised that Cllr Petersen cannot retroactively change his vote, and since no vote is currently taking place, any correction must be based on the original record.

The Executive Mayor proposed that the minutes be reviewed and corrected if necessary and then brought back for approval.

Resolved (30 July 2025)

1. That the minutes of an Ordinary Council meeting held on 26 June 2025 be defer back to the next Council meeting.

13. REPORTS OF COMMITTEES OF COUNCIL

13.1 REPORT BACK: SARAH BAARTMAN DISTRICT MUNICIPALITY REPRESENTATIVE

None

Cllr Petersen raised concerns regarding the absence of reports from the District Councillor, emphasising the importance of accountability and transparency in fulfilling representative duties.

Cllr Foley noted that the District Municipality Council has not convened since the previous meeting, and as a result, there are no reports available for submission.

13.2 **KOUGA AUDIT COMMITTEE**

25/07/KAC1 MINUTES OF THE KOUGA AUDIT COMMITTEE

The Chairperson of the Kouga Audit Committee reported on the implementation of the audit plan, highlighting the importance of effective onboarding processes for new committee members.

Concerns were raised regarding the management of fraud allegations, with a proposal that departmental heads should be empowered to address straightforward cases of misconduct directly.

Resolved (30 July 2025)

1. That the minutes of the Kouga Audit Committee meeting held on 25 March 2025 respectively, as well as the Matters Arising Register be noted.

25/07/KAC2 2025/2026 INTERNAL AUDIT PLAN

Resolved (30 July 2025)

1. That Council notes the internal audit plan for the 2025/2026 financial year.

13.3 **RULES & ETHICS COMMITTEE**

None

13.4 **MUNICIPAL PUBLIC ACCOUNTS COMMITTEE**

None

13.5 **MUNICIPAL BY - LAWS AND POLICIES**

25/07/PB1 KOUGA MUNICIPALITY FLEET POLICY

Cllr Foley proposed the following amendments to the document under review:

Section 6.1.5: Replace "heads of department" with "relevant director".

Section 6.1.8: Replace "relevant director" with "relevant manager".
Bad Driving Report: Revise the text to "Report bad driving to the call centre" and include the call centre number.

Cllr Alexander supported Cllr Foley's proposed amendments.

Cllr Alexander proposed a recommendation 10.3, "That the existing Kouga Municipality Fleet Policy be repealed and replaced by the newly approved Kouga Municipality Fleet Policy".
Cllr Dhludhlu seconded Cllr Alexander's proposal.

Cllr Dhludhlu proposed that on page 103, at the top of the page, within paragraph 9.1.4, the second line be deleted.

At 11:25, Cllr Zana raised a point of order in terms of Rule 31.

Cllr Zana raised concerns about public complaints regarding contraventions of the fleet policy being ignored. He recommended that Municipal vehicles are not used for political activities during election periods, reinforcing neutrality and proper usage.

The Speaker stated that the process for escalating complaints has been clarified, allowing individuals to report issues through the Speaker's office using the call centre reference number.

Resolved: (30 July 2025)

1. That the Kouga Municipality Fleet Policy be approved by Council as amended.

2. That the amended Kouga Municipality Fleet Policy be published on the Kouga Website.

   Proposed: Cllr R Foley Seconded: Cllr J Alexander

3. That the existing Kouga Municipality Fleet Policy be repealed and replaced by the newly approved Kouga Municipality Fleet Policy.

   Proposed: Cllr J Alexander Cllr B Dhludhlu

25/07/PB2 **KOUGA LOCAL MUNICIPALITY FIRE MANAGEMENT PLAN**

Resolved (30 July 2025)

1. That the Kouga Local Municipality Fire Management Plan be approved by Council.

2. That the Kouga Local Municipality Fire Management Plan be published on the Kouga Website.

25/07/PB3 **KOUGA MUNICIPALITY - COASTAL MANAGEMENT BY-LAW**

Ald Williams recommended amendments to the recommendations as follows:

10.1 That the Council supports and adopts the Kouga Municipality Coastal Management By- Law.

10.2 That the draft Coastal Management By -law be published for public comment in a manner that allows the public an opportunity to make representations with regard to the proposed by- law.

10.3 That the draft Coastal Management By-law be referred back to the Municipal Council, follow the implementation and finalisation of the public participation process referred to in 2. above for approval.

The amendments were seconded by the Executive Mayor.

Cllr Foley requested that all policies and by-laws be submitted using a standardised template to ensure consistency in formatting. This includes uniform numbering sequences, consistent use of introductory pages, and the removal of placeholder text such as "insert something." He emphasised that these corrections should be made prior to submission for public participation.

The amendments were seconded by the Executive Mayor

Resolved (30 July 2025)

1. That the Council supports and adopts the Kouga Municipality Coastal Management By- Law.

2. That the draft Coastal Management By-law be published for public comment in a manner that allows the public an opportunity to make representations regarding the proposed by-law.

3. That the draft Coastal Management By-law be referred to the Municipal Council, following the implementation and finalisation of the public participation process referred to in 2. above for approval.

Proposed: Ald B Williams Seconded Cllr H Bornman

14. **REPORT BACK: MUNIMEC**

None

15. **REPORTS BY THE OFFICE OF THE MUNICIPAL MANAGER**

25/07/MM1 COUNCIL RESOLUTIONS AS AT 26 JUNE 2025

Cllr Foley requested an update on the Homeless Shelter, referenced as 23/03/PDT4 on page 262, where negotiations with the property owner are noted as ongoing.

On the Grant-in-Aid Policy and the Integrated Economic Development Strategy, listed as 22/12/PDT6 on page 246 under Finance and Economic Development. Cllr Foley requested implementation dates for critical deliverables flowing from the strategy, specifically the finalisation of the Grant-in-Aid Policy and the establishment of the Kouga Small, Medium and Micro Enterprises (SMME) Forum.

To improve transparency and accountability, he recommended that action dates be clearly reflected in the progress column of the report.

The Director: Planning and Development reported that ongoing negotiations with a local church regarding the establishment of a homeless shelter are still in progress. In addition to this, requests for

alternative properties are currently under discussion to broaden the scope of potential solutions.

An update will be provided to Council once further discussions have taken place and more concrete developments emerge.

The Director: Electro- Mechanical reported that recent engagements with law enforcement have resulted in plans for regular operations to combat vandalism and theft targeting municipal infrastructure. As part of these efforts, the installation of roaming cameras is being planned to support the prosecution of offenders, with notable progress being made in addressing these challenges.

Cllr August raised urgent safety concerns at the fresh produce market, specifically citing loose structure sheets that pose a potential hazard to the public.

In response, the Chief Financial Officer (CFO) acknowledged the seriousness of the issue and committed to prompt action, affirming the urgency conveyed by Councillors.

Cllr Ruth questioned whether demolition of the market should be considered if its condition remains unchanged, reflecting broad dissatisfaction among Council members regarding the facility's current state.

Resolved (30 July 2025)

1. That the updated Action Sheets reflecting resolutions of previous Council meetings, be noted.

2. That the action sheet be tabled at Top Management for discussion and Actioning.

25/07/MM2 2024/25: QUARTER 3: PERFORMANCE REPORT: PERIOD 1 JULY 2024 TO 31 MARCH 2025

Item Withdrawn.

16. **REPORTS BY THE OFFICE OF THE DEPUTY MUNICIPAL MANAGER**

25/07/DMM1 CLOSEOUT REPORT: PARTICIPATION OF THE EXECUTIVE MAYOR IN THE PAN-AFRICAN EXPO SYMPOSIUM AND STRATEGIC ENGAGEMENTS HELD IN THE UNITED STATES OF AMERICA FROM 23 JUNE TO 5 JULY

Cllr Zana questioned the value of the Executive Mayor's Pan-African expo symposium and strategic engagements held in the United States of America trip, describing it as fruitless and wasteful. He requested clarity on any personal ties the Executive Mayor may have with the hosting institution, raising concerns about a potential conflict of interest. He also noted the absence of strategic personnel on the trip and criticised the proposal of a second visit, stating that the expenditure does not benefit the local community.

Cllr Nkilishane sought clarification on the potential benefits of the trip for local communities and requested substantiating evidence of any formal agreements resulting from the visit.

Cllr Mbandana recommended establishing a committee to investigate the financial implications of the Executive Mayor's travel, emphasising the perceived lack of measurable benefits for the community.

Cllr Ntshota voiced concern that the Global Leadership Academy (GLA) is not accessible to Local South African children, particularly those from disadvantaged communities. She questioned the value of the Executive Mayor's overseas trip, stressing that such engagements should benefit all Kouga communities, not just wealthy individuals, or established businesses. She called for greater inclusivity and transparency in future Municipal travel initiatives.

Cllr Petersen questioned the R100,000 expenditure and the Executive Mayor's qualifications to engage on the topic discussed during the trip.

He argued that the trip lacked justification and called for greater transparency and accountability. Cllr Petersen also challenged the use of the title "honourable" in reference to the Executive Mayor, citing concerns over conduct and credibility.

Cllr Petersen raised further concerns about the R100,000 spent on the Executive Mayor's trip, questioning its direct benefit to Kouga Municipality's infrastructure. He argued that such international engagements might be more appropriate for technical directors, who possess the expertise to develop innovative infrastructure solutions. He expressed concern about the Executive Mayor's ability to contribute meaningfully to technical discussions, given his lack of engineering or planning background.

Cllr Dhludhlu sought clarity on whether the Executive Mayor's visit included engagement with President Trump to advocate for sanctions against individuals undermining South African law. He argued that such action could have strategic value, given the failures of South Africa's legal system, and suggested that international intervention might help uphold justice.

Cllr Mbandana raised a point of order under Rule 31, seeking procedural clarity during the Council meeting.

The Speaker declined to recognise Cllr Dhludhlu's question of clarity, stating that it did not relate to the points raised by previous speakers and was therefore out of order under the current discussion.

Cllr Petersen expressed concern over being repeatedly fined while Cllr Dhludhlu faces no consequences for similar actions. He questioned the fairness of this treatment and suggested he may be the target of victimisation.

The Speaker addressed Cllr Petersen, stating that a ruling had been made and requesting that it be accepted. The Speaker affirmed that

the ruling pertained specifically to the matter involving Councillor Dhludhlu.

Cllr Petersen requested clarity on how to proceed after the Speaker's ruling. He asked what steps he should take if he is not satisfied with the ruling, emphasising that he was simply seeking procedural guidance.

In response, the Speaker clarified that if a Councillor is not satisfied with a ruling, he may submit a formal written objection to the Office of the Speaker. The Speaker emphasised that the ruling stands.

The Executive Mayor clarified that his visit to the United States was undertaken at the invitation of the Pan African Symposium, where he participated in discussions centered on investment opportunities for African municipalities. He emphasised that all expenses related to such international engagements must be approved by Council, given their reliance on public funds.

The Executive Mayor further assured that business representatives engaged during the visit would conduct site visits to informal settlements in Kouga, with the aim of exploring potential investment opportunities that could benefit local communities.

Cllr Petersen questioned why taxpayer funds were used for the Executive Mayor's U.S. trip, given that the Executive Mayor claimed he was invited. Cllr Petersen argued that typically, when one is invited abroad, the inviting party covers all expenses. He expressed concern over public spending, especially while residents face electricity hikes and economic hardship, and emphasised that such costs should not burden the Municipality.

At 12:43 Cllr Dhludhlu invoked Rule 31.2, stating that the matter had already been dealt with and that Cllr Petersen comments were repetitive. He requested that the discussion move forward in accordance with Council procedure.

The Speaker ruled that there was no valid point of order, stating that the issue raised did not meet the criteria under Council rules and would not be entertained further.

Resolved (30 July 2025)

1. That Council hereby acknowledges the close-out report as fulfilling the requirement set forth in Council Resolution 25/06/DMM13, adopted at the Special Council Meeting held on 13 June 2025.

2. That Council endorses the implementation of the proposed follow-up actions detailed in Section 5 of Annexure A.

17. MATTERS DEALT WITH IN TERMS OF DELEGATED AUTHORITY BY THE EXECUTIVE MAYOR

(The reports by the Executive Mayor, in terms of the provisions of Section 63 of the Local Government Municipal Systems Act, 32 of 2000, on matters dealt with by the Executive Mayor in terms of delegated authority as detailed in the Minutes to be noted).

18. **REPORTS BY THE PORTFOLIO COMMITTEE CHAIRPERSONS**

18.1 **REPORTS BY THE CHAIRPERSON: FINANCE & ECONOMIC DEVELOPMENT**

25/07/FED1 BUDGET AND TREASURY: VIREMENTS REPORT FOR THE QUARTER ENDED 30 JUNE 2025

Resolved (30 July 2025)

1. That Council notes the Municipal Manager's report on all virements approved during the quarter ended 30 June 2025.

2. That Council approves the Virements on "**Annexure B".**

25/07/FED2 SUPPLY CHAIN MANAGEMENT: QUARTERLY IMPLEMENTATION REPORT FOR THE 4TH TERM OF THE 2024-2025 FINANCIAL YEAR ENDING 30 JUNE 2025

Cllr van der Linde raised questions about the high costs of security services and laboratory testing, seeking clarity on the reasons behind budget deviations and whether they were justified.

Cllr Mbandana expressed concern over escalating legal costs and a lack of planning, which he believes leads to unnecessary deviations. He recommended exploring cheaper alternatives to improve financial efficiency.

Cllr Zana emphasised the need for better planning to prevent frequent deviations, warning that repeated budget overruns could open the door to corruption and mismanagement.

In response, the CFO reported that the current budget deviation rate is 2%, which is considered low. Nonetheless, he acknowledged the importance of implementing stricter financial controls.

Deviations often occur when service providers fail to meet contractual obligations, necessitating emergency appointments to maintain compliance with regulatory standards.

The current website service provider offers maintenance services only. Transitioning to a new provider would incur higher costs due to the need for a full website redesign.

Legal costs are being managed through a panel of service providers. Ongoing cases initiated under the previous panel are being finalised before transitioning to the new panel.

While efforts are underway to limit budget deviations, it was noted that urgent matters may still require deviations, even when budget allocations are available.

Cllr Mbandana voiced concerns regarding the cost structure and billing practices associated with legal services. He emphasised the importance of ensuring transparency and exploring opportunities for cost reduction.

The CFO clarified that attorneys and advocates utilize different billing models, which can result in fluctuating legal costs. Advocates typically invoice attorneys, who then incorporate these charges into their own billing, often as disbursements.

Legal representation is secured through a panel of attorneys, appointed via a competitive tender process. The panel members submit tenders based on hourly rates, which are reflected in their submitted invoices.

Resolved (30 July 2025)

1. That Council approves the report for the fourth quarter of the of the 2024/2025 Financial year starting 01 April 2025 and ending 30 June 2025.

25/07/FED3 **BUDGET AND TREASURY: WITHDRAWALS FROM MUNICIPAL BANK ACCOUNT FOR THE QUARTER ENDED 30 JUNE 2025**

Resolved (30 July 2025)

1. That the Council notes the withdrawals that were made in terms of section 11(1) (b) to (j) of the MFMA for the quarter ended 30 June 2025; and

2. That the report accordingly be submitted to the Provincial treasury and Auditor-General as determined by section 11(4) (b) of the MFMA.

25/07/FED4 **MONTHLY BUDGET STATEMENTS FOR THE PERIOD JULY 2024 TO JUNE 2025 AND FINANCIAL STATE OF AFFAIRS OF THE MUNICIPALITY AS AT 30 JUNE 2025 (2024/25 FINANCIAL YEAR)**

Cllr Gertenbach enquired about the reported R75 million deficits, seeking clarification on whether the figure included capital expenditure.

Cllr Zana requested clarity on the R75 million budget deficit, its key cost drivers, and the Municipality's financial standing. He raised concerns about the 67.88% capital expenditure, enquiring which infrastructure projects were not completed and why.

He also queried the implications of R31 million in unspent conditional grants and the R92 million in unspent Development Bank of Southern Africa (DBSA) borrowings, specifically whether repayments (e.g., R2 million monthly development charge) were being made despite funds not being utilised. He emphasised the potential impact of the deficit on investor confidence and requested an explanation of associated risks.

Cllr Mbandana raised concerns regarding the Municipality's financial position, specifically questioning whether the Municipality is currently liquid and whether it is operating on an overdraft facility. He noted that despite repeated communication with both Provincial and National Treasury, no formal comments or feedback have been received regarding the Municipality's financial health.

He emphasised the importance of such feedback in assessing whether the Municipality is in a sound financial state and requested that any future correspondence or responses from Treasury be formally attached to financial reports for transparency and accountability.

In response, the CFO informed the Council that the Provincial Treasury had issued a funded budget for the Municipality, which was interpreted as confirmation of satisfactory financial performance. He indicated that capital expenditure currently stood at 67%, with the possibility of adjustment pending the processing of final invoices and accruals.

The CFO emphasised the Municipality's commitment to strengthening its financial position through improved revenue collection and prudent expenditure management.

He further noted that the actual expenditure for the previous financial year would only be confirmed upon submission of the annual financial statements. It was reported that funding from the Department of Human Settlements was limited to R30 million over a five-year period, which may affect the delivery timelines of certain infrastructure projects. The CFO confirmed that conditional grants, including the Municipal Infrastructure Grant (MIG), Expanded Public Works Programme (EPWP), and Financial Management Grant (FMG), had been fully spent. A rollover was anticipated for the Disaster Relief Grant.

In relation to borrowings and loan repayments, the CFO stated that the first drawdown of R200 million for the roads project had been received in two tranches, and that the initial repayment had already been executed. He added that a reserve of R14.5 million had been established to satisfy the conditions set by the DBSA, thereby ensuring compliance with the loan agreement.

Regarding financial reporting, the CFO clarified that all revenue and expenditure up to 30 June 2025 had been incorporated into the financial report, notwithstanding the delayed submission of some supporting documentation. He assured the Council that accruals for electricity and water consumption had been appropriately accounted for, thereby presenting an accurate and complete reflection of the Municipality's financial status.

Cllr Petersen requested clarity regarding the borrowing rate applied to the R200 million loan from the DBSA, stating that the information was needed for his personal records and calculations. He asked what the specific interest rate was on that loan.

The CFO confirmed that the requested information would be made available to the Council.

The Speaker further affirmed that the Office of the Speaker would facilitate this information to Cllr Petersen

Resolved (30 July 2025)

1. That the Executive Mayor notes Municipal Manager's report on the monthly budget statements, in accordance with Section 71(1) of the Municipal Finance Management Act.

2. That the Executive Mayor's report on the implementation of the budget and the financial state affairs of the municipality, in accordance with section 52(d) of the MFMA be noted.

3. That the Executive mayor notes the submission of the monthly budget statements report to provincial treasury as stipulated in section 71(1) of the MFMA.

25/07/FED5 **SUPPLY CHAIN MANAGEMENT YEAR ENDING STOCKTAKING AS AT THE END OF 30 JUNE 2025: S40 DISPOSAL MANAGEMENT (DISPOSAL OF SLOW-MOVING STOCK, REDUNDANT STOCK AND DAMAGED STOCK ITEMS)**

Resolved (30 July 2025)

1. That the report for the Section 40 Disposal management of slow-moving stock, redundant stock, and damaged stock as the end of Financial Year be submitted to Council for approval for the 2024/2025 Financial year.

2. That considering that any stock item that has not been issued by the Stores Section on a minimum of three previous financial years by Stores. Those stock items allocated in those bins must be regarded as redundant stock items.

3. That the recommended disposal strategy by SCM section for redundant stock for the total value of **R 170 525.41 (Excluding Vat**) which is reflected in Table 1 and 2 be put on a public

auction, and after approval by Council these items will be removed from the shelves at stores. Thereafter be kept safe for collection by Manager Assets, so that they can be included in the list to be considered for auction.

25/07/FED6 **CHINA INTERNATIONAL IMPORT EXPO (CIIE) 2025: PARTICIPATION AND ASSISTANCE TO SUPPORT LOCAL PRODUCTS FOR EXHIBITION**

Cllr Nkilishane raised concerns regarding the level of transparency in the selection process for local products associated with the recent trip.

Additionally, questions were posed about the costs incurred during the trip, with emphasis on the need for clear reporting and accountability in relation to expenditure.

Cllr Mbandana emphasised the need to support emerging stock farmers and connect local artisans such as beadwork and sewing groups with international markets. He called for governance that actively harnesses community potential and criticized leadership for failing to uplift local economic participation.

At 13:48, Cllr Ruth raised a point of order concerning relevance.

The Speaker overruled the point of order.

Cllr Mbandana questioned why only officials were nominated, rather than including Councillors from all political parties to ensure broader representation.

Cllr Zana requested feedback on the outcomes of the previous year's China engagement, questioning whether local products showcased had seen improved market interaction, sales, or exports. He emphasised the need for strategic value in sending delegations abroad, particularly when funded by ratepayers, and called for evidence of tangible returns for participating businesses. If such outcomes are lacking, he asked what plans are in place to ensure future engagements lead to meaningful market growth and business development.

In response, the Executive Mayor clarified that the Municipality does not directly select participants, instead, businesses are invited to apply for inclusion.

The Executive Mayor further noted that ongoing engagement with local businesses is critical to help them adapt their products to the Chinese market and improve export success. Additionally, a dedicated sales space for local products is being established in China to enhance visibility and create new market opportunities.

The CFO reported an increase in applications for the China expo, following extensive advertising. Applicants are assessed for export

readiness by the district municipality, with support from the Eastern Cape Development Corporation (ECDC) to meet Chinese market standards. Kouga contributed 75% of the products submitted, continuing its strong representation.

A permanent sales space is being established in China to showcase local products year-round, improving visibility and access. Plans are underway to develop an export compliant abattoir, with Kouga and Ndlambe identified as potential sites.

Marketing has been enhanced through multilingual and visual platforms, and the upcoming trip includes scheduled meetings with interested Chinese businesses to secure direct engagements.

Cllr Petersen requested clarity on who is responsible for compiling the closeout report from the previous China engagement, Kouga Municipality or the district. He emphasised the need for a report detailing financial expenditure and product performance, to assess whether the initiative delivered measurable benefits and justified the costs.

Cllr van der Linde enquired whether follow-up were conducted with participants who showcased their products in China a year ago. He questioned whether any export activity resulted and if businesses experienced growth over the past year not just during the expo. He emphasised the importance of tracking outcomes to avoid fruitless and wasteful expenditure.

The CFO confirmed that the China engagement is a district-initiated programme, with participation open to all local municipalities. Kouga Municipality plays a significant role, contributing 75% of the products submitted across the district.

Following the previous trip, participating businesses received guidance on adapting their products to meet market expectations. Continuous engagement throughout the year led to product improvements aligned with buyer requirements. Two companies are now positioned for potential export production, with one-on-one meetings scheduled to advance these opportunities.

Resolved (30 July 2025)

1. That Council approves the participation of Kouga LM in the International Business Import Expo from 5 – 10 November 2025 in Shanghai.

2. That Council approves the financial support rendered to local products for samples to be exhibited at the Expo limited to R10 000.00 per supplier.

3. That Council approves the delegation, a minimum of two and a maximum of four delegates to participate in the International Business Import Expo in Shanghai.

18.2 **REPORTS BY THE CHAIRPERSON: COMMUNITY & SAFETY SERVICES**

25/07/CSS1 AUTHORISATION – DISASTER MANAGEMENT EDUCATIONAL EXCURSION TO THAILAND

Cllr Ntshota raised concerns about the use of the term "excursion," arguing that it suggests a leisure activity rather than a serious educational initiative.

She pointed out that the Municipality lacks a disaster management plan for Kouga and providing inadequate support during local emergencies, such as fires and floods.

Cllr Mbandana supported these concerns, citing a recent tragedy where a child died in a fire, and questioned the effectiveness of the Municipality's disaster response.

Both Councillors called for improved emergency planning and stronger Municipal support during disasters.

Cllr Nkilishane questioned the necessity of Council approval for the trip, given that it was reportedly funded by Sarah Baartman. He raised concerns about the selection process for representatives, suggesting it lacked transparency or inclusivity.

He enquired about the expected outcomes of the trip, emphasising the need for clarity on its purpose and benefits.

Ald Benson confirmed that all municipalities within the district received the invitation to participate in the Thailand engagement programme.

The Speaker called for a vote as follows:

In favour of the recommendations as tabled in the agenda: 16

Not in favour of the recommendations as tabled in the agenda: 7

Abstain: 1

Resolved (30 July 2025)

1. That Council approves the participation of two (2) representatives from Kouga Local Municipality, Director Machelesi and Fire and Disaster Manager, Dewald Barnard in the disaster management educational excursion to Thailand.
2. That the travel and subsistence costs for two (2) representatives will be covered by Sarah Baartman District Municipality through the fire contributions to Municipalities of the 2025/26 financial year.

3. That a full closeout report, including the final costs of the trip, be presented upon return.

19. **MOTION OF EXIGENCY BY CLLR V ZANA**

Cllr Zana moved that Council formally discuss the correspondence received from the Member of the Executive Council (MEC) of Cooperative Governance and Traditional Affairs (COGTA). The motion further requested that Council address the matter of reimbursement for Councillors Oliphant and Petersen, arising from the contents of the MEC's response.

Cllr Petersen seconded the motion of exigency of Cllr Zana

The Speaker announced a comfort break from 14:25 to 14:39.

Ald Benson requested a caucus of 5 minutes.

The Speaker granted the caucus from 14:50 -14:55.

The Speaker informed Council that a consultation had taken place with Legal Services regarding the motion raised by Cllr Zana. Referring to Section 29.1.2.3 of the Council's Rules, the Speaker stated that the motion could not be accepted or discussed, as the matter in question was currently sub judice and subject to ongoing legal proceedings.

The Speaker explained that it would be premature for Council to deliberate on the issue until the court processes had been concluded. It was noted that the motion may be reconsidered at a later stage once the legal matters had been resolved.

The Speaker concluded by affirming that no further discussion would be entertained on the matter, as a formal ruling had been made.

20. **CLOSURE**

The meeting closed at 15:04

L MAREE **DATE**
SPEAKER

REPORTS OF COMMITTEES OF COUNCIL:

KOUGA
local Municipality
Good Governance through Service Excellence

REPORTS BY THE OFFICE OF THE MUNICIPAL MANAGER

KOUGA
local municipality

KOUGA local municipality
Service Excellence through Good Governance

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
OFFICE OF THE MUNICIPAL MANAGER
OPEN
DATE: 28 AUGUST 2025
ITEM NO: **25/08/MM1**

COUNCIL RESOLUTIONS AS AT 30 JULY 2025

1. **Introduction**

The purpose of this item is to provide a report back on progress of Council Resolutions.

2. **Background**

The Action Sheets reflect outstanding Council resolutions for all Directorates.

3. **Discussion**

None.

4. **Financial Implications**

Completed by BTO -	Not applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	
BTO Signature	

5. **Applicable Legislation**

Section 55 of the Local Government: Municipal Systems Act, No.32 of 2000, provides in subsection 1(k) that a Municipal Manager is responsible and accountable for carrying out the decisions of the political structures and political offices bearers of the municipality.

6. **Legal Implications**

Failure to maintain and update the Action sheet may result in the non-compliance to Section 55(1)(k) of the Local Government: Municipal Systems Act, No 32 of 2000.

7. **Other Implications**

None.

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Item noted

8.2 **Director: Planning & Development**

Noted

8.3 **Director: Civil & Water Services**

Item noted.

8.4 **Director: Electro-Mechanical Services**

Item noted

8.5 **Director: Community Services**

Noted.

8.6 **Deputy Municipal Manager**

Noted. Collaborator resolution module near completion and implementation stage.

8.7 **Municipal Manager**

Noted

9. **Delegated Authority**

Council

10. **Recommendations**

10.1 That the updated Action Sheets reflecting resolutions of previous Council meetings, be noted.

10.2 That the action sheet be tabled at Top Management for discussion and Actioning.

Item prepared by the: Deputy Municipal Manager 

Item endorsed by the: Chief Financial Officer 

Item endorsed by the: Director: Planning & Development 

Item endorsed by the: Director: Civil & Water Services 

Item endorsed by the: Director: Electro-Mechanical 

Item endorsed by the: Director: Community Services 

Item approved by the: Municipal Manager: 

OFFICE OF THE MM: ACTION SHEET - COUNCIL

MEETING DATE	ITEM NO	ITEM DESCRIPTION	RESOLUTION	ACTION TAKEN	PROGRESS	RESPONSIBLE OFFICIAL	CURRENT STATUS COMPLETED NOT COMPLETE IN PROGRESS ON GOING NO ACTION REQUIRED
13-Dec-21	**21/12/MM2**	**REPORT ON DELEGATIONS REGISTER**	That the Municipal Manager be instructed to submit a report to the Mayoral Committee with recommendations on any changes to the Delegation Register mentioned in 1 above;	To form part of the Council Agenda following the next Mayoral Committee - to follow after internal review completed	Workshop was held, mayor to decide which powers to be delegated to the different portfolio MMC's, Matter referred to Collective. Awaiting feedback from Mayor. **Discussions held with Mayor in this instance and an updated report will be submitted to the Mayoral Commmittee - September 2025**	Legal Manager	**IN-PROGRESS**
31-Mar-22	**22/03/MM2**	**2020/21 ANNUAL REPORT: MUNICIPAL PUBLIC ACCOUNTS COMMITTEE: OVERSIGHT REPORT**	That the bulk water service agreement with the Nelson Mandela Metro be finalized.	In process. As part of the settlement agreement with NM Metro, our legal team is facilitating the new water service agreement.	A follow up meeting was held with Mr Swartz from the NMBM and the drfat Bulk Water Services Agreement was submitted again for their perusal, comment and signature. No further progress made on the matter, notwithstanding follow ups made herein. **Legal service providers has been instructed to attempt engagement with the last known legal service providers for the NMBM.**	Manager: Legal	**IN-PROGRESS**
			That the relocation of residents after removal from informal settlements and the removal of old shacks be guided by a Relocation Plan.	It will be the strategy followed by our Housing Section.	Housing Section will be working with the Dept: Human Settlements to make sure that the re-settlement of residents are done orderly and on a planned basis	Director: PDT	**IN-PROGRESS**
			To negotiate with the Provincial Roads Department to take over the ownership of the roads that run through Kouga towns.	Formal negotiations need to take place / Formal Council resolution needed	Meeting was held with the department and the public participaton process will be coordinated with provincial Roads Section. Discussions are ongoing.**07/03/2025** still ongoing discussions.	Director: I&E	**IN-PROGRESS**
31-May-23	**23/05/MM6**	**DISCIPLINARY ENQUIRY HELD BY THE RULES AND ETHICS COMMITTEE - CLLR. P OLIPHANT**	That the following sanction be implemented against Councillor P Oliphant in respect of the charges laid against him and for which charges the Councillor was found guilty by the Committee: - **In respect of Charges 1; 2; 3; 5; 6 and 7 – That**	Office of MEC was informed of Council resolution 27 June 2023.Further follow up correspondences were submitted requesting a record of decision. Matter was referred to legal services department to act against the office of the	The office of the Speaker received correspondence from the Office of the MEC dated 30 April 2025. **The matter is currently under consideration the acceptance of the record of decision of taking such record of decision on review.**	Office of the Speaker	**ON-GOING**

			Councillor P. Oliphant be removed from office.	MEC for its offce to provide a record of decision.			
30-Jul-24	**24/07/MM4**	**2024/25: SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: AMENDMENT**	That the Municipal Manager oversees the quarterly submission of departmental progress reports to the respective Portfolio Committees on the implementation of the Service Delivery and Budget Implementation Plan.	SDBIP reports are submitted by Directors	SDBIP reports are submitted by Directors	MM	**ON-GOING**
13-Dec-24	**24/12/R&E1**	**DISCIPLINARY ENQUIRY HELD BY RULES AND ETHICS COMMITTEE – COUNCILLOR WAYNE PETERSEN**	That the following sanctions be implemented against Councillor Petersen in respect of the charges laid against him and for which charges the Councillor was found guilty. That in respect of – Charge 1 – Guilty – A fine equal to 50% of one month's remuneration of non-executive Councillor in Kouga Municipality after deductions. Charge 2 – Guilty – A fine equal to 50% of one month's remuneration of non-executive Councillor in Kouga Municipality after deductions. Charge 3 – Guilty – A fine equal to 50% of one month's remuneration of non-executive Councillor in Kouga Municipality after deductions.	The instruction to effect the Council solution was submitted to the Finance Department for implementation.	Deductions are effected on an ongoing basis	Office of the Speaker	**COMPLETED**

			Charge 4 – Guilty – A fine equal to 50% of one month's remuneration of non-executive Councillor in Kouga Municipality after deductions. Charge 5 – Guilty – A fine equal to 50% of one month's remuneration of non-executive Councillor in Kouga Municipality after deductions. Charge 6 – Guilty - A fine equal to 50% of one month's remuneration of non-executive Councillor in Kouga Municipality after deductions. Charge 7 – Guilty - A fine equal to 50% of one month's remuneration of non-executive Councillor in Kouga Municipality after deductions. Charge 8 – Guilty - A fine equal to 50% of one month's remuneration of non-executive Councillor in Kouga Municipality after deductions.				
			Charge 9 – Guilty- A fine equal to 50% of one month's remuneration of non-executive Councillor in Kouga Municipality after deductions. Charge 10 – Guilty - A fine equal to 50% of one month's remuneration of non-executive Councillor in Kouga Municipality after deductions.	Same as above	Same as above		**COMPLETED**
			That in respect of charge 1 to 10, the deductions will be implemented and processed over ten (10) months from	Correspondence was addressed to the Office of the Municipal Manager and CFO on 19 December	Deductions are effected on an ongoing basis	Office of the Speaker	**COMPLETED**

			January 2025 – October 2025.	2024 for deductions to be implemented.			
			That the Speaker must report the outcome of the investigation to the MEC for the local government in the province concerned.	**The Office of the Speaker notified the Office of the MEC on 19 December 2024 on the outcome of the disciplinary enquiry.** The Office of the MEC aknowledged receipt on same. A follow-up was made on 07 January 2025, no formal response received. A follow-up was made on 13 Janaury 2025, the Office of the MEC responded that it has been escalated to the HOD's Office for a follow-up. The Office of the Speaker made follow-ups on 20 January 2025; 03 February 202, 10 February 2025, 17 February 2025, 24 February 2025. On 24 February 2025, the office of the MEC responded indicating the matter will be referred to the office of the HOD for a response. We have made follow-ups on 04 and 11 March 2025. No formal response received from the MEC'S Office. On 20 March 2025, the office of the Speaker received correspondence from the Office of the MEC notifying /informing the Speaker's Office of Cllr Petersen's appeal that was lodged with the MEC. Legal services department forwarded a correspondence to the office of the MEC regarding the appeal. We are still awaiting feedback from the office of the MEC in respect of Cllr Petersen's appeal.	No further responses received from the office of the MEC.	Office of the Speaker	**COMPLETED**

			That the policy with regards to issuing of fines to Councillors be reviewed and the possibility be explored to change the charge that a fine equal to 100% of one month's remuneration be deducted if Councillors was found guilty.	Policy on Standing Rules and Procedures WRT to disciplinary matters against Councillors is currently under review.	Draft Review item to serve at November 2025 Portfolio Committee	Office of the Speaker	**ON-GOING**
31-Mar-25	**25/03/MM3**	**MUNICIPAL PUBLIC ACCOUNTS COMMITTEE: OVERSIGHT REPORT ON THE 2023/2024 ANNUAL REPORT**	That the recommendations contained in the 2023/24 Oversight Report on the 2023/24 Annual Report be adopted as resolutions of Council. 1.4.1 That the Water Services Authority develop a program of action to ensure that all water service points are measured by meters including community water taps. 1.4.2. That the formalization of informal settlements be prioritized to provide acceptable services to such settlements and to reduce illegal connections to the electrical network. 1.4.3 That reporting as per Appendices F, H and O in the Annual Report be improved upon to be fully compliant with the provisions of MFMA Circular 63 for the 2024/25 Annual Report.	1.4.3 Reporting schedules prepared to be circulated first week of June 2025, when Directorates are requested to commence with preparations of Annual Report inputs.	1.4.3 Progress can only be measured once submission for the Annual Report is received.		**ON-GOING**
	25/03/MPAC2	**MUNICIPAL DEVELOPMENT FINANCE CIRCULAR: 3 OF 2024**	That the additional function be included in the existing Terms of Reference for the Municipal Public Accounts Committee, and that the amended Terms of Reference be referred to Council for approval.	Terms of reference amended and draft amended ToR to be submitted to the next MPAC.	Draft ameded TOR to be submitted to next MPAC. Currently under review as per Council's recommendations. The draft TOR will be sumitted to MPAC Meeting September 2025.	Manager: Legal	**IN PROGRESS**
30-Apr-25	**25/04/R&E1**	**DISCIPLINARY ENQUIRY HELD BY RULES AND ETHICS**	That the recommendation made by the Rules and Ethics Committee herein be upheld.	On the 5th May 2025 the office of the Speaker forwarded the outcome	On the 6th May 2025 Cllr Petersen directed correspondence to the office of the Speaker informing that he would be appealing the	The office of the Speaker	**COMPLETED**

		COMMITTEE – COUNCILLOR WAYNE PETERSEN	That the following sanctions be implemented against Councillor Petersen in respect of the charges laid against him and for which charges the Councillor was found guilty. That in respect of –Charge 1 – Guilty – A fine equal to 50% of one month's remuneration of nonexecutive Councillor in Kouga Municipality after deductions. Charge 2 –Guilty – A fine equal to 50% of one month's remuneration of nonexecutive Councillor in Kouga Municipality after deductions. Charge 3 – Guilty – A fine equal to 50% of one month's remuneration of nonexecutive Councillor in Kouga Municipality after deductions. That in respect of charge 1 to 3, the deductions will be implemented and processed over three (3) months from November 2025 –January 2026. That the Speaker report the outcome of the investigation to the MEC for the local government in the province concerned.	with the Council Resolution to the office of the MEC. On the 5th May 2025 the office of the Speaker communicated the outcome to Cllr Petersen as well as informing the office of the MM and the office of the CFO	outcome. On same date, the office of the Speaker forwarded correspndence to the Cllr informing him that he should lodge his appeal with the office of the MEC as it is legislatively required in terms of Item 16(4)(A) of the Structures Act. On the 9th May 2025 the office of the MEC acknowledged receipt of the correspondence and advised that the matter is receiving attention through the internal processes. The office of the MEC will revert back as soon as possible. The office of the Speaker received correspondence from the office of the MEC advising that the matter is currently under consideration.		
26-Jun-25	**25/06/MM2**	**2024/25: QUARTER 3: PERFORMANCE REPORT: PERIOD 1 JULY 2024 TO 31 MARCH 2025**	That all areas of underperformance be discussed at Portfolio Committee level to determine and agree on corrective actions to be implemented and monitored to ensure targets are achieved by year end.	Discussed at Portfolio Committee	Discussed at portfolio committee.		**COMPLETED**
	25/06/MM6	**EXTENSION OF TERM OF KOUGA AUDIT COMMITTEE MEMBER**	That Council grants authority to the Municipal Manager to advertise the vacancy on the Audit Committee, ensure that all relevant recruitment	The advertisement for the audit committee member vacancy is being drafted.	Once the advertisement has been drafted,it will be submitted for advertising.	MM	**IN PROGRESS**

			processes are duly followed, and that the outcome of the process be submitted to Council for final consideration and appointment.				
30-Jul-25	**25/07/MM1**	**COUNCIL RESOLUTIONS AS AT 26 JUNE 2025**	That the action sheet be tabled at Top Management for discussion and Actioning.	Completed	Completed	MM	**COMPLETED**

DMM: ACTION SHEET COUNCIL							
MEETING DATE	**ITEM NO**	**ITEM DESCRIPTION**	**RESOLUTION**	**ACTION TAKEN**	**PROGRESS**	**RESPONSIBLE OFFICIAL**	**CURRENT STATUS COMPLETED NOT COMPLETE IN PROGRESS ON GOING NO ACTION REQUIRED**
30-Jul-25	**25/07/DMM1**	**CLOSEOUT REPORT: PARTICIPATION OF THE EXECUTIVE MAYOR IN THE PAN-AFRICAN EXPO SYMPOSIUM AND STRATEGIC ENGAGEMENTS HELD IN THE UNITED STATES OF AMERICA FROM 23 JUNE TO 5 JULY 2025**	That Council hereby acknowledges the closeout report as fulfilling the requirement set forth in Council Resolution 25/06/DMM13, adopted at the Special Council Meeting held on 13 June 2025.	Completed	Completed	Manager Special Programmes	**COMPLETED**
			That Council endorses the implementation of the proposed follow-up actions detailed in Section 5 of Annexure A.	Being actioned	Implementation plan being drawn up	Manager Special Programmes	**ON-GOING**

FINANCE & ECONOMIC DEVELOPMENT - ACTION SHEET - COUNCIL

MEETING DATE	ITEM NO	ITEM DESCRIPTION	RESOLUTION	ACTION TAKEN	PROGRESS	RESPONSIBLE OFFICIAL	CURRENT STATUS COMPLETED NOT COMPLETE IN PROGRESS ON GOING NO ACTION REQUIRED
29-Apr-22	**22/04/PDT14**	**ESTABLISHMENT AND RECOGNITION OF THE KOUGA SMME FORUM**	That the item be deferred to the next Council meeting.	The IEGS was approved by Council. The IEGS included an Implementation Plan which must be executed.	The short-term activities in the Implementation Plan has been budgeted for in the current financial year and is being implemented.	CFO	**COMPLETED**
09-Dec-22	**22/12/PDT6**	**GRANT IN AID**	That Organizations be workshopped on the application process for Grant in aid	The IEGS was approved by Council. All ED-related Policies must be prepared, workshopped and submitted to Council for approval.	The Grant-in Aid Policy is being reviewed and will follow the internal processes for approval.	CFO	**IN PROGRESS**
14-Dec-23	**23/12/FED7**	**KOUGA LOCAL TOURISM ORGANISATION 2022/2023 ANNUAL EXPENDITURE REPORT AND THE KLTO 2023/2024 BUSINESS AND BUDGET PLAN TO MARKET KOUGA AS A DESTINATION OF CHOICE (AMENDMENT)**	That a strategic planning session be held with the KLTO and LED department within the next 2 months	Part of ED Strategy process	IEGS approved by Council. Included in Tourism & Marketing Plan.	CFO	**COMPLETED**
		HUMANSDORP MUSEUM ASSOCIATION 2022/2023 ANNUAL REPORT AND THE 2023/2024 BUSINESS AND BUDGET PLAN TO PRESERVE THE NATURAL AND CULTURAL HERITAGE OF KOUGA	That the Khoi and San structure form part of the Tourism Strategy.	Draft Tourism & Marketing plan finalized.	The Tourism and Marketing Plan has been prepared and is being reviewed. The Plan will then be submitted to the Portfolio Committee and Council for approval..	CFO	**IN PROGRESS**

17-Jan-25	**25/01/FED1**	**REPORT ON THE DEVELOPMENT BANK OF SOUTH AFRICA (DBSA) LOAN APPLICATION AND PUBLIC PARTICIPATION PROCESS**	That the Department: Civil and Water Services prepare a detailed presentation, with all necessary information, to all Councillors regarding the current road conditions within the Municipality.	The consultant EAS was appointed and have fully deployed to determine all road classifications, road conditions and the catagorising thereof. Panel inspections concluded at the end of 14 March with the packageing of data per Ward as an required outcome.	The packageing of data as per the panel inspections which concluded on 14 March 2025 is concluded is being packaged and finalised. This will be presented to Civil & Water Engineers towards the end of March upon which a fomal briefing session will be scheduld as soon as the work by EAS has been scrutiniesed and approved. 13 August 2025 EAS presented final outcome of all Proposed roads on 24 April 2025. Proposed roads in all wards has been shared with Ward Councillors by MMC Foley.	Director Civil & Water Services	**COMPLETED**
31-Mar-25	**25/03/FED1**	**HANKEY MINI FRESH FOOD PRODUCE MARKET REPORT**	That a report be submitted to Council with proposals regarding the future of the Hankey Fresh Fruit Market for Council to consider the best way forward.	Report to be prepared	Report to be prepared for Council as soon as all Departmental comments and inputs are received.	CFO	**IN-PROGRESS**
30-Apr-25	**25/04/FED5**	**CLOSE-OUT REPORT: 2024 CALAMARI FESTIVAL AND THREE-YEAR SPONSORSHIP PROPOSAL**	That Council authorizes the Accounting Officer to conclude a Sponsorship Agreement with St Francis Tourism, in accordance with the funding allocated in recommendation 2 above.	Completed	Completed	CFO	**COMPLETED**
26-Jun-25	**25/06/FED4**	**KLTO FUNDING 2024/2025 – KOUGA LOCAL TOURISM ORGANISATION**	That Council authorizes the Accounting Officer to conclude a Funding Agreement / SLA with Kouga Local Tourism Organization in respect of funding stated in (1) above.	SLA signed	Completed	CFO	**COMPLETED**

30-Jul-25	**25/07/FED1**	**25/07/FED1 BUDGET AND TREASURY: VIREMENTS REPORT FOR THE QUARTER ENDED 30 JUNE 2025**	That Council approves the Virements on "Annexure B"	No further actions required	No further actions required	CFO	**NO ACTION REQUIRED**
	25/07/FED3	**BUDGET AND TREASURY: WITHDRAWALS FROM MUNICIPAL BANK ACCOUNT FOR THE QUARTER ENDED 30 JUNE 2025**	That the report accordingly be submitted to the Provincial treasury and Auditor-General as determined by section 11(4) (b) of the MFMA.	Report was submitted to Provincial Treasury and the Auditor-General	Completed	CFO	**COMPLETED**
	25/07/FED5	**SUPPLY CHAIN MANAGEMENT YEAR ENDING STOCKTAKING AS AT THE END OF 30 JUNE 2025: S40 DISPOSAL MANAGEMENT (DISPOSAL OF SLOW-MOVING STOCK, REDUNDANT STOCK AND DAMAGED STOCK ITEMS)**	That considering that any stock item that has not been issued by Stores Section on a minimum of three previous financial years by Stores. Those stock items allocated in those bins must be regarded as redundant stock items.	No action required	No action required	CFO	**NO ACTION REQUIRED**
			That the recommended disposal strategy by SCM section for redundant stock for the total value of R 170 525.41 (Excluding Vat) which is reflected in Table 1 and 2 be put on a public auction, and after approval by council these items will be removed from the shelves at stores. Thereafter be kept safe for collection by Manager Assets, so that they can be included in the list to be considered for auction.	Redundant stock to be auctioned	Annual auction will take place once the audit is completed as a list of impaired assets must still be submitted to Council for disposal. This will only be submitted to Council after the audit is completed.	CFO	**IN-PROGRESS**
	25/07/FED6	**CHINA INTERNATIONAL IMPORT EXPO (CIIE) 2025: PARTICIPATION AND ASSISTANCE TO SUPPORT LOCAL PRODUCTS FOR EXHIBITION**	That Council approves the participation of Kouga LM in the International Business Import Expo from 5 – 10 November 2025 in Shanghai.	Report submitted to Council	Council approved participation in CIIE 2025	CFO	**COMPLETED**

			That Council approves the financial support rendered to local products for samples to be exhibited at the Expo limited to R10 000.00 per supplier	Council approved suppot to local product.	Local product in process of submitting invoices for assistance after approved by SBDM for exhibiting at CIIE	CFO	**IN PROGRESS**
			That Council approves the delegation, a minimum of two and a maximum of four delegates to participate in the International Business Import Expo in Shanghai.	Council approved delegates attendance.	Approval granted by Council and all logistics to be finalized with SBDM	CFO	**IN PROGRESS**

CIVIL & WATER: ACTION SHEET COUNCIL							
MEETING DATE	**ITEM NO**	**ITEM DESCRIPTION**	**RESOLUTION**	**ACTION TAKEN**	**PROGRESS**	**RESPONSIBLE OFFICIAL**	**CURRENT STATUS COMPLETED NOT COMPLETE IN PROGRESS ON GOING NO ACTION REQUIRED**
27-Feb-25	**25/02/CWS20**	**Jeffreys Bay: The Fountains Industrial Park: Development Charges**	That the Augmentation Fees be ring-fenced and secured and explicitly earmarked to each relevant directorate for the upgrade of attending to bulk infrastructure as intended by the DC policy.	Refer to progress	**13 May 2025**. **POLICY** 1. Proforma DC policy to be tabled at the DC Committee for approval, and it needs to be tabled at the Portfolio Committee Meeting. **FOUNTAIN INDUSTRIAL DEVELOPMENT** 1. That the ESA has been finalised and forwarded to Legal Services for legal purposes and signatures. **11 July 2025** EAS with Developer for signature. Developer is awaiting approval of WULA by DWS. **12 August 2025** Engineering Services Agreement (ESA) has been signed with Developer. The Developer is awaiting the WULA outcome upon which the development may proceed. The resolution outcome is been achieved and the Item can be regarded as concluded.	Manager Water and Sanitation	**COMPLETED**

COMMUNITY SERVICES: ACTION SHEET - COUNCIL

MEETING	ITEM NO	ITEM DESCRIPTION	RESOLUTION	ACTION TAKEN	PROGRESS	RESPONSIBLE OFFICIAL	CURRENT STATUS COMPLETED NOT COMPLETE IN PROGRESS ON GOING NO ACTION REQUIRED
30-Jan-24	**24/01/CSS2**	**REVISED PREVENTION OF PUBLIC NUISANCE AND KEEPING OF ANIMALS BY-LAW**	That the approved Prevention of Public Nuisance and Keeping of Animals By-Law be workshopped, after the public participation process, with Councillors before its resubmission to Council.	Public Participation comments on the Draft Keeping of Animals By-Law (Notice 140_2025) closed on 30-Jul-25	The submitted comments are currently being compiled and will be submitted to the next Municipal By-Laws and Policy Committee	Manager: Safety and Security/ Manager: Waste and Environmental Management	**IN PROGRESS**
30-Jul-25	**25/07/CSS1**	**AUTHORISATION – DISASTER MANAGEMENT EDUCATIONAL EXCURSION TO THAILAND**	That Council approves the participation of two (2) representatives from Kouga Local Municipality, Director Machelesi and Fire and Disaster Manager, Dewald Barnard in the disaster management educational excursion to Thailand.	Council Item # 25/07/CSS1 was Approved	Council Item # 25/07/CSS1 was Approved	Director CS/ Manager: Fire & Disaster Management	**COMPLETED**
			That the travel and subsistence costs for two (2) representatives will be covered by Sarah Baartman District Municipality through the fire contributions to Municipalities of the 2025/26 financial year	Council Item # 25/07/CSS1 was Approved	Council Item # 25/07/CSS1 was Approved	Director CS/ Manager: Fire & Disaster Management	**COMPLETED**
			That a full closeout report, including the final costs of the trip, be presented upon return	A Report will be Submitted after Trip	The Trip is Upcoming	Director CS/ Manager: Fire & Disaster Management	**ON GOING**
	25/07/PB2	**KOUGA LOCAL MUNICIPALITY FIRE MANAGEMENT PLAN**	That the Kouga Local Municipality Fire Management Plan be approved by Council.	Council Item # 25/07/PB2 was Approved	Council Item # 25/07/PB2 was Approved	Manager: Fire & Disaster Management	**COMPLETED**
			That the Kouga Local Municipality Fire Management Plan be published on the Kouga Website.	Email was sent to IT to published the Fire Management Plan on Kouga Website (05/08/2025)	Fire Management Plan Uploaded on Kouga Website 05-Aug-25	Manager: Fire & Disaster Management	**COMPLETED**
	25/07/PB3	**KOUGA MUNICIPALITY - COASTAL MANAGEMENT BY-LAW**	That the Council supports and adopts the Kouga Municipality Coastal Management By- Law.	Council Item # 25/07/PB3 was Approved	Council Item # 25/07/PB3 was Approved	Manager: Waste and Environmental Management	**COMPLETED**

			That the draft Coastal Management By-law be published for public comment in a manner that allows the public an opportunity to make representations regarding the proposed by- law	Documents are currently being finalised for advertising the Draft By-Law	The By-Law is scheduled to be published during the week of 18 August 2025 for a 30-day public comment period.	Manager: Waste and Environmental Management	**IN PROGRESS**
			That the draft Coastal Management By-law be referred to the Municipal Council, following the implementation and finalisation of the public participation process referred to in 2. above for approval	Coastal Management By-Law will be advertised for Public Participation	Coastal Management By-Law has been emailed for placement on public platforms		

ELECTRO-MECHANICAL - COUNCIL ACTION SHEET

MEETING DATE	ITEM NO	ITEM DESCRIPTION	RESOLUTION	ACTION TAKEN	PROGRESS	RESPONSIBLE OFFICIAL	CURRENT STATUS COMPLETED NOT COMPLETE IN PROGRESS ON GOING NO ACTION REQUIRED
29-Apr-22	22/04/I&E9	**REPORT: ELECTRICAL MAINTENANCE REPORT JULY 2021 TO FEBRUARY 2022**	That Law Enforcement actively police the theft of copper cables and illegal electrical connections.	Post loadshedding no partols are done.	In all areas copper theft escalated and diffrent methodolgy is applied to excecute this. In Humansdorp between Midnight and early morning, wires are thrown accross the overhead line to trip the network in order to steel the cable from the box to the house. In St. Francis Bay the legal and illegal communites are at loggerheads as the legal community experience powerfailures every night, cases are opened and as a result of these, continuous vandalism are taking place from the illegal side on our infrastructure. Funding was recieved in the adjustment budget to electrify some units in this area. The streetlights on the Astonbay road is a target, the wires are being used to roll out electrification within Londen area. We seriously require intervention. The 7 day tender to procure solar lights was cancelled due to the SP that was unable to deliver the lights. A meeting is scheduled with SAPS on Monday the 21st to discuss the crime and theft issues within Kouga. Update **04/08/2025**	Director: EM & Director CS	**NOT COMPLETE**
31-May-23	23/05/I&E1	**REPORT: INTEGRATED NATIONAL ELECTRIFICATION PROGRAM (INEP) ALLOCATION FOR 2023/2024 FINANCIAL YEAR**	That the Human Settlements department of Kouga be ready with registered erven and occupied erven and to benefit from the grant.	The Human Settlements department is currently addressing the issue with C&W that procured the service to bring water and sanitition services to site.	The electrification process is taking place, a total of 178 units has been done to date as beneficiaries move onto these properties at very slow pace. . Human Settlement allocated all the available sites and also failitate the opening of municipal accounts. **12/08/2025**	Manager: Human settlements	**IN-PROGRESS**
	23/05/I&E2	**REPORT: CLEARING OF SERVITUDES THROUGHOUT KOUGA OBSTRUCTING**	That Council compels the relevant Directorate responsible to keep servitudes clear to do so and apply the law should it be necessary.	Service providers appointed for the installation of bulk services.	The clearing of households located in servitude areas will require the Municipality to identify alternative serviced sites for relocation. The Planning & Development Directorate is currently busy with the upgrading of informal settlemnts, once verification is completed and additional land is available relocations will take place. **12/08/25**	Manager: Human settlements	**IN-PROGRESS**

		ACCESS TO WATER INFRASTRUCTURE AND POWERLINES FROM KOUGA AND ESKOM	That PDT leads the discussions between the departments.	Service providers appointed for the installation of bulk services.	The Department is in the process of formalising all informal settlements and the affected households will only be relocated upon completion of the projects. With our electrification of informal settlements program, No units will be electrified under the servitude to encourgae people not to build on servitudes. The erection of new illegal units are happening daily and require urgent control **12/08/2025**	Director: Electro and Mechanical Services	**IN-PROGRESS**
28-Jul-23	**23/07/I&E3**	**REPORT: KOUGA ENERGY PLAN**	That a Kouga Energy Plan be developed to mitigate loadshedding within the Kouga Municipal area.	The Director was tasked to compile a plan to mitigate the risk of loadshedding within Kouga. A draft energy strategy document was complied and submitted for input.	The plan is in draft and subject to changes in the market, this plan need to be revised as no funding was made available therefore none of the listed short term goals were met. Progress will be measured according to the revised strategy to consider a possible partnership, to raley consumers to buy into the peak hour consumption from their battery to do peak shaving . A SCADA tender has now been awarded, to be ready to interface with renewable projects with a reduced scope but cover the main substations in each town. A tender will be advertised to pilot our first battery project, should this battery produce the desired results we will revise our strategy accordingly. Tender served at BSC on 05/08/2025 and advertised on the 08/08/2025. 12**/08/2025**	Director: Electro and Mechanical Services	**ON-GOING**
28-Feb-24	**24/02/EMS6**	**REPORT: THORNHILL ELECTRICAL NETWORK TRANSFER FROM NELSON MANDELA METROPOLITAN MUNICIPALITY TO KOUGA LOCAL MUNICIPALITY**	That Council accept the proposal in-principle to have the Thornhill network transferred to Kouga Municipality subject to a cost assessment and feasibility study being performed	This assesment on the assets to be transfered will be done by Nelson Mandela Metro. We are unable to recieve an update on progress for the assets to be verified. 23/12/24	No further meetings commenced since December 23. Further discussions will be engaged upon valuation the team is assembled for the entire project. In the interim a principle agreement is granted to provide Thoksville with a bulk electricity point, this amount for the connection fees has been paid for through the USIP grant. The Metro commenced with the construction process for the transformer and metering point, the responsibility to electrify this area will be with Kouga. The area require formalisation whereby a general layout is designed, once this process concluded budget is required to electrify this area. **04/08/2025**	Acting Manager Electrical Mr. M Mangembe	**ON-GOING**
	24/02/EMS7	**REPORT: 20MW RENEWABLE ENERGY CONSTRUCTION PLANS FOR KOUGA MUNICIPALITY**	That a feasibility study including a detailed cost-benefit financial model be submitted to Council for approval.	To determine more accurate figures, a tender document to request proposals on this project will be drawn up and advertised.	The Hessequa Municipality has recently issued a public tender for the development of a 10MW solar photovoltaic generation facility, inclusive of a 10MWh battery energy storage system. The most recent cost estimates associated with this procurement process have now been formally presented, thereby enabling the Kouga Municipality to undertake a more informed and strategic evaluation. Considering the new Eskom tariff structure it make sense to employ a battery to mitigate this cost as the peak tariffs will be extremly high. The department secure R25m to procure and construct this battery, the tender has been advertised on Friday the 1/08/2025.**12/08/25**	Acting Manager Electrical Mr. M Mangembe	**ON-GOING**

26-Jun-25	**25/06/EMS8**	**REQUEST FOR COUNCIL'S PERMISSION TO REZONE PORTION 4 OF FARM 346: HUMANSDORP RD (RHEEBOKSFONTEIN RENEWABLE) & REMAINDER of ERF 499 HUMANSDORP TO PERMIT RENEWABLE ENERGY STRUCTURES, AGRICULTURE AND AUTHORITY USES**	That the item be referred to the Council for approval.	The item served in Council 26 June 2025.	25/06/EMS8 REQUEST FOR COUNCIL'S PERMISSION TO REZONE PORTION 4 OF FARM 346: HUMANSDORP RD (RHEEBOKSFONTEIN RENEWABLE) & REMAINDER of ERF 499 HUMANSDORP TO PERMIT RENEWABLE ENERGY STRUCTURES, AGRICULTURE AND AUTHORITY USES 1) That the accounting officer be authorised to implement the legislative process to apply for the rezoning. **Process is still in progress. 04/08/32025**	Director: Electro and Mechanical Services	**ON-GOING**
30-Jul-25	**25/07/PB1**	**KOUGA MUNICIPALITY FLEET POLICY**	That the Kouga Municipality Fleet Policy be approved by Council as amended.	Policy served in Council on the 30 June 2025	Item approved with recommendations **04/08/2025**	Director: Electro and Mechanical Services	**COMPLETED**
			That the amended Kouga Municipality Fleet Policy be published on the Kouga Website.	Recommendations will be addressed and be placed on the website.	Comments addressed for submission to ITC. **04/08/2025**	Director: Electro and Mechanical Services	**COMPLETED**
			That the existing Kouga Municipality Fleet Policy be repealed and replaced by the newly approved Kouga Municipality Fleet Policy.	Recommendation was made in council to repeal the exisiting policy.	Documnet will be removed in line with the placement of the new document. **04/08/2025**	Director: Electro and Mechanical Services	**COMPLETED**

PLANNING & DEVELOPMENT: ACTION SHEET - COUNCIL

MEETING DATE	ITEM NO	ITEM DESCRIPTION	RESOLUTION	ACTION TAKEN	PROGRESS	RESPONSIBLE OFFICIAL	CURRENT STATUS COMPLETED NOT COMPLETE IN PROGRESS ON GOING NO ACTION REQUIRED
30-May-19	**19/05/PD6**	**PUBLIC WORKS PROPERTIES TO BE TRANSFERRED TO KOUGA MUNICIPALITTY**	That Council accepts the following erven from Public Works and that they are added to the asset register of Kouga Municipality: Farm 448 portion 15 — Uitenhage RD Pellsrus: 677; 678; 733; 751 ; 753; 794;812 826; 854; 862 Humansdorp: 1 968 Thornhill: 221 ; 237 333; 334; 342;362;376;751v; 762; 763; 775; 776; 777; 778; 779; 780; 781 ; 782; 783; 784; 785; 788; 789; 790; 791 ; 792; 805; 845; 846; 849; 850; 852; 855; 857; 859; 860; 861 ; 862; 863; 865; 866; 868; 870; 874; 875; 883; 884; 885; 886; 887; 888; 889; 891;	The finalisation of the transfer of Public Work properties to Kouga Municipality in progress	The IGR Land Forum was resusitated on 24 March with intention of bring all outstanding council resolutions to completion. There has been constant communication and information sharing since the mentioned meeting in order to conclude outstanding matters. On 11 October 2023 follow-up was made, Public Works confirmed that bulk submission was approved for transfer of PW properties to Kouga Municipality by Premier and is awaiting signature from MEC. A meeting was held with Public Works in Gqeberha on 27 February 2024 to discuss current status and progress on the transfer of land between Kouga Municipality and Public Works. Public Works indicated that they are still awaiting signature of the MEC. We also resolved to meet regulary until these matters are concluded (11/03/2024). The matter on outstanding donations was raised at the IGR on 2 April 2024 requesting the Director-General at Provincial Public Works to assist in expiditing the conclusion of transfer process (15 April 2024). On 14 May 2024 our Department met in telephonic meeting with the HOD and Regional Director to discuss progress of the bulk transfer of properties to Kouga. They undertook to submit a formal submission to the Head Office and provide the municipality with feedback in due course. (16 May 2024) Our Department are still awaiting feedback from Public Works and will do a follow-up during the week of 17 June 2024. (12/06/2024) We received written correspondence on 12 July and a copy of a letter that was sent to Chief Director of Public Works requesting that the bulk transfer of properties to Kouga Municipality be finalised. (12/07/024) Awaiting the transfer of properties based on the commitment from Public Works in July 2024. (12/08/24) Received commnication from Department of Human Settlements to confirm whether the properties to be transfered to Kouga Municipality are not part of a human settlement project in order for them to advise Public Works who are working on finalising the transfer of the properties to the Municipality (14/10/2024) The Department of Public Works has confirmed that Human Settlements Department has appointed a conveyance attorney to transfer the residential properties to the beneficiaries and the non-residential erven to Kouga Municipality (26/11/2024). The Department is awaiting finalisation by Department of Human Settlements (14/04/2025) Discussion was held with Department of Human Settlements on finalisation of transfers who undertook to schedule a meeting with Regional Human Settlement Offices dealing with conveyance matters to request for assistance (13/05/25) **A meeting was held between Department Land and Properties, Municipal Human Settlements, Legal Services and the Regional Human Settlement Office**	Manager: L&PA	**IN-PROGRESS**

			892; 894; 895; 897; 898; 896		**on 30 May 2025. We were advised to liaise with Ms. Daniso from Head Office and already sent the documents to the Ms. Daniso for discussion purposes. (14/07/25) Deeds of Donations have been resigned by Municipal Manager and collected by the Department of Public Works, on 14 July 2025 the Department of Public Works indicated that instruction has been sent to state attorney, however deed of donation or Erf 677 Pellsrus has been omitted as Public Works indicated that the property is in a subdivision and is investigaton, update for 677 has been sought from DPW and awaiting repsonse. Therefore in accordance to P.W indicating that instruction to State attorneys has been sent, tansfer of properties should be in progress (13/08/2025)**		
			That Kouga Human Settlement Department proceed with the transfers of these erven to the owners of the properties as soon as registration to Kouga has been completed	Awaiting Transfer of properties by Public Works.	In Progress	Manager:LP	**IN-PROGRESS**
11-Dec-20	**20/05/PD2**	**REPORT ON THE PROGRESS AND STATUS OF THE SOCIAL HOUSING PARTNETSHIP FOR THE DEVELOPMENT OF A SOCIAL AND (FLISP) HOUSING**	That the plans scrutiny and approval fees be dealt with on the same basis as BNG/RDP housing projects.	The resolution will be implemented upon submission of Building plans for the development. Ongoing, project is still on planning phase.Resolution will	DEDEAT was approached to attend to the outstanding EIA authorisation awaiting feedback from DEDEA. Draft response received from consultants on 18 January 2024. Consolidated response sent to DEDEAT on 05 Feb 2024. latest follow up was sent to DEDEAT on 5 April 2024. To date we have not received any response. 8/06/2024 . A site visit was requested by DEDEA together with Department of Human Settlemts. the visit is scheduled to take place on 06 August 2024. (15/07/2024) A meeting was held with the DEDEA on 7 August 2024. The Department requested	Dir:PDT / Manager: Human Settlements	**ON-GOING**

		PROJECT ON Erf 335, JEFFERYS BAY		be actioned during project commencement	additional information in order to consider granting permision to proceed with Phase 1. (12/08/2024). The Consultant responsible for the Sea Breeze Development (FLISP and Social Housing) submitted the required information to DEDEAT on 9 October 2024. Correspondence were received back from DEDEAT requesting the submission of amendment report. Consultant in process to submit. Bosch Projects currently engaging Civil & Water on stormwater issues raised by DEDEAT as part of environmental submision. (27/11/2024). Awaitng finalisation of the Land Availability Agreement. 09/04/25. MM signed signed Land Availability Agreement (LAA). Awating Implementing Agent to also sign the LAA. 14/07/2025 **. LAA signed b y the Implementing Agent. The Department is awaitng submision of land use application by the Implementing Agent. 13/08/25**		
			That the plans scrutiny and approval fees be dealt with on the same basis as BNG/RDP housing projects.	The resolution will be implemented upon submission of Building plans for the development. Ongoing, project is still on planning phase.Resolution will be actioned during project commencement. We had a meeting with Bosch Projects (SP) who was appointment to determine floodline determination for FLISP/Social Housing. Bosch Projects (SP) complete floodline determination was completed by 21 August 2023.	the resolution will be implemented upon submission of Building plans for the development. Ongoing, project is still on pre-planning phase.Resolution will be actioned during project commencement.	Dir:PDT / Manager Human Settlements	**ON-GOING**
	20/12/PD8	**APPROVAL FOR THE COMMENCEMENT TO ESTABLISH “AESTHETICS AND HERITAGE BUILDING COMMITTEE” FOR THE ST FRANCIS BAY VILLAGE AND CANALS, SANTAREME, HARBOUR PRECINCT, CAPE ST FRANCIS, OYSTER BAY, SEA VISTA TOWN, ST FRANCIS BAY LIGHT INDUSTRIAL AREA IN THE KOUGA LOCAL MUNICIPALITY AREA**	That Aesthetic Committees be established in all Wards, if required, to maintain uniform architecture design for specific areas be included in the Terms of Reference.	The Department has developed a draft by-law which will make provision for Aesthetics and Heritage Committee.	The item has served before Council to establish a "Aesthetics Committee" for SFBay area , but was put on hold due to the "guidelines" is not legally enforceble and a way was seek to have it enacted in a "by-law" or within the town planning scheme. Council has granted permision to proceed with amendment of the ILUS. Notices already published for I&A to register in January 2024. The department is finalising the draft by-laws. The draft by-law was refered to Legal Depatment for comments. (15/07/2024). The by-law will be submitted to the next Policy Workshop. (09/08/2024). **The draft bylaws was submitted to the Policy Workshop on 10 October 2024. (14/10/2024). By law to be refered to the next Policy Portfolio then Council for permision to proceed with public participation.(28/11/2024). The bylaw will be submityed to the Policy Committe Portfolio & Council for permision to proceed with public participation (13/05/2025) Approved by council, going to public participation (15/07/2025)**	Dir: PDT / Manager BC	**IN-PROGRESS**

26-Jun-20	**20/06/PD4**	**DEVELOPMENT PROPOSAL: PRECINCT PLAN FOR Erf 8783: OCEAN VIEW, JEFFREYS BAY**	That the precinct plan and development proposal of Erf 8783 Ocean be subject to public participation.	Proposal received from consultant and to be discussed internally. Item will be submitted as part of Quarter 2 Portfolio Committee report.	Erf 8783 Ocean View is to be included in the Review of the SDF. 12/07/2024. Meeting was held with the appointed service provider on 4 September 2024 to discuss the draft layout plan and it was agreed that the muncipality will provide inputs on that needs to be incorporated. The layout will then be tabled to Portfolio Committee for in-principle approval. (14/10/2024) Session to provide inputs for amendments on the draft layout plan have been scheduled for the week of 2 December 2024. (26/11/24). **Service provider still working on the draft plan (09/01/2025) Amendments was done on the draft layout plan and needs to be included in the SDF Review and taken for public participation (13/08/25)**	Dir: PDT	**IN-PROGRESS**
			That the registration of Erf 8783, Ocean View to Kouga Municipality be continued and concluded.	Transfer in progress	This erf was subdivided from erf 335 portion 125 Humansdorp RD as part of the Ocean View low-cost housing development. The erf is currently zoned as "Authority Zone. The SG Diagram and Regulation 38 Certifcate to be submitted, the transfer process is ongoing. **SG Diagram and Regulation 38 certificate is oustanding.**	Manager: Legal Services	**IN-PROGRESS**
31-Mar-21	**21/03/PD1**	**TRANSFER OF RESIDENTIAL SITE: HISTORIC CONDITION OF SALE: ERF 1331 PELLSRUS: PIENAAR FAMILY**	That Council grant approval for the closure of a public open space with regard to the subdivided erf contemplated in (a) and that transfer herein be dependent on the formal closure of the public open space.	Gazetting of public place closure of erf 1331 has been finalised. Quotations for rezoning of subdivided portion to residential purposes in process.	Subdivision and gazetting completed. The department is in the process of appointing a service provider to finalise the rezoning. Three qoutations has been received and requisition will be prepared and submitted to SCM. (15/04/2024). The service provider who initially did the subdivision informed the office that the subdivision was not completed due to outstanding approval letter hence rezoning cant be commence until the erf has been formally subdivided. The department is in the process of appointing a service provider for the rezoning of the the subdivided portion. (12/07/2024) The terms of reference has been drawn-up to appoint a service provider for the subdivision and rezoning for submission to Supply Chain. (09/01/2025). The appointed service provider has submitted application on Ovvio for approval purposes under reference number JL2425-00140 on 27 February 2025 (06/03/25). Application undergoing public participation. (10/04/25) **Town Planning assessing the application for approval. (13/08/25)**	Director: PDT/ Manager: LPA	**IN-PROGRESS**
	21/03/PD3	**Application to Purchase a Portion of Erf 552 Sea Vista (Mr. M. Johansens)**	That the applicant be responsible and carry the cost for the closure of public open space and subdivision of erf 552.	Power of Attorney was granted to the applicant to enable him to bring land use application.	POA was provided to applicant. Awaiting application from applicant. It was indicated that Mr. Johansens is out of the country. Follow up was done on 2 February 2024 with no success reaching applicant. Made contact with former Councillor Rheeder in an attempt to obtain contact details and whereabout of Mr. Johansens (11/04/2024). Still no success in making contact with the applicant. (12/08/2024) During our continued endeavour to make contact with Mr. Johansens it was established that he disposed his property to Tuswa Nocamagu Haynes who has address in the United States of America. We have been trying to reach Ms. Haynes on the available phone number but no success thus far to enquire whether she want to proceed with the process started by previous land owner. It is recomended that the resolution be rescinded considering it is a different owner.(14/10/2024) Managed to get hold of the person on the telephone number provided on the Ovvio system however the person indicated that she is not Ms. Tuswa Nocamagu Haynes. (26/11/24). An item will be submitted to Council to rescind the resolution (09/01/2025) **An item will be submitted to next Portfolio Committee to close the application (13/08/25)**	Manager L&P	**IN-PROGRESS**

			That the newly created erf be transferred only once the formal closure has been concluded, and the conveyance cost be carried by the applicant.	Will be incorporated in the deed of sale	Will form part of the transfer process. Considering the submission above - no further action required herein from Legal services	Manager: Legal Services / Manager L&P	**NO ACTION REQUIRED**
31-May-21	**21/05/PD11**	**LAND SWOP: A PORTION OF ERF 6650 IN FAVOUR OF ERF 6649, JEFFREYS BAY: MR. S. STANLEY**	That the Municipality be liable for all Transfer, subdivision and consolidation costs linked to this transaction.	Transfer of new erf (11163) in progress. All land related processes completed.	Transfer attorney has been appointed and busy with transfer. Communication between our Legal Services and appointed conveyancer on 7 July 2023 advising the service provider to first register erf 6650 as it is an unregistered erf, the swop of erf 6649 and 6650 will proceed thereafter. The transfer of erf 11163 has been assigned to appointed attorney to do the transfer. Transfer still in progress. (12/07/2024) On 23 July 2024 the appointed attorney indicated that certain information is requested from the Municipality namely the surveyor diagram and letter approving the subdivision (12/08/2024) Requested information was provided to service provider to effect the transfer of the property. Legal Service confirmed that a follow-up was done last week however service provider still busy with the transfer (27/11/24). **Transfer process currently underway (13/08/2025)**	Director:PDT/ Manager L&P	**IN-PROGRESS**
30-Jul-21	**21/07/PD9**	**APPOINTMENT OF KOUGA MUNICIPALITY AS AN IMPLEMENTING AGENT FOR THE CONSTRUCTION OF INTERNAL SERVICES FOR THE HANKEY 990 HOUSING PROJECT**	That the interest accumulated from the grant funding be ringfenced for future Human Settlements projects.	To be confirmed	Awaitng confirmation if money can be reinfenced.	CFO	**IN-PROGRESS**
			That monthly, quarterly and annual expenditure reports with supporting documentation be reported to Council and ECDHS; and	Expenditure report was submitted to the Department of Human Settlements (Province) on 17 July 2023	A new expenditure report will be submitted by the end of September 2023. Montly report is submitted to PDoHS on a monthly basis in respect interest incurred on grant funding. The interest incurred on the grant funding received from the PDoHS amounts to **R 1 538 530.76 as of 02 February 2024.** Rudcor Engineering was appointed by KLM on 18 March 2024. Project is in progress(10/06/2024). The appointed Contractor is performing well and within timeframe. The project is on-going and Contractor is currently busy with construction of roads. (11 July 2024). Project is on-going and good progress on site. It is anticipated that the contractor will complete phase 2 by the end of November 2024. **The PDoHS approved additional funding to commence with phase 3 of the project. 07/03/2025. PMU is currently busy with the appointment of a service p[rvider for phase 3 of the projects. 10/06/2025. Expenditure report as at 17 July 2023 will be presented to the next council meeting. 14/07/2025. Kouga Municipality already appointed as an implementing agent. 13/08/2025**	Manager HS	**COMPLETED**

31-Aug-21	**21/08/PD11**	**ESTABLISHMENT OF AN AUTISM CENTRE - APPLICATION FOR RIGHT TO USE/MANAGE MUNICIPAL LAND: ERF 5812 JEFFREYS BAY**	That all the legislative processes contemplated herein commence and be concluded in line with Council resolution 21/02/PD14.	The closure of public place has been completed. Town Planning indicated that the Department is currently under pressure and will not be able to do rezoning in-house. A meeting was also held with the applicant on 6 March to discuss the application and way forward. It was agreed that the applicant proceed and submit designs and site development plan whilst Council finalise the rezoninng. Requisition was submitted on 28 July 2023 to SCM for an order.	Three quotations for rezoning was received and requisition has been submitted to SCM on 28 July 2023 under requisition number 150707 awaiting order. Order was received from SCM and instruction was given to service provider on 11 September 2023 to proceed with the rezoning of erf 5812. It was requested that the Department establish whether the applicant still want to continue with the project as it would appear the applicant are not proceeding with the development. A letter was sent to applicant to confirm if they still proceeding with development. Written reply was received from applicant on 5 February 2024, applicant indicated that they will still develop the Autism Centre on erf 5812. The rezoning application was formally submitted on the Ovvio System on 31 January 2024 for processing and consideration under reference no. JL2324-00105. (11/03/2024). Rezoning application in progress (17 April 2024). Application for rezoning was advertised in the local newspaper on 16 May 2024 for public participation. (16 May 2024) Public participation will be completed on 17 June 2024 (12/07/2024) Public participation completed. Town Planner report to be prepared for submission to the MPT (12/07/2024) The rezoning of erf 5812 has been approved by the MPT. A draft consent use agreement have been prepared and will be sent to the applicant for perusal and consideration during the week of 12 August (12/08/24) Correspondence was sent to the applicant in respect of the further processes following the rezoning approval for example the submission of Site Development Plan etc, to the Municipality for approval (14/10/2024). Awaitng building plans from the applicant. (09/01/2025) **T**he Department have been trying to make contact with the applicant to no avail, if the applicant can't be traced the Municipality must consider call for proposals for interested parties to develop a Special Needs School (10/04/25) **A last attempt will be made to contact the applicant and establish whether the applicant still want to proceed with the development. (13/08/25)**	Director:PDT/ Manager L&P	**IN-PROGRESS**
30-Sep-21	**21/09/PD10**	**RELOCATION OF THE UNLAWFUL DWELLERS OF THE ASTON BAY CARAVAN PARK**	That the Municipal Manager be allowed to negotiate with the Department of Public Works on the relocation costs.	Addressed the matter in the engagement with the departjment public works	No final decision taken as there is no final eviction order granted. Planning and Development identifying alternative properties. 13/08/2025	MM	**ON-GOING**
28-Oct-21	**21/10/PD5**	**DISPOSAL AND TRANSFER OF PRE-94 MUNICIPAL HOUSES IN SEA VISTA**	That the Accounting Officer be authorised to enter into an Offer to Purchase Agreement with the occupants and appoint conveyancers to effect transfers.	Confirmation has been requested from the Provincial Department of Human Settlements on 04 April 2023 to give confirmation on the appointed service provider. De Wet & Stryder . W Langson and Asssociates were appointed by the Dept	Meeting where held on the 20th September 2023 at the Provincial Dept of Human Setlements and Municipalities in SBD to discuss TOR of appointed conveyances. Deed of sales wil be submitted on the 27th of September 2023. All Deed of Sales submitted to appointed service provider. Power of Attorneys and Rates Clearance signed in December 2023 and submitted to Conveyancer. Awaiting transfer of properties. Transfer of properties in progress. (12/08/2024). Awaiting finalization of transfers. (09/01/2025) **Transfer of properties in progress (13/08/25)**	Director:PDT / Manager Human Settlements	**IN-PROGRESS**

				of Human Settlements to attend to the pre-94 transfers.			
31-Mar-22	**22/03/PDT7**	**DEVOLUTION (OFFER) OF LAND PARCELS OWNED BY THE FORMER NATIONAL HOUSING BOARD TO KOUGA LOCAL MUNICIPALITY**	That Council grants authorization to the Accounting Officer to enter into relevant agreement with the Provincial Department of Human Settlement for transfer of the property to KLM.	Council resolution has been taken to accepts the land the Department of Human Settlements wants to devolve to Kouga Municipality. Matter was discussed at the IGR Land Forum Meeting on 24 March 2023. KLM met with officials from Department of Human Settlements during the week of 08 May 2023 and discuss the devolution of these land parcels and revert back to the Municipality	Awaiting feedback from the Provincial Department. An email was sent to the Provincial Department of Human Settlements on 28 August 2023 to enquire on the request to consider devolving former National Housing Board properties which includes Papiesfontein properties to Kouga Municipality. Papiesfontein to be transfered to DEDEAT. (12/08/2024) An item has been prepared for the next Portfolio Meeting to rescind the original resolution and request council approval to accept the new list of National Housing Board properties approved for devolvement to the Municipality (14/10/2024). Item was presented to Portfolio Meeting on 30 October 2024. (27/11/2024) Council granted final approval on 13 December 2024 (09/01/2025) The Council resolution was given through to Department of Public Works to proceed with the finalisation of donation and transfer of the devolved properties to Kouga LM (06/03/25) **Transfer of the properties in progress (13/08/25)**	Dir. PD&T	**IN-PROGRESS**
31-May-22	**22/05/PDT2**	**IMPOSING OF MANDATORY INSTALLATION OF RAINWATER HARVESTING TANKS FOR NEW BUILDINGS IN KOUGA MUNICIPALITY IN RESPONSE TO DROUGHT**	That a study be conducted to track the financial implications of the requirement on water usage and the Municipality's water bill.	P&D engaged finance department wrt progress on the study.	The resolution was relevant during the draught period. Making this mandatory needs to be discussed internally and if agreed the relevant by-law must be amended. This will only be applicable for all new buildings.	Finance	**ON-GOING**
29-Jun-22	**22/06/PDT17**	**REZONING OF A PORTION 1 OF THE FARM HUMANSDORP NO. 499, FROM "AGRICULTURAL ZONE 1" TO "SPECIAL ZONE" FOR THE PURPOSE OF A MIXED**	That Council grants in-principle approval principle for the rezoning of a portion of Portion 1 of the Farm Humansdorp No.499, as	TOR drafted for appointment of EIA specialist (February 2023) the scope of work has chnge to include "solar farm" and the current Erf 499 development. in	The scope of work was amended to commence with feasibility study. **Tender already advertised for a feasibility study**. Tender adjudicated on 10/05/2024. Briefing meeting scheduled to take place on 18 June 2024. tender already awarded. Inception meeting held on 12/07/2024. Project is in progress. (15/08/2024). The service provider presented a concept plan. **Awaiting final draft. (14/10/2024) Progress meeting scheduled to take place on 04/12/2024. Update will be provided after the meeting. (28/11/2024). Updated feasibility study presented in November 2024.**	Manager TP	**IN-PROGRESS**

		USE FOR INDUSTRIAL PURPOSES AND ANXULLARY USE (INTEGRATED INDUSTRIAL DEVELOPMENT ZONE)	described in the item.	terms of SPLUMA-Sec 42(2), no development can be commence without environmental uthorisation.	**Final study expected 31 January 2025. (09/01/2025)**. Final draft recieved. Appointment was made for design control guidelines. 07/03/2025. Department has appointed consultants for subdivision and environmetal studies (2025-08-13)		
			That Council authorizes the Department Planning & Development to proceed with the rezoning of a portion of Portion 1 of the Farm Humansdorp No.499 from "Agricultural Zone 1" to "Special Zone' to accommodate the intended uses for an" Integrated Industrial Development Zone" as previously described.	Application is in progress	Application for environmental authorisation is in progress	Manager TP	**IN-PROGRESS**
			That Council authorizes the Municipal Manager to sign a "Power of Attorney" on behalf of Council and any other applicable documentation in support of the application.	POA signed by MM	Project is in progress.	Manager TP	**IN-PROGRESS**
31-Aug-22	**22/08/PDT11**	**ACQUISITION OF IMMOVABLE ASSET: TRANSFER OF PROVINCIAL ROADS: DA GAMA ROAD, ST. FRANCIS DRIVE & WOLTEMADE STREET**	That the Council grant authorisation to the Accounting Officer to enter into a transfer agreement with the Provincial	Accounting Officer and Legal responsible	The deed of sale will be addressed once final approval is obtained	MM	**IN-PROGRESS**

		TO KOUGA MUNICIPALITY	Department of Transport in respect of Da Gama Road, St Francis Drive, Main Road-Humansdorp and Woltemade Street.				
			That Council make budgetary provision for the management and maintenance of the roads contemplated in point 2.	I&E responsible		I&E	**IN-PROGRESS**
09-Dec-21	**22/12/PDT3**	**ALIENATION OF ERF 1787, HANKEY (HENRY MASETI)**	That based on the information from the transferring conveyancers, the purchaser settles any outstanding balance if any, before the transfer of the property.	Proof of paymement received and provided to Legal Services	Completed. Proof of payment was provided to Legal Services. Transfer of property in progress. (12/08/2024) Legal Services confirmed the transfer is still in progress (14/10/2024). Transfer in progress. (09/01/2025) **Transfer still in progress the appointed Legal Firm confirmed that they are awaiting payment from applicant in order to proceed with transfer. (13/08/25)**	Manager: L&PA	**IN-PROGRESS**
31-May-23	**23/05/PDT5**	**PATENSIE 6 RECTIFICATION PROJECT: APPROVAL OF PROJECT**	That priority for the construction of these houses be given to SMMEs that reside within the KLM area.	Item submitted to BSC to start with the formal procurement process to appoint suitable service providers for the demolition and construction of 6 houses	TOR was send to SCM for the appointment of contractors for the construction of 6 houses. Meeting wil take place on the 28th of September with SCM.Tender was advertised and Virtual Bid Clarification meeting were held on 23 October 2023. The tender closes on 13 November 2023. Currently evaluating bids with Supply Chain.Appointment of Service Provider will be done by end of January 2024. Bid for the construction of six (6) houses in Patensie was awarded by BAC on **31 January 2024.** It is anticipated that Contractor will start construction of houses once contract is signed. Appointed Contractor currently busy with the submission of building plans and the enrolement of the project to the NHBRC. 11 April 2024. Contractor to start with demolition of current structures before end of May. Construction of houses will commence first week in June 2024. **(09 May 2024).** The appointed contractor experienced some challenges in respect of the submission of building plans. However, this matter is resolved and construction of these houses will commence soon, once building plans are approved. (11 July 2024). Project is currently underway. (12/08/2024) . All building plans for this project is approved, however the appointed contractor is not performing and a decision was taken to terminate the appointment. Human Settlements Section will liaise with SCM to expidite the appointment of new contractor to finish oustanding work. (14/10/2024) Appointment in process. 08/01/2025. Provincial Department of Human Settlements has indicated in meeting held on 06	Manager: Human Settlements	**ON-GOING**

					March 2025, that they will request to extend the scope of one of the Contractors appointed for the Ocean View Project to complete the outstanding 6 houses in Patensie. (10/06/2025). Upahla Construction (PTY) LTD was appointed to complete the rectification project. 14/07/2025. **Awaiting submission of building plans. (13/08/2025)**		
			That the tender process for the construction of these houses be finalised as a matter of urgency so as to prevent any further delays and inconvenience to the displaced families.		TOR was send to SCM for the appointment of contractors for the construction of 6 houses. Meeting wil take place on the 28th of September with SCM.Tender was advertised and Virtual Bid Clarification meeting were held on 23 October 2023. The tender closes on 13 November 2023. Currently evaluating bids with Supply Chain.Appointment of Service Provider will be done by end of January 2024. Bid for the construction of six (6) houses in Patensie was awarded by BAC on **31 January 2024.** It is anticipated that Contractor will start construction of houses once contract is signed. Appointed Contractor currently busy with the submission of building plans and the enrolement of the project to the NHBRC. 11 April 2024. Contractor to start with demolition of current structures before end of May. Construction of houses will commence first week in June 2024. **(09 May 2024).** The appointed contractor experienced some challenges in respect of the submission of building plans. However, this matter is resolved and construction of these houses will commence soon, once building plans are approved. (11 July 2024). Project is currently underway. (12/08/2024) . All building plans for this project is approved, however the appointed contractor is not performing and a decision was taken to terminate the appointment. Human Settlements Section will liaise with SCM to expidite the appointment of new contractor to finish oustanding work. (14/10/2024) Appointment in process. 08/01/2025. Provincial Department of Human Settlements has indicated in meeting held on 06 March 2025, that they will request to extend the scope of one of the Contractors appointed for the Ocean View Project to complete the outstanding 6 houses in Patensie. (06/03/2025). KLM submitted request to PDoHS to finalise the project. 10/04/25. **DPoHS finalising appointmernt of a contractor. 14/07/2025. New contractor appointed by the PDoHS. 13/08/2025**	Manager HS	**ON-GOING**

	23/05/PDT9	**ALIENATION OF ERF 2599, SEA VISTA TO THE DEPARTMENT OF PUBLIC WORKS – APPLICATION FROM ROTARY CLUB OF ST FRANCIS FOR THE EXTENSION AND UPGRADE OF ST FRANCIS BAY CLINIC**	That the Department of Public Works be liable for all cost derived from the transfer.	See comments 22/10/PDT1	The Department of Public Works manages state entity immovable assests: The user department which in this case is the Department of Health is required to submit a request the Department of Publics Works for the acqusition of property. The Department of Health and the Rotary Club have been informed to forward request for acquisition to the Department of Public Works, as acceptance of property by the DPW through acqusition must follow neccesary procedures and approval from DPW relavant commitees. (14/04/2024). **The user department and the rotary club have been informed to request the Department of Public Works for acquisition of property. According to P.W the request has not been received. The Land and Property Dept is facilitating the process (13/08/25)**	Manager L&P	**IN-PROGRESS**
30-Jun-23	**23/06/PDT16**	**REQUEST FOR COUNCIL TO RESCIND COUNCIL RESOLUTION-21/09/PDT9, GRANT AUTHORISATION TO TAKE TO PUBLIC PARTICIPATION THE INTENTION OF COUNCIL TO ALIENATE ERF 3291, HUMANSDORP (KOUGA CULTURAL CENTRE)**	That Council rescind previous council resolution, 21/09/PD9.	Item was presented to the June 2023 Council Meeting	An item will be tabled to the May Council for final approval. (14/04/2025) The item will be presented to Council for final approval and method of disposal after the demolition of the dilapidated structure which is expected before end of June 2025 (13/05/2025) The Kouga Cultural Centre was demolished and project completed on 6 June. (14/07/25) **Item to be submitted to Council for final approval (13/08/2025)**	Manager L&P	**IN-PROGRESS**
22-Aug-23	**23/08/PD4**	**ALIENATION OF ERF 2330, HUMANSDORP TO THE MORAVIAN CHURCH OF SOUTH AFRICA**	That a comprehensive land audit report on industrial land, public open spaces and residential plots belonging to the Municipality be prepared and submitted to the next Portfolio Committee meeting and Council.	Item was submitted to Council for approval on 31 August 2023.	**A draft Land Alienation Strategy has been developed and will be submitted to next Portfolio Committee Meeting. (13/08/25)**	Manager L&P	**IN-PROGRESS**
			That Council authorizes the Accounting Officer to enter into a Deed of Sale for the purpose of transferring the said property.	Item was submitted to Council for final approval on 31 August 2023 and final approval was granted.	Instruction given to Legal Services to proceed with disposal and transfer process. Disposal and transfer in progress (12/08/2024) Legal services confirmed that appointed service provider are still busy with transfer of the transfer (14/10/2024).Transfer in progress. 09/01/2025. The conveyance attorney corresponded with our department on 3 April 2025 with issue relating to the original subdivision of the property and conditions in the title deed relating to lease hold. (14/04/25) Information to assist the conveyancer was provided (14/07/25) **Transfer of the property in progress (13/08/2025)**	Manager L&P	**IN-PROGRESS**

	23/08/PD8	**ALLOCATION OF STREET AND AREA NAMES: VARIOUS GOVERNMENT SUBSIDISED HOUSING PROJECT: KRUISFONTEIN AND PELLSRUS**	That the applicant obtains the necessary land use rights by submitting an application for temporary departure to the Town Planning department for approval before finalizing the lease agreement.	Item was submitted to Council for approval on 31 August 2023.	**Approval letter was sent to applicant during the week of 2 October 2023.**	Manager L&P	**IN-PROGRESS**
			That the applicant obtains the necessary land use rights by submitting an application for temporary departure to the Town Planning department for approval before finalizing the lease agreement.	Item was submitted to Council for approval on 31 August 2023.	**Approval letter was sent to applicant during the week of 2 October 2023. Awaitng submision of building plans.**	Manager L&P	**IN-PROGRESS**
			That the Infrastructure and Engineering Directorate erect the street and area names in accordance with the approved street and area names.		Council resolution was circulated to Techncical Services to implement resolution in respect of the erection of street names. Only Pellsrus 220 street names received final approval. Civil and Water to erect the street names (09/01/2025) **The new street names and numbers was sent to relevant departments for updating purposes. (14/08/25)**	Manager L&P	**IN-PROGRESS**
14-Dec-23	**23/12/PD2**	**ALIENATION (LEASE) OF ERF 512, HANKEY**	That Council grant in-principle approval for the long-term lease of Erf 512, Hankey for 9 years and 11 months.	Item was tabled in December 2023 Council Meeting. Application received one objection during public participation, a meeting has been setup for the week of 11 March 2024 with current lessee to negotiate the possibility of the two parties to work together on the	In-principle approval received. A meeting had been scheduled for 13 June 2024 with the current lessee. (12/06/2024) Meeting was held with current leasees who indicated that they do not have a problem for Mr. Tee to utilise the building but requested for alternative land. (12/07/2024) An item will be tabled to next Portfolio Meeting. (12/08/24) The Department are still looking for alternative land to accomodate Red Lions Rugby Club to swop with erf 512 Hankey (09/01/2025) **The Department will meet with Red Lions once all alternative land options have been considered and to discuss a way forward and to finalise the application. 13/08/2025**	Manager L&P	**IN-PROGRESS**

				property. An item will then be crafted for the April Council Meeting. (11/03/2024)			
			That Council authorises the Accounting Officer to obtain the market-related rental valuation for consideration.	Quotations to be obtained and requisition to be prepared. **The appointment of service provider was hold back awaiting the outcome of negotiations.** (11/03/2024)	Service Provider to be appointed and cost be recovered from the applicant.	Manager L&P	**IN-PROGRESS**
			That Council authorises the Accounting Officer to obtain the services of a registered professional to submit building plans for approval.	Quotations to be obtained and requisition to be prepared. **The appointment of service provider was hold back awaiting the outcome of negotiations.** (11/03/2024)	Service Provider to be appointed and cost be recovered from the applicant.	Manager L&P	**IN-PROGRESS**
			That the flood line in relation to the building on the property be determined.	In-priciple approval received from Council.	Floodline to be determined before alienation of the property. The floodline to be determined after confirmation of disposal.	Manager L&P	**IN-PROGRESS**
			That the project be registered with the LED Section, Finance Department.	In-priciple approval received from Council.	Economic Development Section, Finance Department be requested to register the project.	Manager L&P	**IN-PROGRESS**
14-Dec-23			That the Building Control department engage with the South African Heritage and Resource Agency (SAHRA) on the guidelines to be followed on the renovation of the building by the Applicant.	In-priciple approval received from Council.	Building Control department to be requested to engage with the South African Heritage and Resource Agency (SAHRA) on the guidelines to be followed on the renovation of the building by the Applicant.	Manager L&P	**IN-PROGRESS**

			That an annual escalation be included in the lease agreement.	In-priciple approval received from Council.	Legal Department to be informed of the annual escalation.	Manager L&P	**IN-PROGRESS**
	23/12/PD6	**ALIENATION (LEASE) OF ERF 1567, PELLSRUS**	That an annual escalation be included in the lease agreement.	Final approval received from Council. Instruction was given to legal services to attend to the transfer of property. (11/03/2024)	Instruction was given and our Legal Services is busy preparing long-term lease agreement (12/06/2024) Awaiting draft lease agreement from Legal Services. (12/08/2024) Discussions was held between our department and Legal Services in respect of outstanding lease agreements on 10 September 2024 to expidite same, being mindful of the large volume of decisions taken recently and instructions. Awaitng lease agreement (09/01/2025) Legal services in the process to provide draft lease agreement (13/08/25) **This was the in-principle council resolution however a final resolution was already taken in 2024. Please remove the in-principle approval from action sheet (13/08/2025)**	Manager L&P	**COMPLETED**
	23/12/PD15	**REQUEST FOR FINAL APPROVAL TO ALIENATE AND TRANSFER OF ERVEN 2216, 2217, 2225 AND 2226 (UNREGISTERED ERF 2994), HANKEY TO THE OLD APOSTOLIC CHURCH – HANKEY**	That Council authorises the Accounting Officer to enter into a Deed of Sale for the property contemplated herein.	Final approval received from Council. **Instruction was given to legal services to attend to the transfer of property.** (11/03/2024)	Instruction given to Legal Services to proceed with disposal and transfer process. Disposal and transfer in progress (27/11/2024). Transfer is in progress (09/01/2025) **Transfer still in progress (13/08/25)**	Manager L&P	**IN-PROGRESS**
14-Dec-23	**23/12/PD16**	**ALIENATION (LEASE) OF A PORTION OF ERF 164, JEFFREYS BAY**	That an annual escalation be included in the lease agreement.	Final approval received from Council. Instruction was given to legal services to attend to the transfer of property. (11/03/2024)	Instruction was given and our Legal Services is busy preparing long-term lease agreement (12/06/2024) Awaiting draft lease agreement from Legal Services. (12/08/2024) Discussions was held between our department and Legal Services in respect of outstanding lease agreements on 10 September 2024 to expidite same, being mindful of the large volume of decisions taken recently and instructions. Awaitng lease agreement (09/01/2025) **Legal services in the process to provide draft lease agreement (13/08/25)**	Manager L&P	**IN-PROGRESS**
14-Dec-23	**23/12/PD17**	**LEASE OF A PORTION OF ERF 164, JEFFREYS BAY FOR A HIGH TELECOMMUNICATIONS MAST – (MTN TOWER/INSRI BASE STATION)**	That an annual escalation be included in the lease agreement.	Final approval received from Council. Instruction was given to legal services to attend to the transfer of property. (11/03/2024)	Instruction was given and our Legal Services is busy preparing long-term lease agreement (12/06/2024) Awaiting draft lease agreement from Legal Services. (12/08/2024) Discussions was held between our department and Legal Services in respect of outstanding lease agreements on 10 September 2024 to expidite same, being mindful of the large volume of decisions taken recently and instructions. Awaitng lease agreement (09/01/2025) **Legal services in the process to provide draft lease agreement (13/08/25)**	Manager L&P	**IN-PROGRESS**

	23/12/PD32	**REQUEST FOR COUNCIL'S FINAL APPROVAL: A PORTION OF PORTION 4 OF THE FARM ZWARTENBOSCH NO. 347: TEEN CHALLENGE SA (NEW NAME SALVATION SOUTH AFRICA KOUGA)**	That Council grant authorisation to the Accounting Officer to enter into a Deed of Sale with the Salvation SA Kouga	Final approval had been received from Council	A terms of reference for a 7-day notice have been prepared to appoint a service provider to commence with subdivision and rezoning. (12/07/2024) The applicant made contact with our department indicating that they are going to do the subdivision and rezoning themselves. (14/10/24) It was resolved that the standing resolution be implemented. 09/01/2025 The applicant has requested for a meeting on way forward (06/04/25) Meeting was rescheduled and a date will be confirmed by both parties (13/05/25) Meeting was held with applicant who agreed to accept the portion of land in line with the Council resolution. (10/06/25) **Disposal and transfer process in progress (13/08/2025)**	Manager L&P	**IN-PROGRESS**
28-Feb-24	**24/02/PD6**	**REQUEST FOR ALIENATION (LEASE) OF A PORTION OF ERF 300, PATENSIE**	That Council grant authorisation to the Accounting Officer to advertise Council's intention to alienate a portion of Erf 300, Patensie by way of a longterm lease agreement.	Item was prepared for the February 2024 Council Meeting. Notice for public participation has been prepared and should be placed on 14 March.	In-principle approval received from Council. (11/03/2024) Public participation completed. Item for final approval will be tabled to the Council Meeting once applicant has submitted the outstanding business proposals. (09/01/2025) **Still awaiting proposal from applicant (13/08/25)**	Manager L&P	**IN-PROGRESS**
			That Council authorises the Accounting Officer to obtain the market-related rental valuation for consideration.	Item was prepared for the February 2024 Council Meeting.	Service provider to be appointed after final approval obtained from Council	Manager L&P	**IN-PROGRESS**
			That an annual escalation on the rental amount be applied.	Item was prepared for the February 2024 Council Meeting.	Will form part of the lease agreement	Manager L&P	**IN-PROGRESS**
			That a full development plan be prepared and submitted.	Item was prepared for the February 2024 Council Meeting.	The applicant was contacted on 8 March to request the submission of development plan. Still awaiting development plan. (16 May 2024) Follow-up was done on 6 June requesting the applicant to submit the business proposal (12/06/2024) Still awaiting business proposal from applicant. (06/01/2024) **Still awaiting business proposal. Follow up was done with the applicant(13/08/25)**	Manager L&P	**IN-PROGRESS**
	24/02/PD10	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR THE DISPOSAL OF ERF 600, PELLSRUS**	That Council authorizes the Accounting Officer to enter into a Deed of Sale for the purposes of transferring the said property.	Item was prepared for the February 2024 Council Meeting.	Instruction was sent legal services to proceed with disposal and transfer. (11/03/2024) Disposal and transfer in progress (10/01/2025) **Transfer in progress (13/08/25)**	Manager L&P	**IN-PROGRESS**

	24/02/PD11	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR THE DISPOSAL OF ERF 2734, SEA VISTA**	That Council authorizes the Accounting Officer to enter into a Deed of Sale for the purposes of transferring the said property.	Item was prepared for the February 2024 Council Meeting.	Instruction was sent legal services to proceed with disposal and transfer. (11/03/2024) Disposal and transfer in progress (13/01/2025) **Transfer in progress (13/08/25)**	Manager L&P	**IN-PROGRESS**
27-Mar-24	**24/03/PD6**	**REQUEST FOR COUNCIL'S IN-PRINCIPLE APPROVAL FOR THE ALIENATION OF MUNICIPAL ERVEN WITHIN THE KOUGA MUNICIPAL AREA**	That Council authorizes the Accounting Officer to obtain the market-related valuation from the latest valuation roll for consideration in line with Section 14(2) of the Municipal Finance Management Act No.56 of 2003.	Item was tabled for in-principle approval at December 2023 Council Meeting	In-principle approval received from Council. The market related valuations will be confirmed before the item goes back to council for final approval. (12/06/2024) Requisitions has been submitted to SCM to prepare orders to appoint service provider/s to attend to valuations. (12/07/2024) Service provider has been appointed and has completed valuations. Item tabled to Council in December for final approval. Disposal process will commence in Feb 2025 (09/01/25) Item for final approval will be tabled to the next Council Meeting (14/04/25) **The department has developed draft Land Alienation Strategy which will inform the municipality how to proceed with alienation of municipal owned properties (13/08/25)**	Manager L&P	**IN-PROGRESS**
	24/03/PD11	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR ALIENATION (LEASE) OF ERF 1567, PELLSRUS**	That Council authorizes the Accounting Officer to enter into long-term lease agreement with Lilungelo Lomntwana Jbay Training Centre NPC (Registration Number: 2022/770104/08) and that an annual escalation clause be included in the written lease agreement.	Item was tabled for ifinal approval to Council Meeting.	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024) Legal Services in the process to draft long-term lease agreement. (12/06/2024) **Awaiting draft lease agreement from Legal Services. (13/08/2025)**	Manager L&P	**IN-PROGRESS**
	24/03/PD12	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR ALIENATION (LEASE) OF ERF 1160, HUMANSDORP: HALALISANA TOWNSHIP INCUBATOR**	That Council authorizes the Accounting Officer to enter into a written long-term lease agreement with Halalisana Township Incubator (Registration Number: 2022 /		Legal Department to be informed of the annual escalation. Legal Services has drafted the long-term lease agreement and was forwarded to the applicant for perusal and consideration (16 May 2024) Meeting was held between the applicant and Legal Services to discuss amendments to the draft lease agreement. Lease agreement to be signed once amendments have been made. (09/01/2025) **Draft lease was provided to applicant however still awaiting feedback and inputs from applicant (13/08/25)**	Manager L&P	**IN-PROGRESS**

			730757 / 08) and that the lease provides for the annual escalation of the monthly rental.				
	24/03/PD13	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR ALIENATION (LEASE) OF ERF 843, JEFFREYS BAY**	That Council authorizes the Accounting Officer to enter into a long-term lease agreement with Smhart Guards Family Trust (2/2012), represented by Mr. Carl Trahms and that an annual escalation clause be included in the written lease agreement.	Item was tabled for final approval.	Legal Department to be informed of the annual escalation. Legal Services in the process to draft long-term lease agreement (12/06/2024) Awaiting draft lease agreement from Legal Services. (12/08/2024) Legal Services provided our department with draft lease agreement which have been sent to the applicant for perusal and consideration. Applicant provided written communication and same have been discussed with Legal Services who will respond in writing to the demands of the applicant (06/01/2025) A response letter was sent to the applicant on 3 March 2025 to respond to his requests (10/04/25) Meeting was held with the applicant on 9 May to discuss the conditions of draft lease agreement and claims made by applicant (10/06/25) A meeting was held with Town Planners appointed by the applicant to discuss the land use application process we are now awaiting submission to our Town Planning Department (14/07/2025) **Received an application from applicant on 11 August to purchase erf 843, which will be tabled to the Land Evaluation Committee for comments (13/08/2025)**	Manager L&P	**IN-PROGRESS**
	24/03/PD14	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR ALIENATION (LEASE) OF A PORTION ERF 2, KRUISFONTEIN**	That service providers be appointed to attend and conclude the subdivision and Environmental Impact Assessment and that all costs be for the applicant.	Final approval was obatined.	Legal Department to be informed of the annual escalation. Legal Services in the process to draft long-term lease agreement (12/06/2024) Awaiting lease agreement. (14/07/2025) **The draft lease agreement was received from Legal Services on 6 August and was sent to the applicant for consideration (13/08/2025)**	Manager L&P	**IN-PROGRESS**
			That the Accounting Officer be authorized to enter into a written Lease Agreement with the applicant herein and that an annual escalation clause be included in the written lease agreement.	Final approval was obatined.	Awaiting lease agreement. (09/01/2025)	Manager L&P	**IN-PROGRESS**

	24/03/PD15	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR ALIENATION (LEASE) OF A PORTION OF ERF 1, ERVEN 2084 AND 2085 AS WELL AS A PORTION OF ROAD ERF 2077, HUMANSDORP**	That a Land Surveyor be appointed to attend and conclude the closure of public road, subdivision, consolidation and rezoning and other administrative costs including the valuation, be for the cost of the applicant.	Final approval was obatined.	Meeting was held with the applicant based on the approval that was granted by Council for a Medical Cannabis Facility and where the applicant now want to develop a Electrical Motor Charging Facility. The applicant also want enter into a lease that is for a period longer than 9 years and 11 months (12/06/2024) The Applicant recently submitted the site development plan for Electrical Motor Charging Facility in order for the LEC members to comment on the proposal, once comments is solicit an item will be tabled to Council. (26/11/2024) Item approved by Council in Dec. lease agreement to be finalised (09/01/2025) **Drafting lease agreement in progress (13/08/2025)**	Manager L&P	**IN-PROGRESS**
			That an escalation be included in the lease agreement.	Final approval was obatined.		Manager L&P	**IN-PROGRESS**
27-Mar-24	**24/03/PD17**	**REQUEST FOR FINAL APPROVAL FROM COUNCIL TO DISPOSE AND TRANSFER: ERF 2593, SEA VISTA (ANNIE DANIELS)**	That Council authorizes the Accounting Officer to enter into a Deed of Sale for the disposal of the property.	Item was tabled for in-principle approval at December 2023 Council Meeting	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024) Disposal and transfer in progress (09/01/2025) **Transfer in progress (13/08/25)**	Manager L&P	**IN-PROGRESS**
	24/03/PD19	**LAND AND PROPERTY ADMINISTRATION: DISPOSAL OF A PORTION OF ERF 873, JEFFREYS BAY (JEFFREYS BAY BOWLING CLUB)**	That the town planning processes be finalized for the portion of Erf 873, Jeffreys Bay and that the cost be for the applicant.	Final approval was obatined.	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024) Disposal and transfer in progress. (09/01/2025) The applicant is responsible for the subdivision of the portion of erf 873 and was provided with a Power of Attorney to bring the application 14/04/25) The disposal and transfer in progress (13/07/25) **There is a dispute with regard to outstanding services account which affects the issuing of rates clearance. Applicant are informed and are attending to matter (13/08/25)**	Manager L&P	**IN-PROGRESS**
			That Council authorises the Accounting Officer to enter into a Deed of Sale for the purposes of transferring the said portion of the property.		**Draft Deed of Sale has been prepared. (13/08/25)**	Manager L&P	**IN-PROGRESS**
27-Mar-24	**24/03/PD20**	**REQUEST FOR COUNCIL'S FINAL APPROVAL: ALIENATION OF ERF 137, PELLSRUS (LIZO PATRICK LETSEKHA)**	That Council authorizes the Accounting Officer to enter into a Deed of Sale for the purpose of transferring the said property	Final approval was obatined.	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024) **Transfer in progress (13/08/2025)**	Manager L&P	**IN-PROGRESS**

	24/03/PD22	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR ALIENATION (LEASE) OF ERF 130, PELLSRUS**	That Council authorizes the Accounting Officer to obtain the services of a registered professional to submit building plans for approval and the costs be for the account of the applicant	Final approval was obatined.	Legal Department to be informed of the annual escalation. Legal Services in the process to draft long-term lease agreement (12/06/2024**) Awaiting draft lease agreement from Legal Services. (13/08/2025)**	Manager L&P	**IN-PROGRESS**
			That Council authorizes the Accounting Officer to enter into a long-term lease agreement with the Hepzibah Community Centre and that an annual escalation clause be included in the written lease agreement.	Final approval was obatined.	**Accounting officer to sign lease agreement once completed. (13/08/2025)**	Manager L&P	**IN-PROGRESS**
			That the building plans and rezoning be finalized, and the costs be for the account of the applicant.	Final approval was obatined.	**Costs to be reflected on the agreement.**	Manager L&P	**IN-PROGRESS**
27-Mar-24	**24/03/PD23**	**REQUEST FOR COUNCIL'S FINAL APPROVAL: DISPOSAL (PURCHASE) OF A PORTION OF ERF 164 (A PORTION OF ROAD RESERVE VERGE IN DROMMEDARIS STREET) TO CONSOLIDATE WITH ERF 269, JEFFREYS BAY**	That town planning process be finalized and all other administrative costs be for the account of the applicant	Item was tabled for in-principle approval at December 2023 Council Meeting	Item was submitted to Council for final approval 27 March 2024 and final approval was granted. (15 April 2024) The department in the process to finalise subdivision, consolidation and rezoning whereafter the disposal and transfer process will commence (12/06/2024). The applicant was provided with a power of attorney and in the process of appointing a service provider for subdivision and rezoning. 27/11/2024. Awaiting land use application from the applicant. 09/01/2025 Still awaiting land use application from applicant (14/04/25) **The disposal and transfer in progress (13/08/25)**	Manager L&P	**IN-PROGRESS**
			That Council authorises the Accounting Officer to enter into a Deed of Sale for the disposal of the property	Final approval was obatined.	To be done after TP approval.	Manager L&P	**IN-PROGRESS**

	24/03/PD24	**REQUEST FOR COUNCIL'S FINAL APPROVAL: ALIENATION (RIGHT-TO-USE) OF A PORTION OF ERF 164, JEFFREYS BAY**	That town planning process be finalized and all other administrative costs be for the account of the applicant	Final approval had been received from Council	Legal Department to be informed of the annual escalation. Legal Services in the process to draft long-term lease agreement (12/06/2024**)** Awaiting draft lease agreement from Legal Services. (09/01/2025) **Awaiting lease agreement (13/08/25)**	Manager L&P	**IN-PROGRESS**
			That the Council authorizes the Accounting Officer to enter into a Lease Agreement (right-to-use) with the National Sea Rescue Institute (NSRI) as a Non-Profit Company, represented by Mr. Willem De Waal.	Final approval was obatined.	**Accounting officer to sign lease agreement once completed. 13/08/2025**	Manager L&P	**IN-PROGRESS**
	24/03/PD25	**REQUEST FOR COUNCIL'S FINAL APPROVAL: ALIENATION (LEASE) OF A PORTION OF ERF 164 (A PORTION OF ROAD RESERVE VERGE IN FERREIRA STREET), JEFFREYS BAY**	That town planning process be finalized and all other administrative costs be for the account of the applicant.	Final approval was obatined.	Legal Department to be informed of the annual escalation. Legal Services in the process to draft long-term lease agreement (12/06/2024) Awaiting draft lease agreement from Legal Services. Applicant has proceeded with land use right application and application was placed in the local newspaper for public participation. (12/07/2024) Public participation completed and town planning to prepare report for MPT once application is ready. (12/08/24). Awaitng environmental authorisation.09/01/2025 **Still awaiting environmental authorisation (13/08/25)**	Manager L&P	**IN-PROGRESS**
			That the Accounting Officer be authorised to enter into a written lease agreement with the Applicant, and that the written lease agreement makes provision for an annual escalation of the monthly rental amount.	Final approval was obatined.	Awaitng environmental approval.	Manager L&P	**IN-PROGRESS**
			That the administration considers the possibility and feasibility of permanently alienating the land within 1 year.	Final approval had been received from Council	To be considered	Manager L&P	**IN-PROGRESS**

27-Mar-24	**24/03/PD26**	**REQUEST FOR COUNCIL'S FINAL APPROVAL: ALIENATION (LEASE) OF LAND FOR A 21m MONOPOLE TELECOMMUNICATIONS MAST (MOROPA SITE SOLUTIONS) – A PORTION OF ERF 835, PARADISE BEACH**	That Council authorizes the Accounting Officer to enter into a written long-term lease agreement with Insite Towers, and that the written agreement provides for the annual escalation of the monthly rental.	Item was tabled for in-principle approval at December 2023 Council Meeting	Legal Department to be informed of the annual escalation. Legal Services in the process to draft long-term lease agreement (12/06/2024**) Awaiting draft lease agreement from Legal Services. (13/08/2025)**	Manager L&P	**IN-PROGRESS**
							IN-PROGRESS
27-Mar-24	**24/03/PD27**	**REQUEST FOR COUNCIL'S FINAL APPROVAL: ALIENATION (LEASE) OF LAND FOR A 35m MONOPOLE TELECOMMUNICATIONS MAST (ORION TRUST) – A PORTION OF ERF 1996, SEA VISTA**	That Council authorizes the Accounting Officer to enter into a written long-term lease agreement with Orion Trust, and that the agreement make provision for the annual escalation of the monthly rental.	Item was tabled for in-principle approval at December 2023 Council Meeting	Legal Department to be informed of the annual escalation. Legal Services in the process to draft long-term lease agreement (12/06/2024**) Awaiting draft lease agreement from Legal Services. (13/08/2025)**	Manager L&P	**IN-PROGRESS**
31-May-24	**24/05/PD5**	**REQUEST FOR COUNCIL'S IN-PRINCIPLE APPROVAL FOR ALIENATION (LEASE) OF A PORTION OF ERF 170, JEFFREYS BAY (DOLPHIN BEACH ENTERTAINMENT)**	That Council grant in-principle approval for the alienation (lease) of a portion of Erf 170, Jeffreys Bay to Dolphin Beach Entertainment, represented by Mr. Stephanus Ferreira for a period of 9 years and 11 months, with an option to renew subject to applicable legislation.	Item for in-principle approval was tabled to May Council Meeting.	In-principle approval obtained from council (12/06/2024) Public participation in progress closing on 16 July. (12/07/2024) Public participation completed. Service provider appointed to attend to land use rights and once completed an item for final approval will be submitted to Council (12/08/24). Land use application submitted for consideration. 09/01/2025 **Still awaiting approval of land use rights (13/08/25)**	Manager: L&P	**IN-PROGRESS**
			That the Environmental Authorisation as well as Town Planning activities and other	Item for in-principle approval was tabled to May Council Meeting.	In-principle approval obtained from council (12/06/2024) Already went out on 7-day notice which closed on 5 July awaiting SCM appointment of succesful service provider (12/07/2024) Service provider appointed to attend to land use rights. (12/08/24). Land Use application in progress. 09/01/2025**. Still awaiting land use rights approval (13/08/25)**	Manager: L&P	**IN-PROGRESS**

			administrative costs, be for the cost of the Municipality.				
			That an escalation be included in the lease agreement.	Item for in-principle approval was tabled to May Council Meeting.	To be included in the lease agreement 09/01/2025	Manager: L&P	**IN-PROGRESS**
31-May-24	**24/05/PD8**	**REQUEST FOR COUNCIL'S IN-PRINCIPLE APPROVAL: LEASE OF LAND FOR A TELECOMMUNICATIONS MAST AND BASE STATION – A PORTION OF ERF 406, PARADISE BEACH**	That an annual escalation be included in the lease agreement.	Item for in-principle approval was tabled to May Council Meeting.	**Awaiting lease agreement. (12/08/2025)**	Manager: L&P	**IN-PROGRESS**
	24/05/PD9	**REQUEST FOR COUNCIL'S FINAL APPROVAL: ALIENATION (LEASE) OF A PORTION OF ERF 164, JEFFREYS BAY FOR A HIGH TELECOMMUNICATIONS MAST – (MTN TOWER/NSRI BASE STATION)**	That an annual escalation be included in the lease agreement.	Item for final approval was tabled to May Council Meeting.	Final approval obtained from council (12/07/2024) Instruction was sent to Legal Services to commence with drafting of lease agreement (09/01/2025) **Still awaiting draft lease agreement (13/08/25)**	Manager: L&P	**IN-PROGRESS**
31-May-24	**24/05/PD11**	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR THE DISPOSAL OF ERF 2331, HUMANSDORP TO NEW GOSPEL CHURCH**	That the subdivision be reinstated, and all administrative processes be finalised at the cost of the applicant.	Item for final approval was tabled to May Council Meeting.	Final approval obtained from council (12/06/2024) Instruction was given Legal Services to proceed with the disposal and transfer of the property. (09/01/2025) **Transfer process still in progress (13/08/25)**	Manager: L&P	**IN-PROGRESS**
			That Council authorizes the Accounting Officer to enter into a Deed of Sale for the purposes of transferring the said property.	Instruction given to legal services to commence with disposal and transfer.	Final approval obtained from council (12/06/2024) **Instruction was given Legal Services to proceed with the disposal and transfer of the property. (13/08/25)**	Manager: L&P	**IN-PROGRESS**

	24/05/PD16	**REQUEST FOR AUTHORISATION TO UNDERTAKE A PUBLIC PARTICIPATION PROCESSES OF THE DRAFT ST FRANCIS BAY & HANKEY CBD PRECINCT PLANS**	That Council authorizes the commencement of a public participation process as contemplated in Section 21 of the Local Government: Municipal Systems Act for the draft St Francis Bay and Hankey CBD Precinct Plan.	The service provider is finalising a public participation plan. 05/06/2024	The notice to be published on the local newspaper. Workshop was held on 6 August 2024. Closing date for comments is 24 September 2024. Another workshop to be held in Hankey. Date to be confirmed**. (12/08/2024). Public participation concluded on 24 September 2024. Service provider preparing responses to all comments recieved. Awaitng approval. The item will be approved together with the MSDF (2025-08-13)**	Manager:TP	**ON-GOING**
30-Jul-24	**24/07/PD3**	**ACCEPTANCE OF LAND PURCHASED BY THE PROVINCIAL HUMAN SETTLEMENTS DEPARTMENT FOR THE KOUGA MUNICIPALITY: ERF 9932 JEFFREYS BAY**	That the Council accepts the property described as erf 9932, Jeffreys Bay as purchased by the Provincial Department of Human Settlement.	Resolution submitted to the Department of Human Settlment. (12/08/2024)	Awaitng feedback from the Department of Human Settlement (12/08/2024). The land availability agreement already signed. The department is currently finalising the appoitnment of service provider for planning processes. 14/10/2024. Service provider appointed for preliminary studies and designs. 27/11/2024. **Preliminary studies still in progress . Layout plan drafted. (13/08/2025)**	Manager: L&P	**IN-PROGRESS**
			That Council authorise the Accounting Officer in line with the delegated authorities of the Accounting Officer to sign the Deed of Sale/Donation contemplated herein.	To be actioned	Deed of donation in progress.	Manager: L&P	**IN-PROGRESS**
			That a draft layout plan for Erf 9932 be submitted to the next Planning & Development Portfolio Committee for further debate on land use within the development.	To be actioned	Layout will be submitted to Portfolio Committee	Manager: L&P	**IN-PROGRESS**
	24/07/PD6	**REQUEST TO RESCIND PREVIOUS COUNCIL RESOLUTION & COUNCIL'S IN-**	That Council grants approval for the subdivision and rezoning of	Approval granted by Council (12/08/2024)	Service provider to be appointed (12/08/2024). TOR drafted for the appointment of service provider.(27/11/2024) Service provider to be appointed mid-February (13/01/25) **Three quotations have been requested (13/08/25)**	Manager: L&P	**IN-PROGRESS**

		PRINCIPLE APPROVAL FOR THE SUBDIVISION AND REZONING OF ERF 1324, HUMANSDORP	Erf 1324, Humansdorp.				
			That Council makes provision for the repair and maintenance of the residential properties to gain maximum revenue in rental.	To be actioned	To be actioned	Manager: L&P	**IN-PROGRESS**
	24/07/PD7	**REQUEST FOR COUNCIL'S FINAL APPROVAL: SELLING OF ERF 1085, PATENSIE TO AFRICAN GOSPEL CHURCH**	That Council grant final approval for the disposal of Erf 1085, Patensie to African Gospel Church at 25% (R12,500.00 excluding VAT) of the general municipal valuation of 2018 that amounts to R50,000.00	Approval granted by Council (12/08/2024)	Matter have been refered to Legal for actioning (27/11/24) Disposal and transfer in progress (13/01/25) **Transfer in progress (13/08/25)**	Manager: L&P	**IN-PROGRESS**
			That Council authorizes the Accounting Officer to enter into a Deed of Sale for the purposes of transferring the said property	To be actioned	Instruction was given to Legal to proceed with the disposal and transfer of the property. (12/08/24). Awaiting finalisation of disposal and transfer (27/11/2024) Transfer in progress (13/01/25) **Transfer in progress (13/08/25)**	Manager: L&P	**IN-PROGRESS**
28-Aug-24	**24/08/PD8**	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR ALIENATION (LEASE) OF A PORTION OF ERF 1, HUMANSDORP (PORTION OF THE BUILDING) – ASPHALT PREMISES (ROADSAVER GROUP (PTY) LTD**	That Council grant final approval for the alienation (lease) of a portion of Erf 1, Humansdorp (a portion of the building for an Asphalt Premises), to Roadsaver Group (Pty) Ltd. (2022/472566/07) represented by Mr. Wilco Bothma for a period of 9 years and 11 months, with an option to renew.	Item for final approval was tabled to August 2024 Council meeting.	Final approval obtained from Council 28 August 2024. Awaitng lease agreement. (09/01/2025) **Lease agreement was sent to applicant to consider (13/08/25)**	Manager: L&P	**IN-PROGRESS**

			That the lease be cancelled if the purpose applied for is not implemented within 1 year from the date of the signed lease agreement.	Will be included in contract.	Instruction given to Legal 2 September 2024.	Manager: L&P	**IN-PROGRESS**
			That all town planning activities, if any, as well as other administrative costs including the valuation, be for the cost of the applicant.	Will be included in contract.	Instruction given to Legal 2 September 2024.	Manager: L&P	**IN-PROGRESS**
			That an escalation be included in the lease agreement.	Will be included in contract.	Instruction given to Legal 2 September 2024.	Manager: L&P	**IN-PROGRESS**
30-Oct-24	**24/10/PD1**	**REQUEST FOR COUNCIL TO RESCIND COUNCIL RESOLUTION, AUTHORISATION TO ALIENATE THE 98 WET ERVEN (3535 – 3634) TO RESIDENTS CURRENTLY OCCUPYING THE MUNICIPAL PROPERTIES, KRUISFONTEIN, HUMANSDORP**	That Erf 3625 Kruisfontein be subdivided and rezoned for disposal to the current occupants after consultation.	TOR drafted	**Item will be tabled to the September Portfolio Meeting for final approval (13/08/25)**	Manager L&P	**IN-PROGRESS**
	24/10/PD2	**REQUEST FOR FINAL APPROVAL: ALIENATION (LEASE: RIGHT-TO-USE) PORTION 7 OF FARM 688, HUMANSDORP RD (GEELHOUTEBOOM)**	That all applicants will need to submit to a Minimum Standards contract which will outline the minimum standard of care, maximum holding capacity, agreement to all animals to be ear-tagged immediately upon	Approval granted by Council (30/10/2024)	Matter have been refered to Legal for actioning (27/11/24) Agreement to be finalised with all applicants (13/01/25) **Awaiting draft lease agreement (13/08/25)**	Manager: L&P	**IN-PROGRESS**

			entrance as well as annual proof of vaccination.				
			That the number of livestock be aligned with the carrying capacity of the natural resource to ensure limited degradation (soil erosion and bush encroachment).	Approval granted by Council (30/10/2024)	A meeting scheduled with Economic Development and our Local DRDAR office to request finalization of veld management and economic viability report. (14/10/24) Site visit with DRDAR to commence with feasibility studies will take place on 3 December 2024. (27/11/2024) Site visit was conducted as part of the feasibility studies (13/01/25) **Feasibility study in progress (13/08/25)**	Manager: L&P	**IN-PROGRESS**
	24/10/PD3	**REQUEST FOR COUNCIL'S FINAL APPROVAL: LEASE OF LAND FOR A TELECOMMUNICATIONS MAST AND BASE STATION – A PORTION OF ERF 406, PARADISE BEACH**	That an annual escalation be included in the lease agreement.	Will be included in contract.	**Condition will form part of the lease agreement (13/08/25)**	Manager: L&P	**IN-PROGRESS**
			That the design and installation methodology of the equipment be pre-approved by the Civil and Water Directorate.	Recommendation to be implemented.	Matter have been refered to Civil & Water for actioning (27/11/24) **Civil and Water in the process to finalise this process (13/08/25)**	Manager: L&P	**IN-PROGRESS**
30-Oct-24	**24/10/PD4**	**REQUEST FOR COUNCIL'S FINAL APPROVAL: ALIENATION LEASE OF LAND FOR A TELECOMMUNICATIONS MAST AND BASE STATION (HEROTEL) – A PORTION OF ERF 406, PARADISE BEACH**	That an annual escalation be included in the lease agreement.	Will be included in contract.	Matter have been refered to Legal for actioning (27/11/24) **Condition will form part of the lease agreement (13/08/25)**	Manager: L&P	**IN-PROGRESS**
			That the design and installation methodology of the equipment be pre-approved by the Civil and Water Directorate.	Recommendation to be implemented.	Matter have been refered to Civil & Water for actioning (27/11/24) **Civil and Water in the process to finalise this process (13/08/25)**	Manager: L&P	**IN-PROGRESS**
	24/10/PD5	**REQUEST FOR COUNCIL'S FINAL APPROVAL: SELLING OF ERF 1245, PELLSRUS TO MEALS ON WHEELS**	That Council authorizes the Accounting Officer to conclude a Deed of Sale to transfer the said property.	Approval granted by Council (30/10/2024)	**Instruction sent to Legal Services to implement resolution (13/08/25)**	Manager: L&P	**IN-PROGRESS**

	24/10/PD6	**REQUEST FOR COUNCIL'S FINAL APPROVAL: ALLOCATION OF STREET NAMES: GOVERNMENT SUBSIDIZED HOUSING PROJECT IN WARD 6 (VERGENOEG) AND PRIVATE DEVELOPMENTS IN JEFFREYS BAY & CAPE ST FRANCIS**	That Council makes budgetary provision for the erection of the new street names contemplated herein on the relevant public roads.	Approval granted by Council	Budget to be provided by Civil and Water	Manager: L&P	**IN-PROGRESS**
	24/10/PD8	**REQUEST FOR COUNCIL'S FINAL APPROVAL ON THE APPLICATION FROM THE NATIONAL DEPARTMENT OF PUBLIC WORKS AND INFRASTRUCTURE TO ACQUIRE ERF 275 HUMANSDORP TO CONSTRUCT A NEW MAGISTRATE COURT**	That Council authorise the Accounting Officer in line with the delegated authorities of the Accounting Officer to sign the Deed of Sale contemplated herein and corresponding transfer documentation.	Approval granted by Council (30/10/2024)	**Awaiting swop offer from DPW (13/08/25)**	Manager: L&P	**IN-PROGRESS**
			That the Department retains the Market Building in their designs for the new Court including maintaining its character and restoring it.	Recommendation to be implemented.	Communication to be send to the Department of Public Works	Manager: L&P	**IN-PROGRESS**
			That a land swap between Erf 275 Humansdorp be done with Erf 3010 Hankey before the finalisation and signing off processes.	Confirmation letter received from the Department of Public Works on 17 October 2024 for the land swop.	Awaitng feedback from DPW (06/03/25)	Manager: L&P	**IN-PROGRESS**

08-Nov-24	**24/11/PD12**	**REQUEST TO RESCIND PREVIOUS COUNCIL RESOLUTION AND TO GRANT APPROVAL IN-PRINCIPLE TO APPLY FOR SECTIONAL DEPROCLAMATION OF PROVINCIAL ROADS MR00389 AND MN50027**	That Council grant in-principle approval for the sectional de-proclamation of provincial road MR00389, which includes Da Gama Road, St. Francis Street and from (link B to link C as indicated in annexure B) to Kouga Municipality in order to manage and maintain the roads with the exclusion of Main Road – Humansdorp.	Approval granted by Council. Proposed MoU submitted to DoT. Feedback: Certain minor adjustments were to be requested by DoT. Such has not been received to data. Periodic follow ups are being made.	**Matter for C&W** 13 August 2025 The request for de-proclamation on a number of roads (including Da Gama and St Francis) was submitted in August 2024. We await feedback, we are adviced that this de-proclamation process is a lengthy one and enquires polital intervention/support.	Dir; C&W	**IN-PROGRESS**
			That Council grant authorisation to the Accounting Officer to proceed with the formal application process to the Provincial Department of Transport in respect of the custodianship and maintenance of Da Gama Road, St Francis Drive and from (link B to link C as indicated in annexure B) while the process of de-proclamation is in progress, and to enter into the required and appropriate agreements to give effect to same.	Approval granted by Council. Request was submitted to DoT based on similar request by NMBM. KLM awaits official feedback. Periodic updates are being made.	**Resolution to be implemeted by Civil & Water Directorate.** 13 August 2025 MOU was returned from DoT 5 August 2025 with inputs. Legal Services are in the process of conclusion of which a signed MOU will be returned with the greatest of urgency.	Dir; C&W	**IN-PROGRESS**
13-Dec-24	**24/12/PD1**						

		REQUEST TO RESCIND PREVIOUS COUNCIL RESOLUTION AND ACCEPTANCE OF LAND PARCELS OWNED BY THE FORMER NATIONAL HOUSING BOARD TO KOUGA LOCAL MUNICIPALITY	That the acceptance mentioned in the above excludes Erf 110, Thornhill as the Thornhill Combined Primary School is built on this property, therefore, transfer must be to the Department of Education or the Department of Public Works.	Council resolution to be implemented.	Communication to be send to the Department of Public Works (13/01/25) **Communication was sent the DPW (13/08/25)**	Manager: L&P	**IN-PROGRESS**
			That the Council grant authorization to the Accounting Officer to enter into agreement with the current owners for transfer of the properties to KLM.	Approval granted by Council (13/12/2024)	**Matter have been refered to Legal for actioning (13/08/2025)**	Manager: L&P	**IN-PROGRESS**
	24/12/PD2	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR ALIENATION (LEASE) OF ERVEN 2084 AND 2085, HUMANSDORP**	That the property be used for the purpose applied for (solar plant, charging station, a farm stall and a restaurant), and for no other purpose whatsoever, unless prior written consent has been obtained from the Lessor.	Council resolution to be implemented. Legal department to ensure it is cpatured in the Lease Agreement.	To be actioned after de-proclamation. **In the process to draft lease agreement (13/08/25)**	Manager: L&P	**IN-PROGRESS**
			That the lease be cancelled if purpose applied for is not implemented within 24 months from date of signed lease agreement.	Council resolution to be implemented. Legal department to ensure it is cpatured in the Lease Agreement.	Matter have been refered to Legal for actioning. **In the process to draft lease agreement (13/08/25)**	Manager: L&P	**IN-PROGRESS**

			That all costs in respect of the consolidation, rezoning, surveying and any environmental approval, be borne by the applicant.	Council resolution to be implemented. Legal department to ensure it is cpatured in the Lease Agreement.	Applicant to be informed of Council resolution.	Manager: L&P	**IN-PROGRESS**
			That an escalation be included in the lease agreement.	Council resolution to be implemented. Legal department to ensure it is cpatured in the Lease Agreement.	Matter have been refered to Legal for actioning.	Manager: L&P	**IN-PROGRESS**
	24/12/PD3	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR THE ALIENATION OF BUSINESS ZONED MUNICIPAL ERVEN WITHIN THE KOUGA MUNICIPAL AREA**	That Council confirms that the immovable properties are not needed for the provision of the minimum level of basic municipal service.	No action required.	No action required.	Manager: L&P	**IN-PROGRESS**
			That Council confirms the market-related valuations in line with Section 14(2) of the Municipal Finance Management Act: Erf 7294, Jeffreys Bay (R460,000.00) Erf 1826, Hankey (R170 000.00) Erf 259, Patensie (R81,000.00) Erf 32, Loerieheuwel (R40 000.00)	Council resolution to be implemented.	Bidding process to commence. Auctioneer to be informed. (13/01/25) Auctioneer appointed (06/03/25). Process held in abeyance (14/04/25). The properties have been withdrawn from the auction (14/07/25) **Item will be submitted to next Council Meeting to rescind the resolution (13/08/25)**	Manager: L&P	**IN-PROGRESS**

	24/12/PD5	**REQUEST TO RESCIND ALL PREVIOUS RESOLUTIONS PERTAINING TO THE ALIENATION OF PORTIONS OF ERF 873, ERVEN 5478, 5479, 5480 5481 AND 8825, JEFFREYS BAY AND GRANT IN-PRINCIPLE APPROVAL AND AUTHORISATION TO UNDERTAKE PUBLIC PARTICIPATION FOR THE ALIENATION OF ERVEN 5478, 5479, 5480, 5481 AND 8825, JEFFREYS BAY**	That a full feasibility study be done on the bigger portion of land to determine a way forward.	Council resolution to be implemented.	Service Provider to be appointed 14/04/2025 **Tender process has commenced to appoint a service provider to do a feasibility study on the properties (14/07/25). Service provider appointed for the feasibility study. 13/08/2025**	Manager: L&P	**IN-PROGRESS**
	24/12/PD6	**LAND AND PROPERTY ADMINISTRATION: IMPLEMENTATION OF OUTSTANDING TRANSFERS OF PROPERTIES ACQUIRED FROM THE THEN PATENSIE TRANSITIONAL LOCAL COUNCIL (TLC)**	That all applicable costs, where necessary, be for the cost of the applicants / purchasers, but in confirmed instances where the applicant / purchaser is unemployed or has confirmed pensioner status, a request be made for the transfer costs to be borne by the municipality.	Council resolution to be implemented.	Report to be compiled and resolution be implemented. 10/01/2025 Meeting was held with the beneficiaries on 12 February 2025 (14/04/25) **In the process to commence with transfers . item included in the agenda for final decision(13/08/25)**	Manager: L&P	**IN-PROGRESS**
			That Council authorizes the Accounting Officer to enter into respective Deed of Sale to give effect to the intended transfer of immovable property herein	Approval granted by Council (13/12/2024)	Final approval obtained from council (13/12/2024) Instruction given Legal Services to proceed with the disposal and transfer of the properties (9/01/2025). **Disposal and transfer in progress (13/08/25)**	Manager: L&P	**IN-PROGRESS**

	24/12/PD7	**REQUEST TO SWOP: TENDER FOR THE SELLING OF VACANT MUNICIPAL RESIDENTIAL ERVEN WITHIN THE KOUGA MUNICIPAL AREA (TENDER NOTICE 137 OF 2021)**	That a full feasibility study be done on the bigger portion of land to determine a way forward.	Council resolution to be implemented.	Service Provider to be appointed (14/07/2025) **Swop of erven was approved by Council and given through the Estate Agents (13/0825)**	Manager: L&P	**COMPLETED**
30-Apr-25	**25/04/PD3**	**REQUEST FOR COUNCIL'S FINAL APPROVAL TO ENTER INTO ENCROACHMENT AGREEMENTS WITH RESIDENTS WITH PROPERTIES AFFECTED BY COASTAL EROSION: DEVELOPMENT AND MAINTENANCE MANAGEMENT PLAN FOR THE COASTAL AREA OF CAPE ST FRANCIS VILLAGE**	1That Council grant in-principle approval to enter into encroachment agreements with affected private property owners in the Coastal Area of Cape St Francis Village in line with the conditions contained in the Basic Assessment Report.	In -principal approval and authorization to advetise have been obtained from Council (30 April 2025). Advertisement was published for comments and obejectiond on intended leases**(10/06/2025)**.	**In-principle approval obtained from Council. (13/08/25)**	Manager: L&P	**IN-PROGRESS**
			That Section 14 comments be obtained before disposal of the properties.	Council granted in-principle approval	In the process to obtain section 14 comments from departments (14/07/25) **Comments will be sourced at the August LEC Meeting (13/08/2025)**	Manager: L&P	**IN-PROGRESS**
			That Council authorizes the Accounting Officer to obtain the market-related valuation in line with Section 14(2) of the Municipal Finance Management Act.	Council granted in-principle approval	In the process to appoint service provider to do valuations (14/07/25) **The Council's approved tariffs will be used to determine encroachment amount (13/08/25)**	Manager: L&P	**COMPLETED**

30-Apr-25	**25/04/PD4**	**25/04/PD4 REQUEST FOR COUNCIL'S IN-PRINCIPLE APPROVAL TO DONATE ERVEN 1324 KWANOMZAMO AND 848 PATENSIE TO THE DEPARTMENT OF PUBLIC WORKS**	That Council note and consider the report and grants in-principle approval for the alienation of Erven 1324, Humansdorp (Kwa-Nomzamo) and 848 Patensie to the Department of Public Works and Infrastructure by way of a donation subject to: 1,1 That Erf 1324 Humansdorp be subdivided from the residential units. 1,2 That Erf 1324 Humansdorp be consolidated with a portion of the adjacent erf, erf 1983 due to the building been built over both Erf 1324 and Erf 1983. 1,3 That the existing entrance road to Kwa-Nomzamo also transverses Erf 1983 and a "road reserve" must be created over Erf 1983. 1,4 That Erf 848 Patensie be subdivided from the municipal building (community hall).	In -principal approval and authorization to advetise have been obtained from Council (30 April 2025). Advertisement being prepared to be published for comments and objections intended alienation(5/13/2025).	**Obtained in-principle approval from Council (13/08/25)**	Manager: L&P	**IN-PROGRESS**

			That Council grants permission for the closure of a portion of the Public Open Space (Erf 1983 Humansdorp) to allow the proposed consolidation.	In-principle approval obtained from Council.	**Process to follow once final approval obtained from Council (13/08/25)**	Manager: L&P	**IN-PROGRESS**
			That the Department Public Works be liable for all surveying costs regarding the subdivision, consolidation and rezoning of Erf 1324 in Humansdorp and Erf 848 Patensie.	In-principle approval obtained from Council.	**Process to follow once final approval obtained from Council (13/08/25)**	Manager: L&P	**IN-PROGRESS**
			That the Department Public Works be liable for all costs related to the transfer of properties contemplated herein.	In-principle approval obtained from Council.	**Process to follow once final approval obtained from Council (13/08/25)**	Manager: L&P	**IN-PROGRESS**
	25/04/PD5	**REQUEST FOR COUNCIL TO RESCIND PREVIOUS RESOLUTION AND COUNCIL'S AUTHORIZATION TO ADVERTISE AND IN-PRINCIPLE APPROVAL FOR THE ALIENATION (LEASE) OF ERF 1259, SEA VISTA – ST FRANCIS BAY PADDLING CLUB**	That Council rescind resolution 21/09/PD16 and grant in-principle approval for the alienation (lease) of Erf 1259, Sea Vista, to the St. Francis Bay Paddling Club represented by Mr. Charles Jonsson for a period of 9 years and 11 months.	In -principal approval and authorization to advetise have been obtained from Council (30 April 2025). Advertisement being prepared to be published for comments and obejections on intended alienation**(5/13/2025).**	**In-principle approval obtained from Council. (13/05/25) Advert published for comments. (13/08/2025)**	Manager: L&P	**IN-PROGRESS**
			That Council authorizes the Accounting Officer to obtain the market-related	Council granted in-principle approval.	Process to follow once final approval obtained from Council (14/07/25) **Valuation obtained. Completed (13/08/25)**	Manager: L&P	**COMPLETED**

			valuation in line with Section 14(2) of the Municipal Finance Management Act.				
	25/04/PD7	**REQUEST FOR COUNCIL'S IN-PRINCIPLE APPROVAL AND AUTHORISATION TO ADVERTISE: ALIENATION OF A PORTION OF ERF 499, PORTION OF ERF 1 AND A PORTION OF PORTION 2 OF FARM ZWARTENBOSCH NO 347, HUMANSDORP RD**	That Council notes the Feasibility Study and Business Plan together With Conceptual Designs for Erf 499, Humansdorp and Portion 1 & 2 of Farm 347 of Humansdorp Road.	In -principal approval and authorization to advetise have been obtained from Council (30 April 2025). Advertisement being prepared to be published for comments and obejectiond on intended alienation**(5/13/2025)**.	**In-principle approval obtained from Council. (13/05/25). Public participation completed. (13/08/2025)**	Manager: L&P	**IN-PROGRESS**
			That Council authorises the Accounting Officer to obtain the market related rental for the property.	Council granted approval to obtain market valuations.	Process will be started to appoint professional valuer (14/07/25) **Valuer appointed (13/08/25)**	Manager: L&P	**COMPLETED**
	25/04/PD8	**REPORT: REQUEST FOR COUNCIL'S FINAL APPROVAL: TENDER FOR THE SELLING OF VACANT MUNICIPAL RESIDENTIAL ERVEN WITHIN THE KOUGA MUNICIPAL AREA (TENDER NOTICE 137 OF 2021)**	That Council grant authorization to the Accounting Officer to finalize the transfers of the properties to the successful bidders.	Council granted final approval.	**Approved by Council. Awaitng finalisation of sale (13/08/2025)**	Manager: L&P	**IN-PROGRESS**
	25/04/PD9	**REQUEST FOR COUNCIL FINAL APPROVAL FOR THE ACQUISITION OF PORTION 23 OF FARM 335, HUMANSDORP RD TO DEVELOP A HOMELESS CENTRE**	That Council authorizes the Accounting Officer to enter into negotiations with the registered property owner, in line with the thresholds in 2, above, and submit and offer to the Seller, and enter into a Deed of Sale, should the Seller accept the offer to purchase.	Approval requested from Council to grant authorisation to the Accounting Officer to enter into negotiations.	**Negotiations with seller in progress (13/08/25)**	Manager: L&P	**IN-PROGRESS**

			That it be noted that once the property is transferred, an NPO be appointed to manage all administration in respect of the development of the property.	Approval obtained from Council.	**The process to commence once the property has been transferred to the Municipality (13/08/25)**	Manager: L&P	**IN-PROGRESS**
			That the NPO establish an NPC to manage all aspects of the management of the centre, upon which an administrator of the Municipality has a permanent seat.	Approval obtained from Council.	**The process to commence once the property has been transferred to the Municipality (13/08/25)**	Manager: L&P	**IN-PROGRESS**
			That a Service Level Agreement (SLA) be concluded with the successful NPO for the management of the centre.	Approval obtained from Council.	**The process to commence once the property has been transferred to the Municipality (13/08/25)**	Manager: L&P	**IN-PROGRESS**
	25/04/PD12	**REQUEST FOR COUNCIL'S IN-PRINCIPLE APPROVAL FOR THE ACQUISITION OF UNREGISTERED ERF 3777, HUMANSDORP**	That Council grant in-principle approval for the acquisition of unregistered Erf 3777, Humansdorp.	It was submitted to Council for in-principle approval.	Council granted in-princple approval (14/07/25) **An item for final approval have been prepared for the August Council Meeting for final approval (13/08/2025)**	Manager: L&P	**IN-PROGRESS**
			That Council authorizes the Accounting Officer to enter into negotiations with the Seller and present an offer to purchase to the Seller with a provision for the beneficial occupation of the immovable property preceding the	Approval was granted to the Accounting Officer to enter into negotiations with seller.	**Negotiations with seller has commenced (13/08/25)**	Manager: L&P	**IN-PROGRESS**

			finalization of the intended transfer.				
	25/04/PD13	**REQUEST FOR COUNCIL'S APPROVAL TO DEMOLISH THE BUILDING ON UNREGISTERED ERF 3291, HUMANSDORP (KOUGA CULTURAL CENTRE)**	That an alternative property be identified for a similar facility.	Item was tabled for final approval.	**The process will now commence to identify an alternative property (13/08/25)**	Manager: L&P	**IN-PROGRESS**
			That Council engage the Department of Higher Education to explore the possibility of developing a training or educational facility on the site post-demolition.	Item was tabled for final approval.	**The relevant department will be engaged to discuss the possibility of developing a Educational Facility (13/08/25)**	Manager: L&P	**IN-PROGRESS**
	24/04/PD14	**RESCIND PREVIOUS COUNCIL RESOLUTIONS ON UNREGISTERED ERF 3298, HUMANSDORP AND REQUEST FOR AUTHORISATION TO ADVERTISE AND IN-PRINCIPLE APPROVAL FOR THE DONATION OF ERF 3298, HUMANSDORP TO THE PROVINCIAL DEPARTMENT OF EDUCATION**	That Council grants approval to rescind previous Council resolutions on Erf 3298, Humansdorp (17/12/F12) and grants In-principle approval to donate Erf 3298, Humansdorp on which the new Boskloof Primary School will be constructed.	Item was tabled to Council for in-principle approval.	Council granted in-princple approval (13/05/25). Notice published for comments. (11/06/2025) Public participation in progress notice have been advertised (14/07/25) **An item will be submitted to the August Council Meeting for final approval (13/08/25)**	Manager: L&P	**IN-PROGRESS**
			That the applicant be responsible for all development rights applications including the subdivision, rezoning and registration of Erf 3298, Humansdorp.	Council granted in-principle approval.	**The process will commence after council's final approval (13/08/25)**	Manager: L&P	**IN-PROGRESS**
29-May-25	**25/05/PD1**	**REQUEST FOR COUNCIL'S FINAL APPROVAL FOR THE ALIENATION OF A PORTION OF ERF 1 AND**	That the applicant herein be held liable for any and all costs in relation to the	Final approval obtained from Council.	**Applicant informed (11 June 2025) and Power of Attorney given to appoint PSP. (13/08/25)**	Manager: L&P	**IN-PROGRESS**

		A PORTION OF ERF 6, HUMANSDORP	subdivision, consolidation and rezoning of the immovable property herein alienated and that such be made a condition of the Deed of Sale to be entered into to affect the intended alienation.				
			That Council authorizes the Accounting Officer to enter into a Deed of Sale with the applicant.	Final approval obtained from Council. To be actioned.	**Instruction given to Legal (11 June 2025) to draft agreement. (14/07/25). Transfer in progress. 13/08/2025**	Manager: L&P	**IN-PROGRESS**
13-Jun-25	**25/06/PD12**	**REQUEST FOR COUNCIL'S APPROVAL FOR THE APPOINTMENT OF MR ADRIAN THORNE AS BUILDING CONTROL OFFICER**	That a certificate of liability be signed by the Accounting Officer for Mr Adrian Thorne.	Awaiting finalisation of the certificate	**In progress 13/08/2025**	Manager BC	**IN-PROGRESS**
			That Mr Adrian Thorne's CV be distributed to Councillors.	CV To be distributed	**CV circulated. 14/08/2025**	Manager BC	**COMPLETED**
26-Jun-25	**25/06/PB2**	**REVIEW OF THE POLICY AND PROCEDURES FOR THE DISPOSAL OF IMMOVABLE ASSETS**	That the Disposal and Lease of Council Owned Immovable Property be published on the Kouga Municipal Website.	Instruction sent to IT to place Policy on website	**Final approved granted by Council (13/08/2025)**	Manager HS	**COMPLETED**
	25/06/PB3	**AMENDMENT OF KOUGA MUNICIPALITY SPATIAL PLANNING & LAND USE MANAGEMENT BY-LAW, 2016**	That the amendments be advertised in line with the provisions of the Spatial Planning & Land Use Management Act, 2013 (Act No. 16 of 2013) and the Municipal Systems Act, 32 of 2000 for public comment and/or objections.		Council approved draft SPLUM By-law amendments on 26 June 2025.	Manager TP	**COMPLETED**

			That the policy be returned to Council for adoption upon completion of public partcipation process.		To be returned to Council after public participation. 13/08/2025	Manager TP	**IN-PROGRESS**
	25/06/PB4	**AMENDMENT OF THE MUNICIPAL INTEGRATED LAND USE SCHEME, 2021**	That the Amendments to the Municipal Integrated Land Use Scheme, 2021 be approved by Council.		Council approved draft land use scheme amendments on 26 June 2025. Public participation will be indertaken from 14 August 25. (13/08/25)	Manager TP	**IN-PROGRESS**
			That the approved amendments be published for public comments and/or objections as required in terms of the Spatial Planning & Land Use Management Act, Act 16 of 2013.	To be published in August	Draft Bylaw to be published for comments on 14/08/25 (13/08/25)	Manager TP	**IN-PROGRESS**
	25/06/PB5	**DRAFT BY-LAWS RELATING TO THE BUILDING AESTHETICS IN THE MUNICIPAL AREA**	That amended Draft By-Laws Relating to the Building Aesthetics in the Municipal Area be approved by Council.	Draft approved by Council	Approved by Council	Manager TP	**COMPLETED**
			That the amended Draft Kouga By-Laws Relating to Building Aesthetics be published for public comment and/or objections as required by the Local Government: Municipal Systems Act, 32 of 2000, as amended.	To be published in August	By law approved by Council, going for public participation(13/08/2025)	Manager BC	**IN-PROGRESS**
			That an additional Column I be included which	Amendment included	Draft Bylaw to be published for comments on 14/08/25 (13/08/25)	Manager BC	**IN-PROGRESS**

			indicates that the Mayoral Committee be allowed to attend all meetings as observers.				
26-Jun-25	**25/06/PD6**	**REQUEST FOR COUNCIL'S PERMISSION TO ACCEPT OFFER TO REGISTER A RIGHT OF WAY SERVITUDE OVER PORTION 249 OF THE FARM GOEDGELOOF NO. 745 (SEA VISTA) HUMANSDORP RD IN FAVOR OF THE MUNICIPALITY**	That the Accounting Officer be authorized to complete the registration process of the intended servitude.	Approval granted by Council	**Negotiations in progress with the owner pertaining a request to grant permision for a right of way to the remainder of his property. (13/08/25)**	Manager L&P	**IN-PROGRESS**
	25/06/PD12	**REVIEW OF SPATIAL DEVELOPMENT FRAMEWORK 2020: PUBLIC PARTICIPATION ON DRAFT DOCUMENT**	That the reviewed Draft Spatial Development Framework be published for public comment and/or objections.	Draft to be published for commets	To be published for comments on 14 August 2025. **(13/08/25)**	Manager TP	**IN-PROGRESS**

KOUGA local municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
OFFICE OF THE MUNICIPAL MANAGER
OPEN
DATE: 28 AUGUST 2025
ITEM NO: **25/08/MM2**

APPROVAL OF INTEGRATED DEVELOPMENT PLAN (IDP), MUNICIPAL PERFORMANCE SYSTEM AND BUDGET TIME SCHEDULE OF KEY DEADLINES FOR THE REVIEW OF THE 2025/2026 AND SUBSEQUENT IMPLEMENTATION IN 2026/2027

1. **Introduction**

The purpose of this item is to allow Council to consider and approve the attached time schedule as a 'roadmap' for the review of the IDP, PMS as well as the formulation of the budget.

2. **Background**

Section 21 (1) (b) of the Local Government: Municipal Finance Management Act 56 of 2003 stipulates that the Executive Mayor must at least ten months before the start of a budget year table in the Municipal Council a time schedule outlining the key deadlines for –

(i) the preparation, tabling and approval of the annual budget;

(ii) the annual review of –

(aa) the integrated development plan in terms of Section 34 of the Municipal Systems Act; and
(bb) the budget-related policies.

(iii) tabling and adoption of any amendments to the integrated development plan and budget related policies; and

(iv) any consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).

3. **Discussion**

The Process Time Schedule, as attached in **Annexure "A"** of the item, seeks to outline a process specifying the timeframes for the different planning steps and to outline appropriate mechanisms, processes, and procedures for consultation and participation of local communities, organs of state, and other role-players in the IDP and Budget process.

The table below sets out the difference between, and a summary of, the requirements for a District Framework versus that of a Process Plan and a Time Schedule.

Time Schedule (Annually)	Process Plan (Five Year)	District Framework (Five Year)
In accordance with section 21 of the MFMA the Council must adopt a time schedule outlining key deadlines for the tabling of the annual review/amendment of the IDP, any amendments to the IDP and consultative processes which form part of the annual IDP and Budget Review.	The Process Plan in accordance to section 28 of the MSA is a process set out in writing to guide the planning, drafting, adoption and review of its initial 5-year IDP after the start of Councils elected term. It contains events to be undertaken in the process of developing the actual IDP and supporting IDP processes of the local municipalities to ensure alignment in the case of a District Municipality.	The District Framework in accordance with section 27 of the MSA must be adopted by the district municipality within a prescribed period after the start of its elected term. The Framework, amongst others, obligates both the district and the local municipalities in its are on binding legislation, IDP matters which require alignment and procedures for consultation during the process of drafting their respective IDPs.

4. **Financial Implications**

Completed by BTO -	Not Applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	

5. **Applicable Legislation**

Local Government: Municipal Finance Management Act 56 of 2003.
Local Government: Municipal Systems Act, No. 32 of 2000.

6. **Legal Implications**

None

7. **Other Implications**

None

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Item noted.

8.2 **Director: Planning & Development**

Noted

8.3 **Director: Civil & Water Services**

Item noted.

8.4 **Director: Electro-Mechanical Services**

Item noted.

8.5 **Director: Community Services**

Noted

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Recommendations supported.

9. **Delegated Authority**

Council

10. **Recommendations**

10.1 That the IDP/Budget Time Schedule for the review of 2025/2026 and subsequent implementation in the 2026/2027 financial year attached as Annexure "A" to the item be approved.

10.2 That the provisions of Section 32 of the Local Government Municipal Systems Act, 32 of 2000 be complied with.

10.3 That the IDP/Budget Time Schedule for 2026/2027 be submitted to the MEC and relevant stakeholders within 10 days after adoption by Council.

Item prepared by: Manager IDP

Item approved by the: Municipal Manager:

Annexure "A"

DRAFT: IDP/BUDGET/PMS PROCESS PLAN 2026/2027

Approved by Council:
Council Resolution No:

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1. INTRODUCTION

Integrated Development Planning is an elaborate and dynamic process which produces a strategic plan to guide the municipality to eradicate service delivery backlogs, encourage socio-economic development, preserve the natural environment as well as address the spatial disparities of development. The end result should not only be the drafting of the IDP document but rather the implementation of programmes and projects in an integrated sustainable manner which will ultimately create a conducive environment which enhances the socio-economic prosperity for all people in the Kouga Municipal Area.

The Kouga Municipality is committed to bring good governance and service delivery to the people within its jurisdiction as expressed in its vision. The Vision has a clear direction and that is to govern the municipality effectively and efficiently and to render the best basic services to the community. Its aim is also to inspire to community to enhance public participation and to attract the best talent and investment to the municipality.



Vision: Service Excellence through Good Governance.



Mission:

- To be a trustworthy government that addresses the needs and respects the values of 'ubuntu' in our communities.
- To deliver inclusive and affordable services to improve the quality of life of all residents.
- To be a safe environment with diverse opportunities for economic growth and development.
- To be a responsive, accountable and caring government for all our people.
- To be an efficient, well-managed, corruption free and legally compliant municipality.
- To be an effectively governed administration that I committed to financial sustainability.
- To be a government that empowers residents to take a collective accountability in Kouga.

The process plan briefly outlines the activities in the processes which the municipality will undertake in drafting its 2024/25 Review of IDP and Budget. It furthermore substantiates the need for increased citizen involvement through municipal driven structures such as ward committees, and other stakeholder engagements structures.

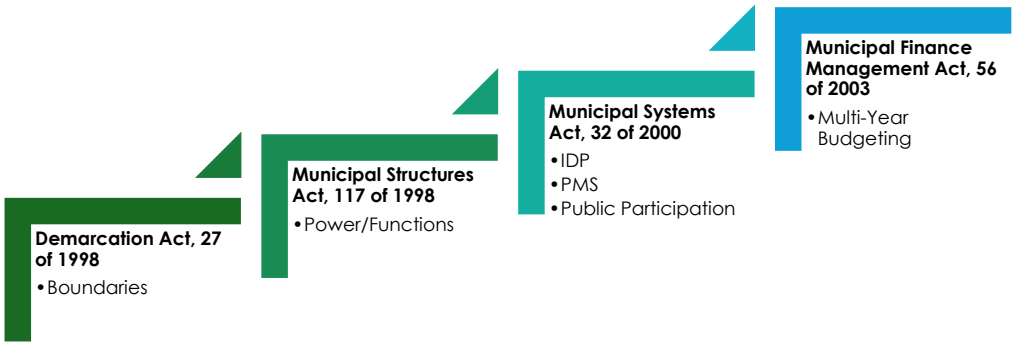
2. LEGAL FRAMEWORK OF IDP AND BUDGET PROCESS

Section 28(1) of the Local Government: Municipal Systems Act, no 32 of 2000 prescribes that a municipal council must adopt a process set out in writing to guide the planning, drafting and review of its integrated development plan. The plan must include the following:

- A programme specifying the time frames for the different planning phases;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- An indication of the organizational arrangements for the IDP process;
- Binding plans and planning requirements, i.e. policy and legislation; and
- Mechanisms and procedures for vertical and horizontal alignment.

Section 21(1) of the Municipal Finance Management Act No 56 of 2003 further prescribes that the mayor of a municipality must co-ordinate the processes of preparing the annual budget and for reviewing the municipality's IDP. It is therefore imperative that a time schedule outlining the key activities in the process with deadlines for attainment be tabled to Council for approval ten (10) months prior to the final approval of the IDP and Budget.

In order to ensure certain minimum quality standards of the IDP process and a proper coordination between and within the spheres of government, the preparation of the planning process is regulated by the following legislation:



2.1 Integrated Development Planning (IDP)

Chapter 5, Section 25(1) of the Municipal Systems Act No 32 of 2000 indicates that:

Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the municipality which:

(a) Links, integrates and coordinates plans and takes in account proposals for the development of the municipality;

(b) Aligns the resources and capacity of the municipality with the implementation of the plan;

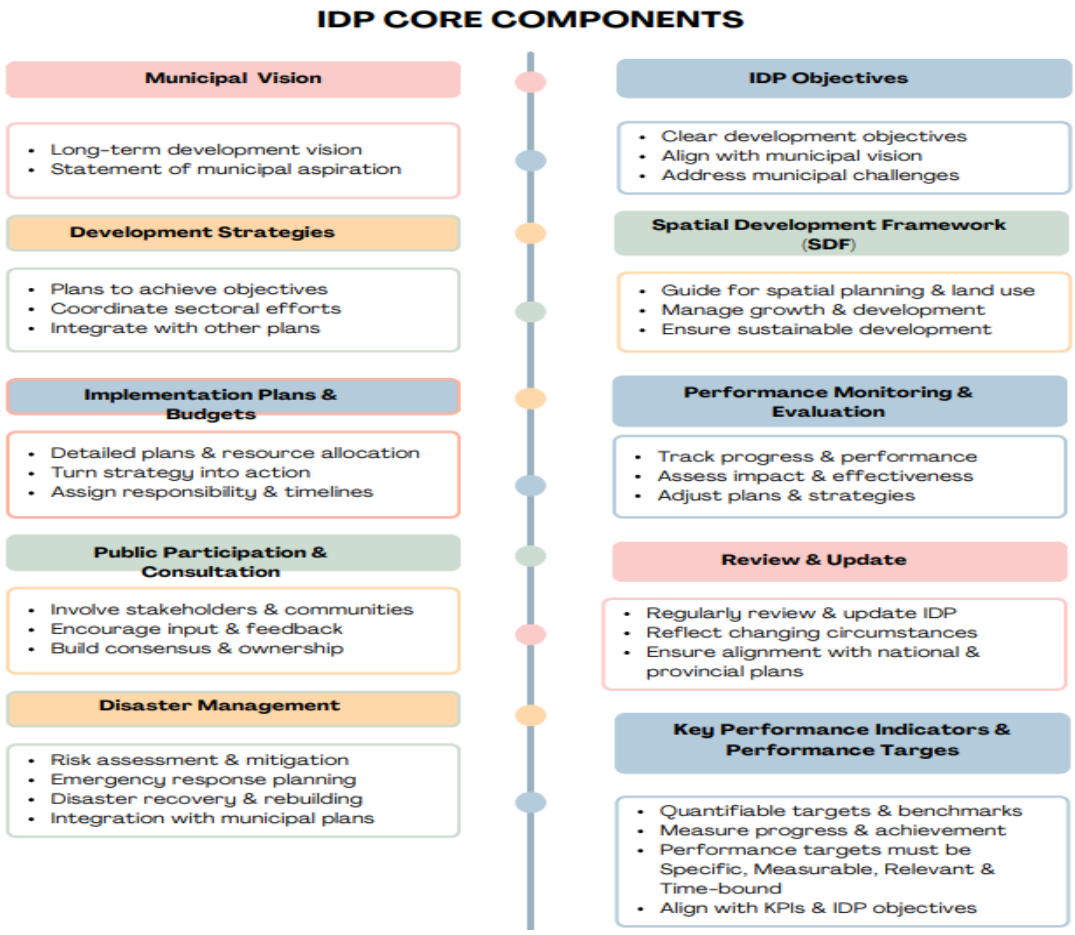
(c) Forms the policy framework and general basis on which annual budgets must be based;

(d) Complies with the provisions of this Chapter; and

(e) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

2.2 Core Components of the IDP

Section 26 of the Municipal Systems Act, 32 of 2000 prescribes the core components of an IDP



Section 28 of the Municipal Systems Act, No. 32 of 2000 prescribes that:

(1) Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.

(2) The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.

(3) The municipality must give notice to the local community to particulars of the process it intends to follow.

Section 29(1) of the Municipal Systems Act, No. 32 of 2000 prescribes that:

(a) The process must be in accordance with a predetermined programme specifying timeframes for the different steps;

(b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for –

(i) the local community to be consulted on its development needs and priorities;

(ii) the local community to participate in the drafting of the integrated development plan; and

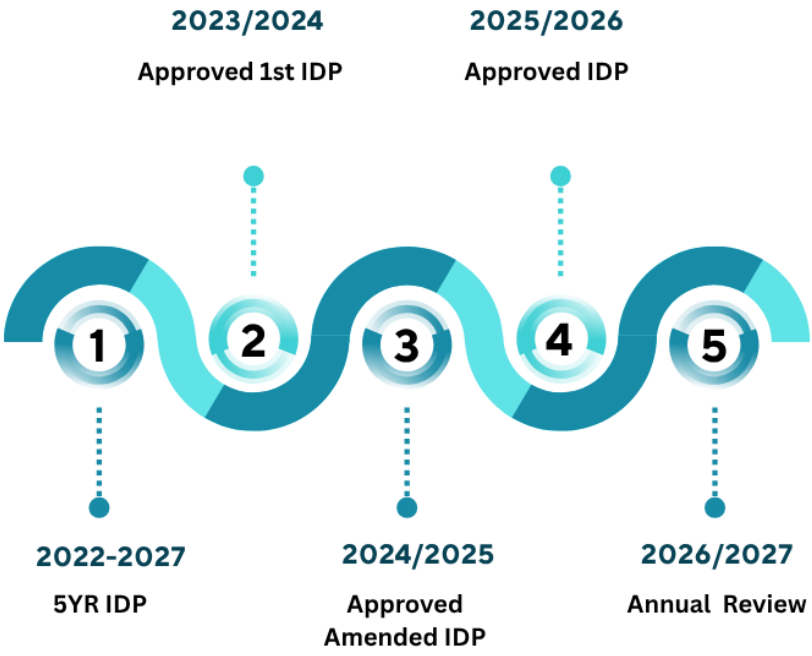
(iii) organs of the state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan;

(c) provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and

(d) be consistent with any other matters that may be prescribed by regulation.

2.3 Life Cycle of and IDP

The table below illustrates the life cycle of the Integrated Development Plan of 2022/2027.



2.4 Municipal Spatial Development Framework (MSDF)

The MSDF makes specific recommendations concerning the following elements:

- Bio – Regions
- Spatial Planning Categories (SPCs) for Land Use Management
- Sustaining the economy
- Major infrastructure projects
- Major Tourism Destinations

- Land Reform
- Urban Related Development
- Climate change adaptation
- Urban design guidelines
- Potential rural nodes and periodic rural markets; and Settlement hierarchy and structure.

"Objectives of Kouga MSDF:

- A spatial vision for the future of the municipality
- Implementation plans together with the necessary public sector resources to deliver them
- A framework for private investment

The following diagram hereunder illustrates the alignment of the sector plans with the Municipal Spatial Development Framework (MSDF).

The ultimate objective of this one holistic planning approach which commences with development of an SDF (that is inclusive of all current and future developments) is to inform and align operational plans ensuring planning is streamlined across sector departments.

Below is an example of the alignment of the MSDF and the Sector Plans:

MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK						
Local Economic Development Strategy	**Integrated Human Settlement Plan**	**Disaster Management Plan** **Air Quality Plan**	**Integrated Transport Plan** **Infrastructure Growth Plan**	**WSDP** **Waste Management Plan**	**Electrical Master Plan**	**Road and Stormwater Master Plan**

2.5 Annual Budget

The annual budget and the IDP are inextricably linked, a relationship formalised through the promulgation of the Municipal Finance Management Act No. 56 of 2003.

Chapter 4, Section 21(1) of the Municipal Finance Management Act (MFMA) indicates that:

The Mayor of a municipality must:

(b) at least 19 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for:

(i) the preparation, tabling and approval of the annual budget;

(ii) the annual review of:

aa) the integrated development plan in terms of section 34 of the Municipal Structures Act; and

bb) the budget related policies.

(iv) the tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and

(v) the consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).

2.5 Service Delivery and Budget Implementation Plan

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

Section 1 of the MFMA defines the SDBIP as:

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

(i) revenue to be collected, by source; and

(ii) operational and capital expenditure, by vote.

(b) Service delivery targets and performance indicators for each quarter.

2.6 Performance Management

The Constitution of the Republic of South Africa, Chapter 7 of Act. No. 108 of 1996, deals exclusively with the local sphere of government and lists the objects and developmental duties of municipalities. Section 19 (1) of the Municipal Structures Act states that a municipal council must strive within its

capability to achieve the objectives as set out in Section 152 of the Constitution. Section 19 (2) of the Municipal Structures Act also states that a municipal council must annually review its overall performance in achieving the objectives referred to in subsection (1). The municipality will by implementing performance management will manage and ensure that its developmental objectives have been met, through the performance management system.

3. INVOLVEMENT OF COMMUNITIES

The municipality needs to establish a set of organizational arrangements to:

- Institutionalize the participation process of all stakeholders
- Effectively manage outputs; and
- Give affected parties access to contribute to the decision-making process.

The municipality should consider existing arrangements, use and adapt them, if necessary, and avoid duplication of mechanisms. This section deals with the organizational structure and the terms of reference for each of the arrangements/structures.

3.1 IDP and Budget Steering Committee

As part of the IDP & Budget preparation process the Executive Mayor must establish an IDP & Budget Steering Committee which is constituted as per section 4 of the Local Government: Budget and Reporting Regulations as follow:

Section 4(1) the mayor of a municipality must establish a budget steering committee to provide technical assistance to the mayor in discharging the responsibilities set out in section 53 of the Act.

The committee will act as an advisory and support structure to the Executive Mayor in providing a platform for her to provide political guidance and to monitor progress made in the IDP and budget process. National Treasury has introduced a new Standard Charter of Accounts commonly referred to as msCOA. The municipality has already established a mSCOA Budget Steering

Committee which comprise of the following councillors and officials as prescribed in section 4(2) of the Budget and Reporting Regulations:

- Executive Mayor
- Mayoral Committee
- Municipal Manager
- Deputy Municipal Manager
- Chief Financial Officer
- All Senior Managers
- Manager IDP
- Manager Budget and Treasury

3.2 Terms of Reference for the IDP and Budget Steering Committee

The terms of reference for the IDP and Budget Steering Committee are as follows:

- Provides terms of reference for the various planning activities
- Commissions research studies
- Process, summarize and document outputs
- Makes recommendations
- Prepare, facilitate and document meetings
- Compile a status quo report in respect of spatial planning
- Consider and process all comments received from various stakeholders in respect of the draft IDP, budget and SDF subsequent to a public participation process.

3.3 IDP Representative Forum

The IDP Representative Forum is constituted as part of the preparations phase of the IDP and will continue its functions throughout the IDP Review process. The composition of the IDP Representative Forum is as follows:

- Executive Mayor
- Mayoral Committee
- Councillors
- Ward Committees
- Community Development Workers (CDWs)

- Municipal Manager
- All senior managers
- National and Provincial Departments
- Stakeholder representatives of organized sector groups
- NGOs
- Parastatals
- Business Forums

3.4 Terms of Reference of the IDP Representative Forum

The forum will be responsible for:

(a) Representing the interests of their constituents in the IDP process

(b) Providing an organizational mechanism for discussion, negotiation and decision-making between the stakeholders and the municipality to fulfil the public participation requirements in terms of the budgeting, performance management and service level agreement processes;

(c) Ensuring communication between all the stakeholder representatives;

(d) Monitoring the performance of the planning and implementation process;

(e) Discuss and comment on the draft IDP and Budget.

3.5 Ward Committees

The ward committees will serve as the official advisory and consultation platform with the community of Kouga throughout the IDP and budget process. The role of ward committees in respect of the IDP and budget will be to:

- Assist the ward Councillor to identify service delivery needs and development challenges
- Mobilize communities to attend IDP/Budget meetings
- All committee members must be present at the IDP community meetings to assist marginalized groups and those who cannot read or write
- Participate in the ward-based planning process

- Prioritize the community inputs and determine the top five (5) priorities of the ward
- Give details on priority issues and problems
- Monitor the implementation of projects and programmes in the ward

4. ROLES AND RESPONSIBILITIES

4.1 Internal Stakeholders

INTERNAL ROLE PLAYERS	
ROLE-PLAYER	**ROLES AND RESPONSIBILITIES**
Council	• Approves and adopts the IDP process plan and budget timetable • Approves the IDP and Budget • Monitors the implementation of the IDP and budget and consider any amendments of the plan when necessary
Executive Mayor and Mayoral Committee	• Consider the IDP Process Plan and Budget timetable and submit it to the Council for approval • Overall management, coordination and monitoring of the IDP and budget process • Assign and delegate responsibilities to the Municipal Manager. Submit the draft and final IDP and Budget to Council for approval • Provide political guidance in respect of the IDP and budget process
Speaker	• Overall monitoring of the public participation process. • Establishment and oversight of the ward committee system
Ward Councillors	• Liaison between the public and the municipality • Assist to facilitate meaningful participation by the public and relevant stakeholders in the IDP and Budget processes • Oversee the public meetings and other engagements in their respective wards • Monitor the implementation of the IDP with respect of their wards
Municipal Manager	• Fulfil the duties and responsibilities of the Accounting Officer as per the MFMA • Managing and coordinate the entire IDP and budget process • Chairperson of the IDP and Budget Steering Committee
Chief Financial Officer	• Performs all the budgeting duties as delegated by the Accounting Officer in terms of Section 81 of the MFMA • Managing and co-ordinates the entire budgeting process • Ensures proper alignment and implementation of programmes/projects identified in the IDP
IDP Manager	• Prepare the IDP process plan and co-ordinate the implementation thereof • Manage and co-ordinate the day-to-day activities of the entire IDP process • Facilitate effective engagements for public and stakeholder participation in all wards • Represent the municipality at inter-governmental engagements with other spheres of government • Drafting of all IDP documentation • Submit the draft IDP to the MEC for comment • Publish the draft IDP for comment to the public • Ensure alignment of the municipal IDP with the IDP Framework of the District Municipality • Facilitate alignment between the IDP and Budget

INTERNAL ROLE PLAYERS	
ROLE-PLAYER	**ROLES AND RESPONSIBILITIES**
	• Amend the IDP document in accordance with the comments of the MEC
Senior Managers	• Provide technical and financial information in respect of analyzing the priority issues of communities • Provide technical and budgetary input in respect of the development and operational strategies of the municipality • Preparation of project proposals and business plans for priority projects • Ensure integration of all projects and programmes culminating from the IDP process • Submit project proposals and business plans to the relevant authorities for funding and or technical support • Facilitate the incorporation and updating of all relevant sector plans in the IDP

4.2 Internal Stakeholders

EXTERNAL ROLEPLAYERS	
ROLE-PLAYER	**ROLES AND RESPONSIBILITIES**
Kouga Municipality	• Prepare and adopt the IDP • Undertake the overall planning, management and coordination of the IDP Process • Consider the comments of the MEC on the IDP and adjust the IDP if necessary • Ensure the linkage between the Budget and IDP
Local communities, residents and stakeholders	• Represents interests and contributes knowledge and ideas in the IDP process by participating in and through the ward committee • Keep constituencies informed on IDP activities and outcomes
Sarah Baartman District Municipality	• Ensuring vertical and horizontal alignment of the IDP between the municipality and the district municipality as well as neighbouring municipalities • Facilitate district wide IDP engagements to foster cross-border planning between municipalities and the Sarah Baartman District • Facilitate joint planning initiatives between municipalities in the district with national and provincial spheres of government structured inter-governmental engagements between the municipality and provincial government • Assessment of the MTREF to improve the responsiveness of the budget • Preparation of joint strategy workshops with local municipalities; provincial and national role-players and other subject matter specialists.
Provincial Government: COGTA	• Ensure horizontal alignment of the municipal IDP with all the relevant provincial sector departments • Facilitate structured inter-governmental engagements between the municipality and provincial government • Participate in the IDP processes through local offices • Assessment and commenting on draft IDP's strengthen the credibility thereof • Assessment of the MTREF to improve the responsiveness of the budget to the priority needs of communities • Provincial Treasury provide guidelines for the preparation • Efficient financial management of provincial IDP grants • Monitor the progress of the IDP process • Facilitate resolution of disputes related to the IDP

EXTERNAL ROLEPLAYERS	
ROLE-PLAYER	**ROLES AND RESPONSIBILITIES**
	• Assist municipalities in the IDP drafting process where required; and • Coordinate and manage the MEC's assessment of IDP's.
Sector Departments	• Contribute sector expertise and technical knowledge to the formulation of municipal strategies and projects; • Provide sector plans and programmes for inclusion in the IDP
National Government	• National Treasury issues guidelines on the manner in which municipal councils should process their annual budgets • Assist with funding and technical support in respect of projects and programmes emanating from the IDP process

5. MECHANISM FOR PUBLIC PARTICIPATION

The involvement of the community stakeholders in the IDP process is one of the main features of the review process. Participation by all stakeholders ensures that the IDP addresses issues experienced by the communities. The following means of communication can be utilized:

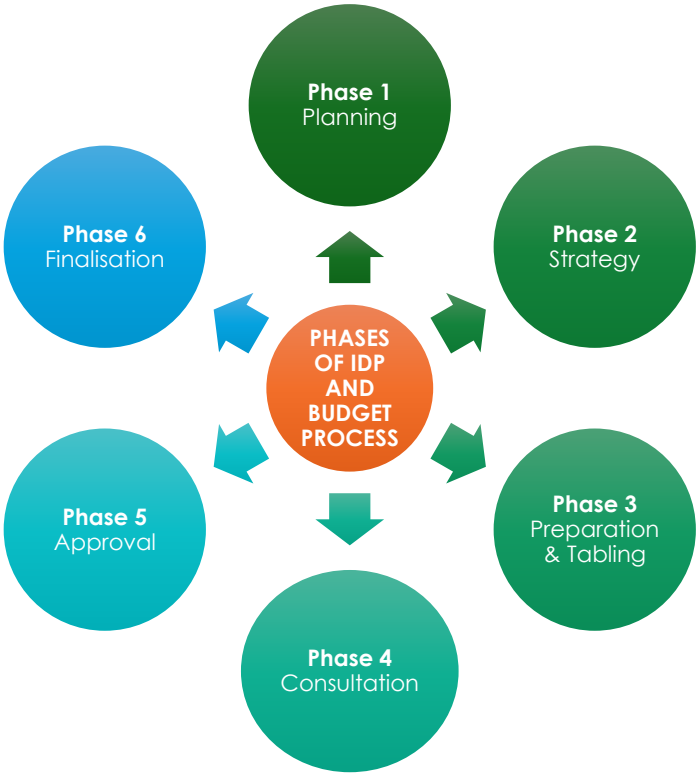
- Municipal website and intranet
- Notices at all municipal offices
- Municipal newsletters and press releases
- Loud hailing prior to the public meetings
- Adverts in local newspapers
- Radio announcements
- Emails and bulk SMS to all on consolidated municipal database
- Social media platforms i.e., Facebook, WhatsApp, etc.

MECHANISM	REASON
Newspaper publications	• To invite comments from the public for both the draft and the final documents • To ensure the municipality adheres to legislation in terms of publishing notices in the local newspapers
Loud hailing	• To alert the community on the IDP process as well to ensure the message is carried out within the community to attend the public participation meetings in order to identify needs
Ward Committee Meetings	• Ward committees serve as an official specialized participatory structure within the municipality and a mobilizing agent for community agent for community action within the wards • Ensure constructive and harmonious interaction between the municipality and community through the use and co-ordination of ward residents' meetings and other community development forums.
Mayoral roadshows	• To interact with communities in the different wards in order to keep track of the issues they face as well as give feedback regarding various municipal matters

Public engagements /Public "walk-in"	• Ensure that venues for public meetings is selected in a manner that enables easy access for community members to attend.

6. MECHANISM FOR PUBLIC PARTICIPATION

The phases of the IDP/Budget process are indicated in the diagram below. The process speaks to planning, preparation, implementation & monitoring of the IDP/Budget/PMS.

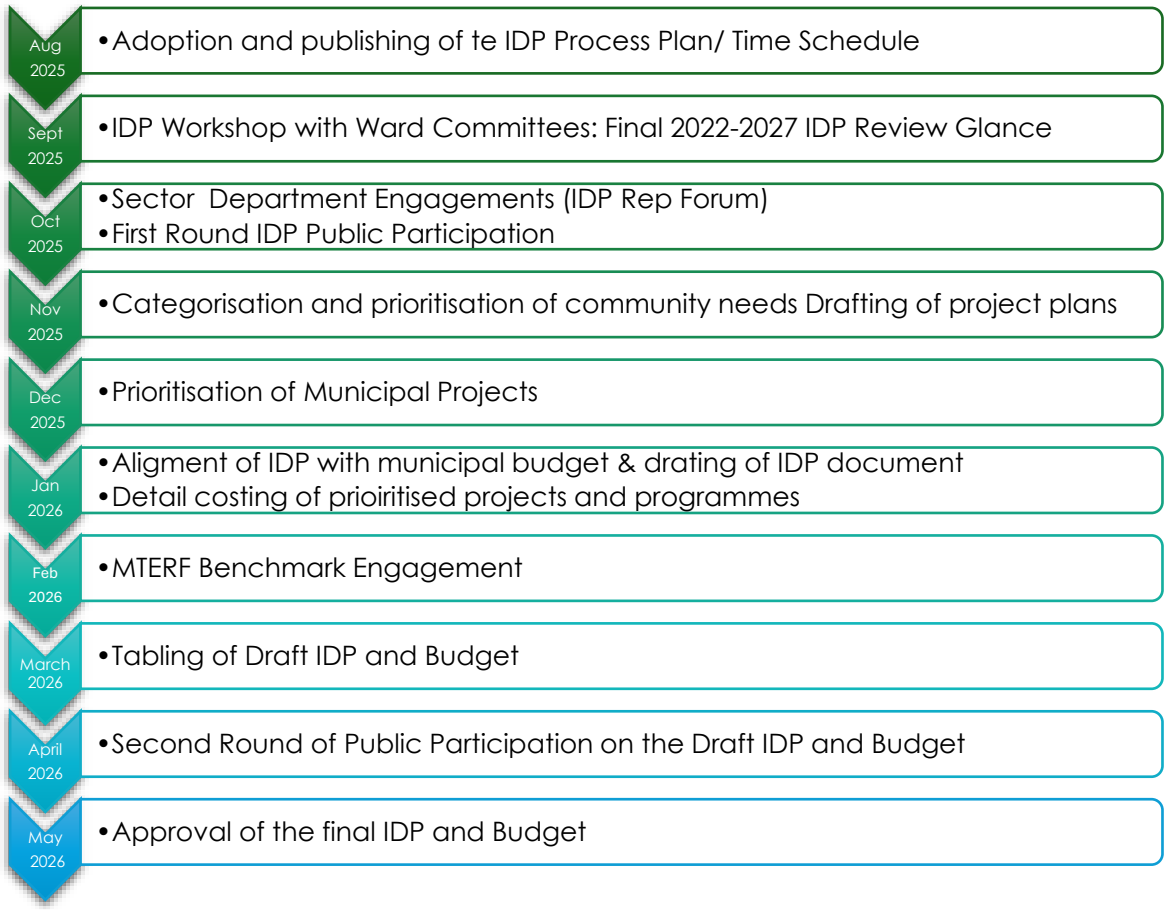


The table below summarizes the important activities and deliverables to be considered during the different phases of the IDP Process:

PHASE	ACTIVITIES	DIRECTORATE / STRUCTURE
Preparation	Approval of IDP Process Plan	Council
Analysis	Establishment of ward committees	PPU
	Conduct community needs analysis through a comprehensive process of public participation	Executive Mayor IDP Manager
	Conduct a socio-economic analysis	All directorates
	Develop ward-based development plans	IDP Manager
	Conduct an organizational SWOT analysis	Municipal Manager
Strategy	Develop strategic objectives through a strategic planning session of Council	Council
	Set specific service delivery and development targets	Council
	Review all sector plans	All directorates
Projects	Develop business plans to give effect to the strategic objectives of Council	All directorates

Integration	Horizontal and vertical alignment of council strategic objectives with other spheres of government	Municipal Manager
	Actively participate in relevant inter-governmental engagements	Council All directorates
Approval	Apply all legislative requirements to ensure the credibility of the IDP process	Executive Mayor Council

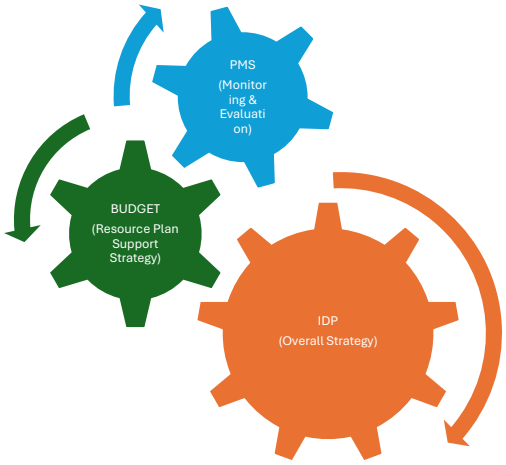
The summary below illustrates the different phases of the drafting of the 2025/2026 IDP Review with key milestones:



7. ALIGNMENT

7.1 Alignment of the IDP, Budget and Performance Management

The IDP review process is mainly geared towards identifying early-warning signs for corrective action whenever it is required. The performance indicators are flowing from the IDP and constitute the heart of the Performance Management System. The IDP Process Plan 2024/2025 aligns the IDP, Budget Process and Performance Management in order to adhere to the legislative requirements. The linkages of the three processes are summarized in the following diagram:



7.2 Alignment of the IDP, Budget and Performance Management

7.2.1 District Alignment

Sarah Baartman District Municipality has established a District IDP Engagement Forum which is attended by the Department of Co-operative Governance, Human Settlements and Traditional Affairs and the Office of the Premier to provide strategic direction in terms of IDP's. The IDP preparation process utilizes this forum to ensure vertical and horizontal alignment.

7.2.2 Alignment with Sector Departments

Alignment with sector departments is essential in order to ensure that the priorities of Kouga Municipality can be reflected in their prioritization process, as well as their projects can be reflected in the IDP document.

8. REPORTING REQUIREMENTS

FREQUENCY	MSA/MFMA – PMS	SECTION
Quarterly reporting	• The municipal manager collates the information and draft the organizational performance report, which is submitted to Internal Audit. • The Internal Auditors (IA) must submit quarterly reports to the Municipal Manager.	*MSA Regulation 14(1)(c)*
Mid-year reporting	• The Performance Audit Committee must review the PMS and make recommendations to the Council.	*MSA Regulation 14(4)(a)*
	• The Performance Audit Committee must submit a report at least twice during the year a report to Council.	*MSA Regulation 14(4)(a)*
	• The municipality must report to Council at least twice a year.	*MSA Regulation 14(4)(a)*

FREQUENCY	MSA/MFMA – PMS	SECTION
	• The Accounting Officer must by 25 January of each year assess the performance of the municipality and submit a report to the Mayor, National Treasury and the relevant Provincial Department.	*MFMA S72*
Annual Reporting	• The annual report of a municipality must include the annual performance report and any recommendations of the municipality's audit committee.	*MFMA S121(3)(c)(j) & MSA S46*
	• The Accounting Officer of a municipality must submit the performance report to the Auditor-General for auditing within two months after the end of the financial year to which that report relates.	*MFMA S126(1)(a)*
	• The Auditor-General must audit the performance report and submit the report to the accounting officer within three months of receipt of the performance report.	*MFMA S126(3)(a)(B)*
	• The Mayor of a municipality must, within seven months after the end of the financial year, table in the municipal council the annual report of the municipality.	*MFMA S127(2)*
	• The Auditor-General may submit the performance report and audit report of a municipality directly to the municipal council, the National Treasury, the relevant provincial treasury, the MEC responsible for local government in the province and any prescribed organ of state, if the accounting officer of the entity fails to comply with subsection (2) and (3).	*MFMA S127(4)(a)*
	• Immediately after an annual report is tabled in the council, the accounting officer of the municipality must submit the annual report to the Auditor-General, the relevant provincial treasury and the provincial department responsible for local government in the province.	*MFMA S127(5)(b)*
	• The Council of the municipality must consider the annual report by no later than two months, from the date on which the annual report was tabled, adopt an oversight report containing council's comments on the annual report	*MFMA S129(1)*
	• The meetings of a municipal council at which an annual report is to be discussed or at which decisions concerning and annual report are to be taken, must be open to the public and any organ of state.	*MFMA S130(1)*
	• The cabinet member responsible for local government must annually report to Parliament on actions taken by the MEC's for local government to address issues by the Auditor-General.	*MFMA S134*

9. IDP/BUDGET & PMS TIME SCHEDULE FOR REVIEW OF 2025/26 IDP FOR IMPLEMENTATION 2026/2027 FINANCIAL YEAR

IDP/BUDGET & PMS TIME SCHEDULE OF KEY DEADLINES FOR REVIEW OF 2025/2026 IDP FOR IMPLEMENTATION 2026/2027 FINANCIAL YEAR

Nr.	PROCESS	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
			JULY 2025			
1.	**Monthly Budget Statements**	MFMA - Sec 71(1)	**Reporting:** Submit Monthly report on the budget for the period ending 30 June 2025 within 10 daysworking days to Executive Mayor.	CFO	MFMA Section 71 Report	14 July 2025
2.	**Capital Adjustments Budget - rollovers**	MFMA - Sec28(2)(e)(a) MBRR - Reg 23(5)	**Deadline for departments' application for rollovers**: Commence with the preparation of Capital Adjustments Budget for the 2025/2026 Financial year.	CFO	Memo circulated to all Directorates on adjustments budget process.	24 July 2025
3.	**Quarterly Financial Performance Reports**	MFMA - Sec 52(d) MFMA - Sec 71(1) MBRR - Reg 29	**Reporting:** Submit Quarterly report for period ending 30/06/2025 on implementation of the budgetand financial state of affairs of the municipality to Council.	CFO	Council Resolution	30 July 2025
4.	**IDP/Budget**	MFMA S21	Prepare IDP & Budget Time Schedule including internal consultations with key stakeholders.	IDP, Planning & Budget Offices	Draft Time Schedule	21 July 2025
5	**Budget 2026/27**	**MFMA s 53**	Mayor begins planning for the next three-year budget in accordance with co-ordination role of budget process. Planning includes review of the previous year's budget process and completion of the Budget Evaluation Checklist	CFO	Reviewed Budget Process	July 2025
6.	**Performance Management**	MSA S56&S57	**Performance Agreements: 2025/26** Finalise Performance Agreements of Municipal Manager and Manager reporting to the Municipal Manager: - Submit to MEC - Publicise within 14 days (incl. placing on the municipal website.	Municipal Manager	Signed agreements and Proof of website publication	31 July 2025

Nr.	PROCESS	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
7.	**IDP/Budget**	N/a	Submit Draft IDP/Budget Time Schedule to PT for comment.	BTO	Proof of submission	31 July 2025
8.	**Reporting: SDBIP 2024/25**	MPPMR 27(4)(d) and (e)	Quarterly SDBIP performance progress report for 4th Quarter of 2024/25 and finalise Annual Performance Evaluation.	MM	Proof of Submission to Council	30 July 2025
			AUGUST 2025			
9.	**Reporting: SDBIP 2024/25**	MFMA S75(2) MSA 21(b)	Place 4th Quarter Performance Report 2024/25 on website (must be placed on website not later than 5 days) after its tabling in the council or on the date on which it must be made public, whichever occurs first.	Manager: PMS	Notice on website	30 August 2025
10.	**Provincial IDP Assessments**	MSA s31(a)	Provincial IDP Annual Assessment Session on Final IDP by Provincial COGTA.	Provincial COGTA	Assessment Report on the IDP	31 July 2025
11.	**Monthly Budget Statements**	MFMA - Sec 71(1)	Submit Monthly report on the budget for the period ending 31 July 2025 within 10 working days to Executive Mayor.	CFO	MFMA Section 71 Report	14 August 2025
12.	**Budget: Special Adjustment Budget 2025/26**	MFMA - Sec 28(2)(e) MBRR - Reg 23 (1) (5)	**Budget:** Council approves 2025/26 Capital Roll-Over Budget (to be approved by 25 August 2025).	CFO	Council Resolution	25 August 2025
13.	**IDP/Budget**	MFMA S21(1)(b)	**COUNCIL MEETING:** Approval of the IDP, PMS & Budget Time Schedule.	Council	Council Resolution	28 August 2025
14.	**Budget 2026/27**	MFMA S17(3)	Determine revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after considering strategic objectives.	CFO	Revenue projections and proposed rate and service charges and drafts initial allocations	August - October
15.	**Budget 2026/27**	MFMA S17(3) (j)	Engages with Provincial and National sector departments on sector specific programs for alignment with municipalities plans (schools, libraries, clinics, water, electricity, roads, etc.)	CFO	Summary of inputs from Provincial and National sectors.	February 2026

Nr.	PROCESS	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
16.	**Annual Report & Annual Financial Statements**	MFMA S126 (1)(a) MSA S46 (1) (2)	**Annual Report & AFS** Submit Annual Financial Statement (AFS) and Annual Performance Report to the AG	Budget & MM Office	Proof of submission/ acknowledgment of receipt	31 August 2025
			SEPTEMBER 2025			
17.	**Monthly Budget Statements**	(b) MFMA Section 71(1)	Reporting: Submit Monthly report on the budget for the period ending 31 August 2025 within 10 days working days to the Executive Mayor.	CFO	MFMA Section 71 Report	12 September 2025
18.	**IDP/Budget**	MFMA – Sec 75 (2) MSA- S21A & 21B	**Public Notification:** Place advertisement to notify the public of the approved Time Schedule on website, local newspaper and notice boards.	IDP Office	Advertisement/ Notice	04 September 2025
19.	**IDP/Budget**	MSA S32(1)(b)(i)	Submit the adopted Time Schedule to the MEC for Local Government & PT.	IDP Office	Proof of submission/ acknowledgment of receipt	04 September 2025
21.	**Alignment**	MSA 29(3)	District IDP Rep Forum.	IDP Office	Alignment of processes	September 2025
			OCTOBER 2025			
22.	**Monthly Budget Statements**	MFMA Section 71(1)	Submit Monthly report on the budget for the period ending 30 September 2025 within 10 days working days to Executive Mayor.	CFO	MFMA Section 71 Report	14 October 2025
23.	Quarterly Financial Performance Reports	MFMA - Sec 52(d) MFMA - Sec 71(1) MBRR - Reg 29	Submit Quarterly report for period ending 30 September 2025 on implementation of the budget and financial state of affairs of the municipality to Council.	CFO	Council Resolution	10 October 2025
24.	**Budget & IDP Steering Committee**	MBRR Reg 4 (1)	Budget & IDP Steering Committee Meeting.	Executive Mayor	Meeting outcomes/resolution	October 2025
25.	**Reporting: SDBIP 2025/26**	MPPMR 14(1)(a) and (b)1	**Reporting: SDBIP 2025/26** Quarterly SDBIP performance report for 1st Quarter 2025/26 to Council.	Office of the Municipal Manager (PMS Unit)	SDBIP performance report noted	29 October 2025
26.	**IDP/Budget**	MSA-S29 (1) (b)(i)	**First round of public participation with all the 15 ward committees:**	IDP Office & ALL Directors	Determine and assess current level of development and the	October 2025

Nr.	PROCESS	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
			▪ To provide feedback on progress made on existing projects and share information on future projects; and ▪ To afford the ward committees an opportunity to review ward priorities and make further submissions		emerging challenges, opportunities and priority issues	
27.	**Budget 2026/2027**	MFMA s 35, 36, 42; MTBPS	Accounting officer does initial reviews of national policies and budget plans and potential price increases of bulk resources with function and department officials	Municipal Manager	Policies reviewed	October 2025
28.	**Budget 2026/2027**	MSA S34	Accounting officer reviews and drafts initial changes to IDP	MM & CFO	Draft initial changes included in the IDP	October 2025
20.	**IDP/Budget**	N/A	**IDP Workshop with Ward Committees:** Final 2022-2027 IDP Review Glance	IDP Office	Attendance Registers/Close-out Input Report	October 2025
29.	**Alignment**	MSA29 (1) (iii)	**IDP Representative Forum:** Align provincial & national programmes to IDP priorities	IDP Office & Executive Mayor's Office	Priority Alignment	October 2025
			NOVEMBER 2025			
30.	**Publication of quarterly financial performance reports**	MFMA – 75(2)	Place 2025/26 First Quarter Performance Reports on municipal website	Manager: BTO	Website publication	4 November 2025
31.	**Monthly Budget Statements**	MFMA Section 71(1	Submit Monthly report on the budget for the period ending 31 October 2025 within 10 days working days to Executive Mayor	CFO	MFMA Section 71 Report	14 November 2025
32.	**Strategic Planning Session**	N/A	Determine the 2025/2026 strategic objective	Council/MM/Deputy/ MM Councillors and Directors	Reviewed strategic intent	November 2025
33.	**Review of budget-related policies**	MFMA – Sec21 MBRR – Part 3	Policy workshop	Councillors/MM/DMM/ Directors and Managers	Reviewed Budget-Related Policies.	November 2025
34.	**Submission of 2025/26 Adjustments Budget inputs by Directorates**	MFMA – Sec 28	Receive input from Directorates for 2025/26 Adjustments Budget	All Directorates	Directorate Adjustments budget inputs	28 November 2025
			DECEMBER 2025			

Nr.	PROCESS	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
35.	**Monthly Budget Statements**	MFMA Section 71(1	Submit Monthly report on the budget for the period ending 30 November 2025 within 10 days working days to Executive Mayor	CFO	MFMA Section 71 Report	12 December 2025
36.	**IDP/Budget 2026/27**	MFMA Guidelines	**Budget Alignment**: Check with National, Provincial & District Municipality for any adjustments to projected allocations for the next three years	Budget Office	Budget Alignment	December 2025
37.	**Review of Performance by MPAC**	MFMA Circular 63 MSA S126(1)(a) MFMA S129	Moderate Performance Evaluation Reports preparation for Council.	MPAC Council	Moderated Reports and adopted by Council	December 2025
38.	**Review of Performance by MPAC**	MFMA Circular 63 MSA S126(1)(a) MFMA S129	Moderate Performance Evaluation Reports preparation for Council.	MPAC Council	Moderated Reports and adopted by Council	December 2025
			JANUARY 2026			
39.	**2026/27 Draft Annual Budget.**	MFMA, MBRR and mSCOA regulations	A budget process plan outlining the 2026/27 draft operating and capital budget inputs, legislation requirements and engagement schedule is circulated to all directorates	Budget Office	Budget strategy with high level estimates	5 January 2026
40.	**Monthly Budget Statements**	MFMA Section 71(1	Submit Monthly report on the budget for the period ending 31 December 2025 within 10 days working days to Executive Mayor	CFO	MFMA Section 71 Report	15 January 2026
41.	**Quarterly Financial Performance Reports**	MFMA - Sec 52(d) MFMA - Sec 71(1) MBRR - Reg 29	Submit Quarterly report for period ending 31 December 2025 on implementation of the budget and financial state of affairs of the municipality to Council	CFO	Council Resolution	January 2026
42.	**Mid-Year Budget and Performance Assessment**	MFMA S72	Prepare and submit Mid-Year Budget and Performance Assessment Report to Executive Mayor, Provincial Treasury and National Treasury	MM, CFO and All Directors	MFMA Section 72 Report	January 2026
43.	**Mid-Year Budget and Performance Assessment**	MFMA S72	Submit Mid-Year Budget and Performance Assessment Report to Council	MM, CFO and All Directors	Council	January 2026

Nr.	PROCESS	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
44.	**Budget 2025/26: Adjustment Budget**	MFMA S28	Executive Mayor tables adjustments budget for approval by Council MFMA Section 28.	Executive Mayor	Approved adjustments budget	January 2026
45.	**Section 56/57 Managers' half-yearly evaluations for 2025/26**	MSA S56 of 57	Conduct mid-year evaluations.	MM & Executive Mayor	Performance evaluated	January-March 2026
46.	**Section 56/57 Managers' yearly evaluations for 2025/26**	MSA S56 of 57	Conduct Annual 2023/2024 performance evaluation	MM & Executive Mayor	Performance evaluated	January-March 2026
47.	**Annual Report 2024/2025**	MFMA S121	Table Draft AR & AFS: Mayor tables draft AR & AFS.	Executive Mayor	Approved Draft AR & AFS	25 January 2026
48.	**Submission of 2026/27 Draft Annual Budget inputs by Directorates.**	MFMA S16	Receive input from Directorates for 2026/27 Draft Annual Budget.	All Directorates	Draft budget inputs	30 January 2026
49.	**Submission of 2026/27 Draft Tariff inputs by Directorates.**	MFMA S16	Receive input from Directorates for 2026/27 Draft Tariffs.	All Directorates	Draft inputs submitted	30 January 2026
50.	**Budget Allocations Review**	MFMA - S36	Accounting officer reviews proposed national and provincial allocations to municipality for incorporation into the final budget.	MM & CFO	Provincial and National allocations reviewed and incorporated into the budget	January 2026
			FEBRUARY 2026			
51.	**SDBIP 2025/26 Amendments:**	MFMA S54(1)	**Amend/revise 2025/26 SDBIP:** Directorates to submit current year SDBIP amendments to MM's Office (PMS Unit).	All Directorates	SDBIP amendments	February 2026
52.	**Publication of quarterly financial performance reports**	MFMA – 75(2)	Place 2025/26 Second Quarter Performance Reports on municipal website.	Manager: BTO	Website publication	February 2026
53.	**Publication of Mid-Year Budget and Performance Assessment**	MFMA – 75(2)	Make the Mid-Year Budget and Performance Report public on the municipal website.	Manager: BTO	Website publication	February 2026
54.	**Monthly Budget Statements**	MFMA Section 71(1	Submit Monthly report on the budget for the period ending 31 January 2026 within 10 days working days to Executive Mayor.	CFO	MFMA Section 71 Report	13 February 2026
55.	**Publication of the approved 2025/26 Adjustments Budget**.	MFMA – Sec 28(7)	Make public the approved 2025/26 Adjustments Budget on the municipal website.	Manager: BTO	Website publication	February 2026

Nr.	PROCESS	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
56.	**IDP Rep Forum Coordination Engagements**	MSA29 (1) (iii)	Align provincial & national programmes to IDP priorities	IDP Office & Executive Mayor's Office	Priority Alignment	February 2026
57.	**Submission of tabled Adjustments Budget to National & Provincial Treasury**	MFMA S28 MBRR Reg. 24 & 27	Submit tabled adjustments budget	MM &CFO	Proof of submission (NT GoMun Upload)	February 2026
58.	**Provincial Treasury Assessment Meeting on Mid-year Performance**	MFMA S (4) & S5(2)	Mid-Year Engagement	MM &CFO	Assessment outcomes	February 2026
59.	**Budget and IDP Steering Committee.**	Compliance on Legislative Requirements	**Budget and IDP Steering Committee Meeting:** Directors present priority issues/proposed projects	IDP& Budget Steering Committee	Develop objectives for priority issues and determine programmes to achieve strategic intent including the development of the Strategic Scorecard	February 2026
60.	**IDP/Budget**	MSA S26 (a)	Review / confirm the Municipal Vision, Mission, Strategic Goals and Values	IDP& Budget Steering Committee	Budget strategy with high level estimates	February 2026
61.	**SDBIP 2026/27**	MFMA S53 (1) (b)	Co-ordinate the development of draft 2026/27 SDBIP One on one with all Directorates to confirm KPIs and performance targets	PMS Office	Draft SeDBIP	February 2026
62.	**Draft Annual Budget 2026/27**	MFMA S75, 87 &68	**Tariff Workshop**: Review tariffs	CFO	Budget guidelines	February 2026
63.	**Alignment**	MSA S 29 (3)	**District IDP Forum:** Workshop with all SBDM Local Municipalities on IDP alignment	IDP Office	Alignment of priorities	19 February 2026
			MARCH 2026			
64.	**SDBIP 2025/26 Amendments:** Amend SDBIP following adjustment budget	MFMA S54 (1) (c)	Submit amendments to the SDBIP following adjustment budget	PMS Manager	Council Resolution	March 2026
65.	**Monthly Budget Statements**	MFMA Section 71(1)	Submit Monthly report on the budget for the period ending 28 February 2026 within 10 days working days to Executive Mayor	CFO	MFMA Section 71 Report	13 March 2026

Nr.	PROCESS	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
66.	**Budget 2026/27**	MFMA s 42	The accounting officer incorporates any changes in prices for bulk resources as communicated by 15 March.	MM & CFO	Changes in price for bulk resources incorporated	15 March 2026
67.	**Tabling of the Draft IDP, Budget, Tariffs, Budget Related Policies and SDBIP in Council**	MFMA – Sec16(2) MSA – Sec 25 MBRR – Part 3	Council to consider and adopt the Draft IDP, Budget, Tariffs, Budget-Related Policies and SDBIP (at least 90 days before the start of the budget year)	Executive Mayor	Approved Draft IDP, Budget, Tariffs, Budget-Related Policies and SDBIP	31 March 2026
68.	**Council adopts Annual & Oversight Report by 31 March MFMA Section 129(1)**	MFMA S129 (1)	Annual & Oversight Report to table to Council	MM & Executive Mayor	Oversight report approved	31 March 2026
69.	**Adopted Annual Report including Oversight Report made public within seven days of adoption MFMA Section 129(3) & MSA Section 21A**	MFMA S 129 (3) & MSA Section 21 (A)	Annual Report & Oversight Report to be made public in newspaper	MM and PMS Manager		31 March 2026
70.	**SDBIP 2026/27**	MFMA S53 (1) (b)	Setting up of Key Performance Indicators and targets linked to the municipal strategic objectives including predetermined objectives	PMS Office	Draft SDBIP	31 March 2026
71.	**Provincial IDP Managers Forum**	MSA S31	Legal compliance.	IDP Office	Incorporate programmes and projects in the IDP	March 2026
72.	**Integration of sector plans and institutional programmes**	MSA S41	To inform the review and updating of IDP and Institutional SDBIP.	IDP Office, MM and All Directors		March 2026
			APRIL 2026			
73.	**Within seven days of adoption of the Annual & Oversight Report submitted to the Provincial Legislature and relevant MECs**	MFMA S 129 (3) & MSA Section 21 (A)	Documents to be submitted	MM		07 April 2026
74.	**Publication of approved Draft IDP/Budget and the relevant documentation.**	MFMA – Sec 22(a) MSA – Sec 21A	Advertise the Draft IDP, Budget, SDBIP and other required documents and provide at least 21 days for public comments and submissions.	IDP OFFICE	Adverts and Municipal website Notices	April 2026

Nr.	PROCESS	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
75.	**Submission of the Draft IDP and Budget Documents.**	MFMA S 22 (b), MSA S 32(1), MBRR – Reg. 20	Submit the Draft IDP, Budget and SDBIP to National and Provincial Treasury, prescribed national or provincial organs of state.	IDP/Budget Office/MM	Proof of submission (Emails and NT GoMun Upload)	April 2026
76.	**Monthly Budget Statements**	MFMA Section 71(1	Submit Monthly report on the budget for the period ending 31 March 2026 within 10 days working days to Executive Mayor.	CFO	MFMA Section 71 Report	14 April 2026
77.	**Quarterly Financial Performance Reports**	MFMA - Sec 52(d) MFMA - Sec 71(1) MBRR - Reg 29	Submit Quarterly report for period ending 31 March 2026 on implementation of the budget and financial state of affairs of the municipality to Council.	CFO	Council Resolution	April 2026
78.	**Reporting: SDBIP 2025/26**	MPPMR 14(1)(a) and (b)1	**Reporting: SDBIP 2025/26** Quarterly SDBIP performance report for 3rd Quarter 2025/26 to Council.	Office of the Municipal Manager (PMS Unit)	SDBIP performance report noted	29 October 2025
79.	**Budget and Benchmark Assessments**	MSA 31 (a) (b) & (c)	To monitor the budget process and ensure that timeframes and compliance issues are met	IDP Office, MM and All Directors	Assessment Report	April 2026
80.	**IDP/Budget**	MPPR Reg. 15	**Second round of public participation:** ❖ Invite public comments on Draft IDP Review and Budget including engagements with all the 15 ward committees. ❖ To provide feedback on IDP projects as proposed by Wards and present Draft Budget	ALL	Incorporate programmes and projects in the IDP	April/May 2026
81.	**District IDP Representative Forum**	MSA29 (3)	Legal compliance	IDP Office		02 April 2026
			MAY 2026			
82.	**Publication of quarterly financial performance reports**	MFMA – 75(2)	Place 2025/26Third Quarter Performance Reports on municipal website	Manager: BTO	Website publication	5 May 2026
83.	**IDP Rep Forum: Co-ordination Engagements**	MSA S 29 (1) (iii)	Align provincial & national programmes to IDP	Sector Departments, IDP Office, MM and All Directors	Sector Alignment	May 2026

Nr.	PROCESS	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
84.	**Monthly Budget Statements**	MFMA Section 71(1)	Submit Monthly report on the budget for the period ending 30 April 2026 within 10 days working days to Executive Mayor	CFO	MFMA Section 71 Report	15 May 2026
85.	**District IDP Representative Forum**	MSA S29 (3)	Workshop with SBDM on IDP Alignment	IDP Office	Alignment of IDP	19 May 2026
86.	**Approval of the Final IDP, Budget, Tariffs and Budget Related Policies in Council.**	MFMA – Sec24	Council meeting to adopt final IDP, Budget and Budget Related Policies (at least 30 days before the start of the budget year)	Council	Approved IDP, Budget, Tariffs and Budget-Related Policies	28 May 2026
			JUNE 2026			
87.	**Publication of approved Final IDP/Budget and the relevant documentation**	MFMA – Sec 22 & 75 MSA – Sec 21A & 21B	Place the IDP, Budget, all Budget-Related documents and all Budget-Related Policies on the municipal website	IDP/Budget Office	Website publication	03 June 2026
88.	**Submission of the Final IDP and Budget Documents**	MBRR Reg. 20 (2) & MFMA S24 (3)	Submit approved IDP, Budget to National and Provincial Treasuries and the relevant organs of state and departments	IDP/Budget Office/MM	Proof of submission (Emails and NT GoMun Upload)	03 June 2026
89.	**Monthly Budget Statements**	MFMA Section 71(1	Submit Monthly report on the budget for the period ending 31 May 2026 within 10 days working days to Executive Mayor	CFO	MFMA Section 71 Report	13 June 2026
90.	**System of delegations**	MFMA s 59, 79, 82; MSA s 59-65	The council must finalize a system of delegations.	Council/Executive Mayor/MM/CFO	System of delegations	June 2026
91.	**SDBIP 2026/2027**	MFMA S53 (1) (b) & MSA S57	Finalisation and submission of draft 2026/27 SDBIP and annual performance agreements by Municipal Manager to the Executive Mayor	MM	Approved SDBIP and annual performance agreements	June/July 2026
92.	**SDBIP 2026/2027**	MFMA S53	Executive Mayor approves the 2026/2027 SDBIP and annual performance agreements of the Municipal Managers within 28 days after the approval of the IDP and budget	Executive Mayor	Approved SDBIP and annual performance agreements	June/July 2026

Nr.	PROCESS	LEGISLATIVE REQUIREMENT	ACTIVITY	RESPONSIBILITY	OUTPUT	TIMEFRAME
93.	**SDBIP 2026/2027**	MSA S53 (3) (b)	Submit the approved SDBIP and performance agreements to MEC Local Government within 14 days after approval	MM/ IDP/ Budget Office	Approved SDBIP and annual performance agreements	July 2026

It is hereby certified that the IDP Review and Budget Process Plan and Time Schedule for 2026/2027 has been tabled to Council at a Council Meeting held on 28 August 2025.

Designation	Name	Date	Signature
Manager IDP	Thobeka Twani		
Chief Financial Officer	Riaaz Lorgat		
Municipal Manager	Charl Du Plessis		
Executive Mayor	Cllr. Hattingh Bornman		

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
OFFICE OF THE MUNICIPAL MANAGER
OPEN
DATE: 28 AUGUST 2025
ITEM NO: **25/08/MM3**

2025/26: SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: AMENDMENT

1. **Introduction**

It is the purpose of this report to submit the Service Delivery Budget Implementation Plan for the 2025/26 Financial Year for the information of the Council.

2. **Background**

The 2025/26 Service Delivery and Budget Implementation Plan was approved by the Executive Mayor on 20 June 2025.

3. **Discussion**

The 2025/26 Service Delivery and Budget Implementation Plan is aligned with the Strategic Objectives and Predetermined Objectives as detailed in the 2025/26 Integrated Development Plan.

The content of the Service Delivery and Budget Implementation Plan forms the basis of the Performance Agreements of Section 57 Employees.

4. **Financial Implications**

Completed by BTO -	Not applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	

5. **Applicable Legislation**

Legislative provisions direct the approval of the Service Delivery and Budget Implementation plan as set out hereunder.

In terms of Section 1 of the Municipal Financial Management Act (MFMA), the SDBIP is defined as a detailed plan approved by the Mayor of a Municipality in

terms of section 53 (1) (c) (ii) for implementing the municipality's delivery of municipal services, and its annual budget, and must indicate the following:

(a) Projections for each month of:
  (i) revenue to be collected, by source; and
  (ii) operational and capital expenditure, by vote

(b) Service delivery targets and performance indicators for each quarter.

(c) any other matters prescribed.

In terms of the provisions of Section 53 of the MFMA, the Executive Mayor of the Municipality must approve the SDBIP within 28 days of the approval of the budget.

6. **Legal Implications**

Failure to comply may lead to non-compliance with the provisions of the MFMA and for which the Executive Mayor may be held accountable for.

7. **Other Implications**

No other implications are foreseen.

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Item noted.

8.2 **Director: Planning & Development**

Noted

8.3 **Director: Civil & Water Services**

Item noted.

8.4 **Director: Electro-Mechanical Services**

Item noted

8.5 **Director: Community Services**

Noted

8.6 **Deputy Municipal Manager**

The new Ignite system makes reporting much easier, and is a very effective tool in monitoring the performance and SDBIP.

8.7 **Municipal Manager**

Item noted.

9. **Delegated Authority**

In terms of Section 53(1)(c)(ii) of the Municipal Financial Management Act (MFMA), the Executive Mayor must approve the Service Delivery and Budget Implementation Plan.

10. **Recommendations**

10.1 That the Service Delivery and Budget Implementation Plan for the 2025/26 financial year as approved by the Executive Mayor be noted.

10.2 That the Municipal Manager oversees the quarterly submission of departmental progress reports to the respective Portfolio Committees on the implementation of the Service Delivery and Budget Implementation Plan.

Item prepared by the: Manager PMS 

Item approved by the Municipal Manager: 

KOUGA
local municipality
Good Governance through Service Excellence

Service Delivery & Budget Implementation Plan

Year: 2025/2026

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1. INTRODUCTION

The Service Delivery and Budget Implementation Plan (SDBIP) gives effect to the IDP and the budget of the municipality. It is an expression of the objectives of the Municipality in quantifiable outcomes that will be implemented by the administration for the financial period from 1 July 2025 to 30 June 2026 (the Municipal financial year).

It includes the service delivery targets and performance indicators for each quarter which is linked to the performance agreements of senior management. It therefore facilitates oversight over financial and non-financial performance of the municipality and allows the Municipal Manager to monitor the performance of the Directors, the Mayor/Council to monitor the performance of the Municipal Manager, and the Community to monitor the performance of the Municipality as a whole.

In terms of Section 53(1)(c)(ii) of the Local Government: Municipal Finance Management Act (MFMA), the SDBIP is defined as a detailed plan approved by the mayor of a municipality for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate the following –

(a) projections for each month of –

(i) revenue to be collected, by source; and

(ii) operational and capital expenditure, by vote

(b) service delivery targets and performance indicators for each quarter, and

(c) other matters prescribed

The primary objective of the Service Delivery and Budget implementation Plan thus to detail the implementation of the IDP and budget of Kouga Municipality by setting in year quarterly targets for each of the annual targets as set out in the Integrated Development Plan.

The secondary objective is to reduce to writing the objectives of the organization and in doing so, clarifying the required performance levels and allocating accountability to officials which in turn allows oversight of overall institutional performance.

The layers of this document will see the objectives reported by the following listed components as well as the comparisons to the Organizational Performance and in turn linked to the individual Directors and their activities within their votes.

The major components of the SDBIP are:

- Quarterly projections of budgeted income and actual income per vote and per activity

- Quarterly projections of budgeted expenditure, both operating and capital, against actual per vote and per activity;
- Quarterly projections of the service levels (KPA) achieved against budget spending and comment;
- Quarterly projections of service levels in non-financial targets.

2. IMPLEMENTATION

The Service Delivery and Budget Implementation Plan (SDBIP) gives effect to the implementation of the IDP and the budget and as such it calls for stringent oversight to ensure that the objectives of Council for the year is achieved and corrective actions can be implemented in good time where required.

2.1 Reporting and Oversight

In order to enable and facilitate oversight over the performance of the Institution and the Directorates, the following reporting requirements shall be adhered to:

- Progress reports on the implementation of the Institutional SDBIP shall be submitted as follows:
  - The Municipal Manager to the Executive Mayoral Committee.
  - Quarterly progress reports on the overall implementation of the SDBIP shall be submitted to Council and the Performance Audit Committee.

3. APPROVAL

In terms of the provisions of Section 53(1)(c)(ii) of the Local Government Municipal Finance Management Act (56/2003), the 2024/25 Service Delivery and Budget Implementation Plan is herewith approved.



..20... June 2025

H. BORNMAN
EXECUTIVE MAYOR

4. Financial Information

4.1 Revenue by Source

Description	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26
Revenue													
Exchange Revenue													
Service charges - Electricity	39 960	39 960	39 960	39 960	39 960	39 960	39 960	39 960	39 960	39 960	39 960	39 960	479 524
Service charges - Water	12 299	12 299	12 299	12 299	12 299	12 299	12 299	12 299	12 299	12 299	12 299	12 299	147 583
Service charges - Waste Water Management	6 772	6 772	6 772	6 772	6 772	6 772	6 772	6 772	6 772	6 772	6 772	6 772	81 259
Service charges - Waste Management	4 416	4 416	4 416	4 416	4 416	4 416	4 416	4 416	4 416	4 416	4 416	4 416	52 990
Sale of Goods and Rendering of Services	837	837	837	837	837	837	837	837	837	837	837	837	10 044
Agency services	380	380	380	380	380	380	380	380	380	380	380	380	4 554
Interest earned from Receivables	2 888	2 888	2 888	2 888	2 888	2 888	2 888	2 888	2 888	2 888	2 888	2 888	34 661
Interest earned from Current and Non-Current Assets	401	480	654	621	871	609	2 753	1 208	1 757	2 587	2 307	2 025	16 273
Rental from Fixed Assets	183	157	156	195	181	647	536	250	330	278	236	173	3 322
Licence and permits	238	238	238	238	238	238	238	238	238	238	238	238	2 856
Special rating levies	1 286	1 286	1 286	1 286	1 286	1 286	1 286	1 286	1 286	1 286	1 286	1 286	15 436
Operational Revenue	163	163	163	163	163	163	163	163	163	163	163	163	1 955
Non-Exchange Revenue													
Property rates	25 374	25 374	25 374	25 374	25 374	25 374	25 374	25 374	25 374	25 374	25 374	25 374	304 484
Surcharges and Taxes	1 883	1 883	1 883	1 883	1 883	1 883	1 883	1 883	1 883	1 883	1 883	1 883	22 602
Fines, penalties and forfeits	3 816	3 816	3 816	3 816	3 816	3 816	3 816	3 816	3 816	3 816	3 816	3 816	45 795
Licences or permits	262	262	262	262	262	262	262	262	262	262	262	262	3 139
Transfer and subsidies - Operational	68 393	5 238	1 103		1 124	68 393		1 124	69 390			0	214 766
Interest	487	487	487	487	487	487	487	487	487	487	487	487	5 841
Operational Revenue	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800	1 800	21 605
Total Revenue (excluding capital transfers and contributions)	**171 838**	**108 735**	**104 774**	**103 677**	**105 036**	**172 510**	**106 150**	**105 442**	**174 337**	**105 726**	**105 404**	**105 059**	**1 468 686**

4.2 Revenue by Vote

Description	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26
Revenue by Vote													
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER	–	–	–	–	–	–	–	–	–	–	–	–	–
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER	130	83	80	79	80	131	81	80	132	80	80	80	1 115
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT	56 668	35 859	34 552	34 190	34 639	56 890	35 006	34 773	57 493	34 866	34 760	34 646	484 342
Vote 4 - COMMUNITY SERVICES	20 702	13 100	12 623	12 490	12 654	20 783	12 788	12 703	21 003	12 737	12 698	12 657	176 939
Vote 5 - CIVIL AND WATER SERVICES	40 857	25 853	24 912	24 651	24 974	41 017	25 239	25 070	41 451	25 138	25 061	24 979	349 202
Vote 6 - ELECTRO/MECHANICAL SERVICES	58 628	37 099	35 747	35 373	35 837	58 858	36 217	35 975	59 481	36 072	35 962	35 844	501 094
Vote 7 - PLANNING AND DEVELOPMENT	4 555	2 882	2 777	2 748	2 784	4 573	2 814	2 795	4 621	2 802	2 794	2 785	38 929
Total Revenue by Vote	**181 541**	**114 875**	**110 690**	**109 531**	**110 967**	**182 251**	**112 144**	**111 397**	**184 182**	**111 696**	**111 356**	**110 991**	**1 551 621**

5. EXPENDITURE – BUDGET

5.1 Operating Expenditure by Vote

Description	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26
Expenditure by Vote to be appropriated													
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER	1 257	1 408	1 383	1 468	1 572	1 248	1 190	1 319	1 307	1 322	1 363	3 292	18 128
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER	11 621	13 020	12 784	13 569	14 533	11 536	11 001	12 194	12 082	12 227	12 604	30 441	167 613
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT	9 668	10 832	10 635	11 289	12 091	9 597	9 152	10 145	10 052	10 172	10 486	25 326	139 445
Vote 4 - COMMUNITY SERVICES	21 801	24 426	23 982	25 455	27 263	21 641	20 637	22 875	22 666	22 937	23 645	57 107	314 436
Vote 5 - CIVIL AND WATER SERVICES	23 705	26 559	26 076	27 678	29 644	23 531	22 439	24 873	24 645	24 940	25 710	62 094	341 894
Vote 6 - ELECTRO/MECHANICAL SERVICES	38 516	43 154	42 369	44 972	48 166	38 234	36 460	40 414	40 044	40 523	41 774	100 892	555 517
Vote 7 - PLANNING AND DEVELOPMENT	3 057	3 425	3 362	3 569	3 822	3 034	2 893	3 207	3 178	3 216	3 315	8 007	44 085
Total Expenditure by Vote	**109 626**	**122 824**	**120 590**	**127 999**	**137 091**	**108 822**	**103 773**	**115 026**	**113 973**	**115 337**	**118 898**	**287 158**	**1 581 117**

5.2 Operating Expenditure by Type

Description	Budget Year 2025/26												Medium Term Revenue and Expenditure Framework
R thousand	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2025/26
Expenditure													
Employee related costs	37 187	37 187	37 187	37 187	65 187	37 187	37 187	37 187	37 187	37 187	37 187	88 205	525 261
Remuneration of councillors	1 332	1 332	1 332	1 332	1 332	1 332	1 332	1 332	1 332	1 332	1 332	1 332	15 988
Bulk purchases - electricity	49 975	49 845	41 462	32 920	32 325	32 293	34 121	32 337	29 372	31 848	30 035	44 475	441 010
Inventory consumed	3 669	13 764	3 111	22 831	5 650	5 946	3 085	11 924	9 749	8 305	8 605	17 784	114 422
Debt impairment	–	–	–	–	–	–	–	–	–	–	–	65 115	65 115
Depreciation and amortisation	11 868	11 868	11 868	11 868	11 868	11 868	11 868	11 868	11 868	11 868	11 868	11 868	142 422
Interest	298	298	3 015	298	298	2 957	298	298	2 843	298	298	8 910	20 106
Contracted services	2 120	5 273	8 148	12 258	12 699	11 481	7 364	9 202	9 991	15 308	17 760	31 130	142 734
Transfers and subsidies					400			550				–	950
Irrecoverable debts written off				2 872				2 872				5 744	11 487
Operational costs	3 176	3 257	14 467	6 433	7 331	5 757	8 517	7 456	11 629	9 191	11 813	12 595	101 623
Total Expenditure	**109 626**	**122 824**	**120 590**	**127 999**	**137 091**	**108 822**	**103 773**	**115 026**	**113 973**	**115 337**	**118 898**	**287 158**	**1 581 117**

6. CAPITAL EXPENDITURE

6.1 CAPITAL PROGRAMME 2025/26

PROJECT DESCRIPTION	FUNDING SOURCE	Annual Budget 2025/26
CIVIL AND WATER SERVICES		
ROADS INFRASTRUCTURE IN KOUGA	DBSA-loan	152 173 913
Humansdorp: Upgrading of informal settlements in Kwanomzamo (Bungalows, Polar Parks & Shukushukuma)	UISP	2 160 109
Jeffreys Bay: Upgrading of Oceanview Informal Settlements	UISP	2 719 357
Patensie: Upgrading of Informal Settlement (Cyril Ramaphosa)	UISP	709 463
Humansdorp: Upgrading of Kruisfontein Settlement (Donkerhoek)	UISP	1 820 012
Thornhill: Upgrading of Informal Settlement	UISP	323 213
Storage Containers	Internal	200 000
Fencing and security (all pump stations as assets)	Internal	800 000
Machinery at WTW Facilities	Internal	450 000
Construction of Civil Services in Donkerhoek & Hum	Internal	800 000
Humansdorp: Groundwater Supply	Internal	547 000
Jeffreys Bay CBD Precinct Upgrades	Internal	1 000 000
Hankey: Refurbishment of WWTW	Internal	1 954 000
Upgrade of Phillipsville Sportsfield	MIG	173 913
Upgrading of Kouga Gravel Roads	MIG	13 478 101
Jeffreys Bay: Upgrade of Ocean View Sewer Pipe	MIG	69 565
Kwanomzamo: Upgrading of WWTW	MIG	6 763 811
La Mer: Construction of New Sewer Rising Main	MIG	86 956
Arcadia Street: Refurbishment of Sewer Pump Station	MIG	57 391
INFRASTRUCTURE MANAGEMENT PLAN	MIG	1 662 695
Specialized Waste Management Vehicles	MIG	3 155 652
Upgrade of Thornhill Sewer Treatment Works - Phase 1	UISP	209 527
Kruisfontein Bulk Sewer -Link Line	UISP	191 464
Kwanomzamo: New Sewer Pump Station & Rising Main - Bulk Sanitation	UISP	454 121
Kwanomzamo: New Bulk Water Pipeline	UISP	295 478
Kruisfontein: Upgrade of Gill Marcus Bulk Water Reservoir & Pipeline	UISP	5 353 366
Ramaphosa Sewer Pump Station Upgrade	UISP	124 260
Thornhill: New Reservoir on Pnt 2 of the Farm	UISP	35 304
Beach Sewer Pump Station and New Sewer Bypass	WSIG	200 000
Loerie: Upgrade of Sewer Pump Station & New Sewer Rising Main	WSIG	6 925 670

PROJECT DESCRIPTION	FUNDING SOURCE	Annual Budget 2025/26
St Francis Bay: Groundwater Supply	WSIG	1 012 590
St Francis Bay: Sewer Pump Station & Reticulation	WSIG	34 782
St Francis Bay: Replacement of Waterpipe	WSIG	100 000
St Francis Bay: Replacement of Main Waterline (Sout River Bridge Crossing)	WSIG	100 000
		206 141 713
COMMUNITY SERVICES		
Fire Services - Vehicle (DISTRICT)	DISTRICT	1 391 304
Fencing of Humansdorp Landfill Site	Internal	1 500 000
Security Cameras	Internal	1 000 000
Extension of Incident Command Centre (ICC)	Internal	1 000 000
		4 891 304
ELECTRO/MECHANICAL SERVICES		
OCEAN VIEW 1250 ELECTRIFICATION	INEP	4 730 434
Renewable Energy Projects	Internal	-
Shore Road Miniature Substation & Associated Switchgear	Internal	2 000 000
Battery Storage	Internal	25 000 000
Design of New High Mast Lights - Construction	MIG	6 086 956
Apiesdraai: Sewer Pump Station	UISP	391 303
Kwanomzamo Bulk Electrical - Boskloof Secondary Feeder Line & Substation	UISP	8 687 837
Oceanview Substation Upgrade	UISP	2 612 133
		49 508 663
FINANCE AND ECONOMIC DEVELOPMENT		
Revenue: vehicle	Internal	620 600
		620 600
OFFICE OF THE DEPUTY MUNICIPAL MANAGER		
Computer Equipment	Internal	1 000 000
Camera Equipment	Internal	50 000
		1 050 000
PLANNING AND DEVELOPMENT		
Electronic Equipment	Internal	50 000
Acquisition of Land	Internal	3 200 000
		3 250 000
Total		**265 462 280**

7. TOP LAYER SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN: 2025/2026

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
TL1	Municipal Manager	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Obtain and maintain an unqualified audit opinion on Annual Financial Statements for the 2024/25 financial year	Audit opinion received on the Annual Financial Statements for 2024/25	1	Municipal Manager	Audit report	All	**1**	0	1	0	0
TL2	Municipal Manager	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Compile a Risk Based Audit Plan (RBAP) and submit to the Audit Committee by 30 June 2026	RBAP submitted to the Audit Committee	1	Municipal Manager	Item submission	All	**1**	0	0	0	1
TL3	Municipal Manager	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Review the strategic risk register and submit to the Audit Committee by 30 June 2026	Strategic risk report submitted to the Audit Committee	1	Municipal Manager	Item submission	All	**1**	0	0	0	1
TL4	Municipal Manager	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby	The percentage of the municipal capital budget spent on capital projects as at 30 June 2026	% of the municipal capital budget spent	55.48%	Municipal Manager	Section 71 Report	All	**90%**	5%	40%	75%	90%

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
			ensuring the long-term viability and sustainability of the organization											
TL5	Deputy Municipal Manager	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Spend 90% of the allocated capital budget for ICT by 30 June 2026 {(Total actual capital expenditure /Total capital amount budgeted)x100}	% of budget spent	0%	Deputy Municipal Manager	Financial System Report	All	**90%**	0%	50%	0%	90%
TL6	Deputy Municipal Manager	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Review the Employment Equity Plan and submit to the Accounting Officer for approval by 31 August 2025	Number of Employment Equity Plans reviewed and submitted	0	Deputy Municipal Manager	Proof of submission	All	**1**	1	0	0	0
TL7	Deputy Municipal Manager	Municipal Transformation and Institutional Development	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management	Spend 90% of the Skills Development Training Budget by 30 June 2026	% Expenditure of the Skills Development Training Budget	0%	Deputy Municipal Manager	Financial System Report	All	**90%**	0%	0%	0%	90%

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
			practices that align with its objectives, promote innovation, and enhance overall municipal performance											
TL8	Deputy Municipal Manager	Municipal Transformation and Institutional Development	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance	Limit vacancy rate to 10% of funded posts by 30 June 2026 {(Number of funded posts vacant divided by budgeted funded posts)x100}	(Number of funded posts vacant divided by budgeted funded posts)x100	0%	Deputy Municipal Manager	HR Dashboard	All	**90%**	10%	25%	45%	90%
TL9	Deputy Municipal Manager	Good Governance and Public Participation	Attract, develop, and retain a highly skilled and motivated	Review the Workplace Skills Plan and submit plan to the	Workplace Skills Plan submitted to LGSETA	0	Deputy Municipal Manager	System confirmation	All	**1**	0	0	0	1

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
			workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance	LGSETA by 30 April 2026	by 30 April 2026									
TL10	Deputy Municipal Manager	Good Governance and Public Participation	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall	Report on the number of people from previously disadvantaged groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan	Number of reports on the EE Candidates employed in the three highest levels of management and report submitted to the Municipal Manager quarterly	0	Deputy Municipal Manager	Appointment letters	All	**1**	1	0	0	0

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
			municipal performance											
TL11	Finance and Economic Development	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Provide free basic water to indigent households in terms of the approved tariffs as at 30 June 2026	Number of indigent households receiving free basic water	7 554	Director: Finance and Economic Development	Indigent register and the SAMRAS system report	All	**7104**	7104	7104	7104	7104
TL12	Finance and Economic Development	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Provide free basic electricity to indigent households in terms of the approved tariffs as at 30 June 2026	Number of indigent households receiving free basic electricity	7684	Director: Finance and Economic Development	Indigent register and the SAMRAS system report	All	**6805**	6805	6805	6805	6805
TL13	Finance and Economic Development	Municipal Financial Viability and Management	Enhance financial management and the	Provide free basic sanitation to indigent households in	Number of indigent households receiving	7 554	Director: Finance and Economic	Indigent register and the SAMRAS system report	All	**7111**	7111	7111	7111	7111

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
			effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	terms of the approved tariffs as at 30 June 2026	free basic sanitation		Development							
TL14	Finance and Economic Development	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Provide free basic refuse removal to indigent households in terms of the approved tariffs as at 30 June 2026	Number of indigent households receiving free basic refuse removal	7 554	Director: Finance and Economic Development	Indigent register and the SAMRAS system report	All	**5639**	5639	5639	5639	5639
TL15	Finance and Economic Development	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2026	% of debt coverage	20%	Director: Finance and Economic Development	Section 71 Report and AFS	All	**45%**	0%	0%	0%	45%

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
			sustainability of the organization											
TL16	Finance and Economic Development	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Financial viability measured in terms of the outstanding service debtors as at 30 June 2026	% of outstanding service debtors	42.50%	Director: Finance and Economic Development	Section 71 Report and AFS	All	**40%**	0%	0%	0%	40%
TL17	Finance and Economic Development	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Cost coverage	Cash/Cost coverage ratio (Annual Target)	0.06	Director: Finance and Economic Development	Section 71 Report and AFS	All	**1.1**	0	0	0	1.1
TL18	Finance and Economic	Good Governance	Adherence to and implementati	Submit the approved financial statements for	Approved financial statements	1	Director: Finance and Economic	Acknowledgement of receipt	All	**1**	1	0	0	0

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
	Development	and Public Participation	on of effective and efficient governance processes	2024/25 to the Auditor-General by 31 August 2025	for 2024/25 submitted to the AG		Development							
TL19	Finance and Economic Development	Local Economic Development	Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive local economies, sustainable and decent employment	The number of FTE's created through the EPWP programme by 30 June 2026	Number of FTE's created through the EPWP programme	134	Director: Finance and Economic Development	EPWP Report	All	**106**	25	25	25	31
TL20	Finance and Economic Development	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Current ratio of 1:1 for the 2025/26 financial year (Current assets/Current liabilities)	Current ratio	0.95:1	Director: Finance and Economic Development	Section 71 Report and AFS	All	**0.9:1**				0.9:1
TL21	Finance and Economic	Municipal Financial	Enhance financial management	Liquidity ratio of 0.5:1 for the 2025/26 financial	Liquidity ratio	0.04:1	Director: Finance and Economic	Section 71 Report and AFS	All	**0.50:1**				0.50:1

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
	Development	Viability and Management	and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	year (Cash and cash equivalents/Current liabilities)			Development							
TL22	Finance and Economic Development	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Submit Final Budget to Council for approval by 31 May 2026	Final Annual Budget submitted	1	Director: Finance and Economic Development	Item submission	All	**1**	0	0	0	1
TL23	Finance and Economic Development	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term	Submit Adjustments Budget to Council for approval by the end of February 2026	Adjustments Budget submitted to Council	1	Director: Finance and Economic Development	Item submission	All	**1**	0	0	1	0

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
			viability and sustainability of the organization											
TL24	Finance and Economic Development	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Cash and cash equivalent	% Change in cash and cash equivalent (short term) between original approved budget versus actual (Annual target)	0%	Director: Finance and Economic Development	Financial System Report	All	**5%**	0%	0%	0%	5%
TL25	Finance and Economic Development	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Expenditure on remuneration	% of total operating budget expenditure on remuneration (Excluding Councillors and non-cash items) (Annual target)	34%	Director: Finance and Economic Development	Financial System Report	All	**34%**	0%	0%	0%	34%
TL26	Finance and Economic	Municipal Financial	Enhance financial	Revenue collection	% revenue collected	95%	Director: Finance and	Financial System Report	All	**95%**	0%	0%	0%	95%

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
	Development	Viability and Management	management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization		against revenue raised on municipal service accounts		Economic Development							
TL27	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	95% of water samples comply with SANS241 micro biological indicators {(Number of water samples that comply with SANS241 indicators/Number of water samples tested)x100}	% of water samples compliant	94.40%	Director: Civil and Water Services	IRIS Report	All	**95%**	95%	95%	95%	95%
TL28	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Limit non revenue water to less than 35% as at 30 June 2026	% non revenue water	39%	Director: Civil and Water Services	Summary of IWA Report	All	**35%**	0%	0%	0%	35%
TL29	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service	Achieve a 50% Green Drop compliance for	% Green Drop compliance	19%	Director: Civil and Water Services	Green Drop Results	All	**50%**	0%	0%	0%	50%

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
			delivery to all residents	the 2025/26 financial year										
TL30	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Achieve a 70% Blue Drop Compliance for the 2025/26 financial year	% Blue Drop Compliance	64.95%	Director: Civil and Water Services	Blue Drop Results	All	**70%**	0%	0%	0%	70%
TL31	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Number of formal residential properties that receive piped water that is connected to the municipal water infrastructure network and billed for the service as at 30 June (Reg 796)	Number of formal residential properties which are billed for water	18 442	Director: Civil and Water Services	Financial System Report	All	**22366**	22366	22366	22366	22366
TL32	Civil and Water Services	Basic Service Delivery	Facilitate the sustainable incorporation and effective management of human settlements, to provide an equitable, inclusive, and resilient living environment that enhances the quality of	Complete the upgrade of Kwanomzamo Sport Facility by 30 June 2026	Number of upgrades completed	0	Director: Civil and Water Services	Completion certificates	6; 7; 9	**1**	0	0	0	1

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
			life for all residents											
TL33	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Restore the existing roads and stormwater infrastructure for Seekoei Cause Way by 30 June 2026	Number of projects completed	0	Director: Civil and Water Services	Completion certificates	12; 2	**1**	0	0	0	1
TL34	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Rehabilitate and reseal 20 kilometres of surfaced roads and stormwater in Kouga by 30 June 2026	Number of kilometres of road rehabilitated and resurfaced	0	Director: Civil and Water Services	Practical completion certificate	All	**20**	5	5	5	5
TL35	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the refurbishment of the Hankey WWTW by 30 June 2026	Project completed	0	Director: Civil and Water Services	Completion certificates	9; 13	**1**	0	0	0	1
TL36	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the upgrade of the Kwanomzamo WWTW by 30 June 2026	Project completed	0	Director: Civil and Water Services	Practical completion certificate	6; 15; 1	**1**	0	0	0	1
TL37	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service	Complete the planning for the beach sewer pumpstation by 30 June 2026	Tender completed	0	Director: Civil and Water Services	Tender document	11; 8; 3	**1**	0	0	0	1

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
			delivery to all residents											
TL38	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the construction of the Loerie Sewer Pumpstation and rising main by 30 June 2026	Project completed	0	Director: Civil and Water Services	Completion certificates	7	**1**	0	0	0	1
TL39	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Develop new boreholes in St Francis Bay by 30 June 2026	Project completed	0	Director: Civil and Water Services	Completion certificates	12; 1	**1**	0	0	0	1
TL40	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the provision of basic services in Donkerhoek and Humansdorp by 30 June 2026	Project completed	0%	Director: Civil and Water Services	Completion certificates	4	**1**	0	0	0	1
TL41	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service (inclusive of septic tanks), irrespective of the number of water closets (toilets)	Number of residential properties which are billed for sewerage	14 893	Director: Civil and Water Services	Financial System Report	All	**19684**	19684	19684	19684	19684

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
				and billed for the service as at 30 June (Reg 796)										
TL42	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the construction of the Gill Marcus Reservoir and feeder line for the Kruisfontein Bulk Water Supply by 30 June 2026	Project completed	0	Director: Civil and Water Services	Practical completion certificate	4	**1**	0	0	0	1
TL43	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the street re-instatement and stormwater infrastructure for Ketse Street, Nanto Street, Meyer Street and Mountain Road by 30 June 2026	Project completed	0	Director: Civil and Water Services	Completion certificate	All	**1**	0	0	0	1
TL44	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the reinstatement of the Philip Street low level water crossing bridge by 30 June 2026	Project completed	0	Director: Civil and Water Services	Completion certificate	All	**1**	0	0	0	1
TL45	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the re-instatement of Shirley Street by 30 June 2026	Project completed	0	Director: Civil and Water Services	Completion certificate	All	**1**	0	0	0	1

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
TL46	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the re-instatement of Da Gama Road in the Kabeljouws area and stormwater re-instatement by 30 June 2026	Project completed	0	Director: Civil and Water Services	Completion certificate	All	**1**	0	0	0	1
TL47	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the George Road re-instatement of embankment, water and stormwater network by 30 June 2026	Project completed	0	Director: Civil and Water Services	Completion certificate	All	**1**	0	0	0	1
TL48	Civil and Water Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Appoint a consultant for an infrastructure asset management plan by 30 September 2025	Consultant appointed	0	Director: Civil and Water Services	Appointment Letter	All	**1**	1	0	0	0
TL49	Civil and Water Services	Basic Service Delivery	Facilitate the sustainable incorporation and effective management of human settlements, to provide an equitable, inclusive, and resilient living environment	Complete the formalisation of 5 informal settlements (Kwanomzamo, Ramaphosa Village, Tjoks in Thornhill, Donkerhoek and Oceanview (80 ha)) by 30 June 2026	Consultant appointed	0	Director: Civil and Water Services	General plan registration and detailed engineering designs	All	**5**	0	0	0	5

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
			that enhances the quality of life for all residents											
TL50	Electric Mechanical Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Limit unaccounted electricity to less than 18% as at 30 June 2026 {(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold (incl Free basic electricity)) / Number of Electricity Units Purchased and/or Generated) × 100} (rolling twelve month average)	% unaccounted electricity	15.00%	Director: Electro Mechanical	Monthly Distribution Electricity Losses Excel Database	All	**18%**	18%	18%	18%	18%
TL51	Electric Mechanical Services	Municipal Transformation and Institutional Development	Provide excellent, sustainable service delivery to all residents	Purchase 3 vehicles to replace redundant vehicles by 30 June 2026	Number of vehicles purchased	40	Municipal Manager	Lease agreements	All	**3**	0	0	0	3
TL52	Electric Mechanical Services	Basic Service Delivery	Facilitate the sustainable incorporation and effective management	Provide electricity connections in Ocean View Phase 3 to 200	Number of electricity connections provided	169	Director: Electro Mechanical	Completion certificate	All	**200**	0	0	0	200

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
			of human settlements, to provide an equitable, inclusive, and resilient living environment that enhances the quality of life for all residents	beneficiaries by 30 June 2026										
TL53	Electric Mechanical Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the installation of the SCADA system by 31 December 2025	% of the system installed	0%	Director: Electro Mechanical	Completion certificate	All	**100%**	0%	100%	0%	0%
TL54	Electric Mechanical Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June (Reg 796)	Number of formal residential properties which are billed for electricity or have pre paid meters (Excluding Eskom areas)	19 471	Director: Electro Mechanical	Financial System Report	All	**26 507**	26 507	26 507	26 507	26 507

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
TL55	Electric Mechanical Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the installation of a renewable energy project (battery 5MW) to manage demand in St Francis Bay by 30 June 2026	Project completed	0	Director: Electro Mechanical	Completion certificate	All	**1**	0	0	0	1
TL56	Electric Mechanical Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the construction of 10 High Mast Lights in Kouga by 30 June 2026	Project completed	0	Director: Electro Mechanical	Completion certificate	All	**10**	0	0	0	10
TL57	Community Services	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Review and submit the Disaster Management Plan to Portfolio Committee by 31 May 2026	Disaster Management Plan reviewed and submitted to Portfolio Committee	0	Director: Community Services	Proof of submission	All	**1**	0	0	0	1
TL58	Community Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Number of residential properties for which refuse is removed once per week and billed for the service as at 30 June 2026	Number of residential properties which are billed for refuse removal	18 172	Director: Community Services	Financial System Report	All	**24522**	24522	24522	24522	24522
TL59	Community Services	Basic Service Delivery	Provide excellent, sustainable	75% emergency response time within 15 minutes	% response time for fire and	75%	Director: Community Services	Incident reports	All	**75%**	75%	75%	75%	75%

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
			service delivery to all residents	from when call is received to areas where the service is available	emergency incidents									
TL60	Community Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Appoint the service provider to develop the Environmental Framework and submit to Council by 30 June 2026	Service provider appointed	0	Director: Community Services	Appointment letter	All	**1**	0	0	0	1
TL61	Community Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Develop the costing plan in terms of the Public Safety Plan and submit it to the MM by 30 September 2025	Costing Plan developed and submitted to the MM	0	Director: Community Services	Proof of submission	All	**1**	1	0	0	0
TL62	Community Services	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the beautification of two entrances and report to the MM by 30 June 2026	Number of entrances beautified and reported on	0	Director: Community Services	Close out reports signed-off by MM	All	**2**	0	0	0	2
TL63	Planning and Development	Good Governance and Public Participation	Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive local economies,	Submit the revised Spatial Development Framework (SDF) to Council by 31 May 2026	Spatial Development Framework submitted to Council	1	Director: Planning and Development	Proof of submission to Committee Services	All	**1**	0	0	0	1

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
			sustainable and decent employment											
TL64	Planning and Development	Basic Service Delivery	Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive local economies, sustainable and decent employment	Submit the Final Amended SPLUMA By-law to Council by 30 June 2026	Number of By-laws submitted	0	Director: Planning and Development	Proof of item submission	All	**1**	0	0	0	1
TL65	Planning and Development	Basic Service Delivery	Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive local economies, sustainable and decent employment	Appoint the service provider for the servicing of sites for Hankey 990 Phase 3 by 31 December 2025	Appointment completed	0	Director: Planning and Development	Signed SLA	9; 13	**1**	0	1	0	0
TL66	Planning and Development	Good Governance and Public Participation	Create and facilitate a conducive environment, with core	Review the Land Invasion By-law and submit to Council by 30 June 2026	Land Disposal Policy reviewed	1	Director: Planning and Development	Proof of submission to Committee Services	All	**1**	0	0	0	1

KPI Ref	Directorate	National KPA	Strategic Objective	KPI	Unit of Measure-ment	Baseline	Responsible Owner	Source of Evidence	Ward	Annual	Q1	Q2	Q3	Q4
			focus on tourism, that builds inclusive local economies, sustainable and decent employment											

8. ANNEXURE "A" NATIONAL TREASURY CIRCULAR 88 REPORTING

In preparation for the promulgation of the compulsory inclusion of Key Performance Indicators detailed in MFMA Circular 88, the Circular 88 reporting requirements is included in the 2024/25 Service Delivery and Budget Implementation Plan not for purposes of the Institutional Scorecard but to facilitate compliance with the quarterly reporting requirements to Provincial Government.

The Circular 88 Reporting template shall be included in the individual Senior Manager Performance Plans for reporting purposes with a specific operational Key Performance Indicator relevant to compliance with the submission of Quarterly Circular 88 reports.

To allow oversight at the level of the Portfolio Committees, shall the Circular 88 reporting templates be submitted to the relevant Portfolio Committees with the Institutional SDBIP implementation reports.

No specific targets have been set for the Circular 88 Key Performance Indicators because such are not necessarily part of the Institutional Scorecard. 2024/25 In-year reporting shall set baselines for the 2025/26 Circular 88 targets.

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
EE1.11	Number of dwellings provided with connections to the mains electricity supply by the municipality	Count number of new electricity connections made to dwellings	Cumulative indicator, reporting number of new electrical connections to dwellings in year-to-date format	Quarterly	Electro-Mechanical Services
EE3.11	Percentage of unplanned outages that are restored to supply within industry standard timeframes	Number of unplanned outages restored within X hours / total number of unplanned outages * 100 (X is based on industry standards thus X = 1.5, 3.5, 7.5, 24 and 168 as per NRS 047)	Cumulative indicator, reporting the percentage unplanned outages restored within industry standard times in a year-to-date format	Quarterly	Electro-Mechanical Services
EE3.21	Percentage of planned maintenance performed	Actual number of maintenance jobs for planned preventative maintenance / budgeted number of maintenance jobs for planned preventative maintenance X 100	Cumulative indicator, reporting the percentage planned preventative maintenance jobs completed in a year-to-date format	Quarterly	Electro-Mechanical Services
ENV3.11	Percentage of recognised informal settlements receiving basic waste removal services	Number of informal settlements receiving waste handling services / total number of recognized informal settlements	For annual reporting only percentage as at end of the year	Annual	Community Services
ENV4.11	Percentage of biodiversity priority area within the municipality	Total area of land classified as biodiversity priority area / total municipal area in hectares	For annual reporting only percentage as at end of the year	Annual	Community Services

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
FM1.11	Total Capital Expenditure as a percentage of Total Capital Budget	Actual capital expenditure/ budgeted capital expenditure	Cumulative indicator, reporting the percentage capital expenditure against capital budget provisions in a year-to-date format	Quarterly	Chief Financial Officer
FM1.12	Total Operating Expenditure as a percentage of Total Operating Expenditure Budget	Actual Operating expenditure / budgeted operating expenditure	Cumulative indicator, reporting the percentage operating expenditure against budgeted operating expenditure in a year-to-date format	Quarterly	Chief Financial Officer
FM1.13	Total Operating Revenue received as a percentage of Total Operating Revenue Budget	Actual operating revenue received / total operating revenue budgeted for	Cumulative indicator, reporting the percentage operating revenue against budgeted operating revenue in a year-to-date format	Quarterly	Chief Financial Officer
FM1.14	Service Charges and Property Rates Revenue as a percentage of Service Charges and Property Rates Revenue Budget	Actual service charges revenue + actual property rates revenue / budgeted service charges and property rates revenue	Cumulative indicator, reporting the percentage service charge and rates revenue against budgeted service charge and rates revenue in a year-to-date format	Quarterly	Chief Financial Officer
FM1.21	Funded budget	Self-assessment outcome	N/a	Bi-Annually	Chief Financial Officer

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
FM2.21	Cash backed reserves reconciliation at year end	Actual cash and cash equivalents + long term investments - unspent grants - statutory requirements- working capital requirements- other provisions- long term investment committed - reserves to be cash backed	As per AFS	Annually	Chief Financial Officer
FM3.11	Cash/Cost coverage ratio	Cash and cash equivalents / trade payables	N/a	Quarterly	Chief Financial Officer
FM3.12	Current ratio (current assets/current liabilities)	Current assets / current liabilities	As per AFS	Annual	Chief Financial Officer
FM3.13	Trade payables to cash ratio	Cash and cash equivalents / trade payables	N/a	Quarterly	Chief Financial Officer
FM3.14	Liquidity ratio	Cash and cash equivalents / current liabilities	N/a	Quarterly	Chief Financial Officer
FM4.11	Irregular, Fruitless and Wasteful, Unauthorised Expenditure as a percentage of Total Operating Expenditure	Irregular + fruitless and wasteful + unauthorized expenditure / total operating expenditure	As per AFS	Annual	Chief Financial Officer

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
FM4.31	Creditors payment period	Trade creditors outstanding / credit purchases (operating and capital) X number of days in the reporting year-to-date	None	Quarterly	Chief Financial Officer
FM5.11	Percentage of total capital expenditure funded from own funding (Internally generated funds + Borrowings)	Own funded capital expenditure (Internally generated funds + borrowings / total capital expenditure	As per AFS	Quarterly	Chief Financial Officer
FM5.12	Percentage of total capital expenditure funded from capital conditional grants	Total capital transfers (National and Provincial capital conditional grants / total capital expenditure	As per AFS	Annual	Chief Financial Officer
FM5.21	Percentage of total capital expenditure on renewal/upgrading of existing assets	Total costs of renewal and upgrading of existing assets / total capital budget expenditure	As per AFS	Annual	Chief Financial Officer
FM5.22	Renewal/Upgrading of Existing Assets as a percentage of Depreciation/Asset impairment	Total costs of renewal and upgrading of existing assets / depreciations + asset impairment	As per AFS	Annual	Chief Financial Officer

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
FM5.31	Repairs and Maintenance as a percentage of property, plant, equipment and investment property	Total repairs and maintenance expenditure / property plant and equipment + investment property (Carrying value)	As per AFS	Annual	Chief Financial Officer
FM6.12	Percentage of awarded tenders [over R200k], published on the municipality's website	Number of awarded tenders published in the municipal web site / number of tenders awarded	None	Quarterly	Chief Financial Officer
FM6.13	Percentage of tender cancellations	Number of tenders cancelled / total number of tenders advertised and closed	Cumulative year-to-date of all registered procurement requests vs cancelled tenders (Cancelled tenders refers to tender cancellation prior to advertising and not due to non-responsiveness)	Quarterly	Chief Financial Officer
FM7.11	Debtors' payment period	Gross debtors - bad debt provision / billed revenue X number of days in the reporting period year-to-date	As per AFS	Quarterly	Chief Financial Officer

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
FM7.12	Collection rate ratio	Gross debtors opening balance + billed revenue - gross debtors closing balance - bad debts written off / billed revenue	As per AFS	Quarterly	Chief Financial Officer
FM7.31	Net Surplus /Deficit Margin for Electricity	Total electricity revenue - total electricity expenditure / total electricity revenue	As per AFS	Annual	Chief Financial Officer
FM7.32	Net Surplus /Deficit Margin for Water	Total water revenue - total water expenditure / total water revenue	As per AFS	Annual	Chief Financial Officer
FM7.33	Net Surplus /Deficit Margin for Wastewater	Total wastewater revenue - total wastewater expenditure / total waste water revenue	As per AFS	Annual	Chief Financial Officer
FM7.34	Net Surplus /Deficit Margin for Refuse	Total refuse revenue - total refuse expenditure / total refuse revenue	As per AFS	Annual	Chief Financial Officer
FD1.11	Percentage compliance with the required attendance time for structural firefighting incidents	Number of structural fire incidents where the attendance time was 14 minutes or less / total number of calls for structural fire incidents	Cumulative value should be reported	Quarterly	Community Services

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
GG1.21	Staff vacancy rate	Number of employee posts on the approved organogram - number of actual employees / numbers of employee posts on the approved organogram	Non-cumulative indicator	Quarterly	Deputy Municipal Manager
GG1.22	Percentage of vacant posts filled within 6 months	Number of vacant posts filled within 6 months from authority to proceed / number of vacant posts that have been filled	Cumulative indicator reported in year-to-date format	Quarterly	Deputy Municipal Manager
GG2.11	Percentage of ward committees with 6 or more ward committee members (excluding the ward councillor)	Number of ward committees with 6 or more members / total number of wards	Cumulative indicator reported in year-to-date format	Quarterly	Deputy Municipal Manager
GG2.12	Percentage of wards that have held a quarterly councillor-convened community meeting	Number of councillor convened ward community meetings / total number of wards X reporting quarter	Cumulative indicator reported in year-to-date format	Quarterly	Deputy Municipal Manager
GG2.31	Percentage of official complaints responded to through the municipal complaint management system	Number of official complaints responded to according to municipal norms and standards / number of official complaints received	Cumulative indicator reported in year-to-date format	Quarterly	Deputy Municipal Manager

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
GG 3.11	Number of repeat audit findings	Count number repeat findings listed in AG Report	Comparison to prior year AG report	Annual	Municipal Manager
GG 3.12	Percentage of councillors who have declared their financial interests	Number of councillors that declared their financial interests / total number of councillors	N/a	Annual	Municipal Manager
GG5.11	Number of active suspensions longer than three months	Count number of suspensions lasting more than 3 months	Not a cumulative indicator only reports active suspensions longer than 3 months as at the end of the reporting period	Quarterly	Deputy Municipal Manager
LED1.11	Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	R-value of operating expenditure on contracted services within the municipal area / total municipal operating expenditure on contracted services	Cumulative indicator reported in year-to-date format	Quarterly	Chief Financial Officer
LED1.21	Number of work opportunities created by the municipality through Public Employment Programmes (incl. EPWP, CWP and other related employment programmes)	Count number of work opportunities provided through the EPWP and CWP programs	Cumulative indicator reported in year-to-date format (Not calculated as FTE)	Quarterly	Civil and Water Services

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
LED 2.12	Percentage of the municipality's operating budget spent on indigent relief for free basic services	R-value of operating budget expenditure on free basic services / R-value of total operating budget	Cumulative indicator reported in year-to-date format	Quarterly	Chief Financial Officer
LED3.11	Average time taken to finalise business license applications	Sum of total working days per business applications finalized / number of business applications finalized	Cumulative indicator reported in year-to-date format	Quarterly	Community Services
LED3.31	Average number of days from the point of advertising to the letter of award per 80/20 procurement process	Sum of number of days from the point of advertising a tender in terms of the 80/20 process to the issuing of letter of award / total number of 80/20 tenders awarded as per procurement process	Cumulative indicator reported in year-to-date format	Quarterly	Chief Financial Officer
LED3.32	Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	Number of municipal payments within 30-days of complete invoice receipt made to service providers / total number of complete invoices received (30 days or older)	Cumulative indicator reported in year-to-date format	Quarterly	Chief Financial Officer

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
TR6.11	Percentage of unsurfaced road graded	Kilometres of municipal road graded / kilometres unsurfaced road	Only measured at year end	Annual	Civil and Water Services
TR6.12	Percentage of surfaced municipal road lanes which has been resurfaced and resealed	Kilometres of municipal road lanes resurfaced and resealed / kilometres of surfaced municipal road lanes	Cumulative indicator reported in year-to-date format (Only length counted not width)	Quarterly	Civil and Water Services
TR6.13	KMs of new municipal road network	Number of kilometres surfaced road network built + number of unsurfaced kilometres surfaced road network built	Cumulative indicator reported in year-to-date format (Only length counted not width)	Quarterly	Civil and Water Services
TR6.21	Percentage of reported pothole complaints resolved within standard municipal response time	Number of pothole complaints resolved within the standard time after being reported / number of potholes reported	Cumulative indicator reported in year-to-date format	Quarterly	Civil and Water Services
WS1.11	Number of new sewer connections meeting minimum standards	Number of new sewer connections to consumer units + new sewer connections to communal toilet facilities	Cumulative indicator reported in year-to-date format	Quarterly	Civil and Water Services

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
WS2.11	Number of new water connections meeting minimum standards	Number of new water connections (Piped tap water) + number of new water connections to public and communal taps	Cumulative indicator reported in year-to-date format	Quarterly	Civil and Water Services
WS3.11	Percentage of callouts responded to within 48 hours (sanitation/wastewater)	Number of callouts (logged on municipal system) responded to within 48 hours / total wastewater sanitation callouts received.	Cumulative indicator reported in year-to-date format	Quarterly	Civil and Water Services
WS3.21	Percentage of callouts responded to within 48 hours (water)	Number of callouts responded to within 48 hours (Water) / total water service callouts received	Cumulative indicator reported in year-to-date format	Quarterly	Civil and Water Services
WS5.31	Percentage of total water connections metered	Number of water connections metered / number of connections metered / number of connections unmetered	Only reported annually	Annual	Civil and Water Services
EE4.4	Percentage total electricity losses	Electricity purchases - electricity sales / electricity purchases	Only reported annually	Annual	Electro-Mechanical Services

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
ENV5.2	Recreational water quality inland	Number of water samples within targeted range for intermediate contact recreational water / total number of sample tests taken	Only reported annually	Annual	Community Services
HS3.5	Percentage utilization of community halls	Sum of all hours booked for all community halls / sum of available hours for all community halls	A Hall is considered to be available 12 hours per day	Annual	Community Services
HS3.6	Average number of library visits per library	Total number of library visits / number of libraries	N/a	Annual	Community Services
HS3.7	Percentage of cemetery plots available	Number of available plots in all active cemeteries / total capacity of all burial plots in active municipal cemeteries	Only active cemeteries	Annual	Community Services
TR6.2	Number of potholes reported per 10km of municipal road network	Number of potholes reported / kilometres of surface municipal road network	Multiple reports of the same pothole or a collection of potholes at the same point in the road should be counted as 1 pothole	Annual	Civil and Water Services
WS3.1	Frequency of sewer blockages per 100kms of pipeline	Number of sewer blockages that occurred / total sewer length in km	Pumpstation blockages should not be counted	Annual	Civil and Water Services

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
WS3.2	Frequency of water mains failure per 100km of pipeline	Number of water mains failures inclusive of valves and fittings / total length of water mains in km	Mains failure does not include maintenance shutdowns and repairs as part of the active leakage control and only applies where water supply to customers is interrupted	Annual	Civil and Water Services
WS3.3	Frequency of unplanned water service interruptions	Number of unplanned water service interruptions / total number of water service connections / 1000	Interruptions longer than 12 hours is considered in the indicator, planned maintenance interruptions is excluded in calculations	Annual	Civil and Water Services
WS4.1	Percentage of drinking water samples complying with SANS 241	Number of water sample tests that complied with SANS241 / total number of water sample tests taken	Calculations for this indicator must be consistent with required reporting for DWS	Annual	Civil and Water Services
WS4.2	Percentage wastewater samples compliant to water use license conditions	Number of wastewater samples tested that meet compliance with license requirements / total wastewater samples	None	Annual	Civil and Water Services
WS5.1	Percentage non-revenue water	Kilolitres of water purchased and purified - kilolitres of water sold / kilolitres water purchased purified	None	Annual	Civil and Water Services

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
WS5.2	Total water losses	System input volume - authorized consumption in m3 / 365 X number of service connections	None	Annual	Civil and Water Services
WS5.4	Percentage of water reused	Volume of water recycled and reused = direct use of treated municipal wastewater (exclusive of irrigation) + direct use of treated municipal waste water for irrigation / system volume input	None	Annual	Civil and Water Services
GG1.1	Percentage of municipal skills development levy recovered	R-value of municipal skills development levy recovered / R-value of total qualifying value of the municipal skills development levy	None	Annual	Deputy Municipal Manager
GG1.2	Top Management Stability	Sum of working days that each S56 S57 post was occupied by a fully appointed official with a valid signed performance agreement / total aggregate standard working days for all S56 S57 posts	Not applicable to acting appointments due to vacancies. Acting appointments due to leave or other absence must be regarded as fully appointed and occupied	Annual	Deputy Municipal Manager

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
GG2.1	Percentage of Ward Committees that are functional (meet 4 times per year, are quorate and have an action plan)	Functional ward committees/ total number of wards	Only count ward committees that have met at least 4 times during the year and only ward committees with an action plan	Annual	Deputy Municipal Manager
GG4.1	Percentage of Councillors attending Council Meetings	Total sum of all Councillors attendance at all Council meetings / the total number of Council meetings x the total number of councillors	Annual All meetings over the 4 quarters should be aggregated to reflect an annual average value	Annual	Deputy Municipal Manager
FM1.1	Percentage expenditure against total budget	Total expenditure (capital and Operational) / Total budget (Capital and Operational)	As per AFS	Annual	Chief Financial Officer
FM2.2	Percentage change in cash backed reserves reconciliation	Cash backed reserves previous year - cash backed reserves current year / cash backed reserves previous year	As per AFS	Annual	Chief Financial Officer
FM3.1	Percentage change in cash and cash equivalent (short term)	Cash and cash equivalent current year - cash and cash equivalent previous year / cash and cash equivalent previous year	As per AFS	Annual	Chief Financial Officer

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
FM4.1	Percentage change in unauthorized, irregular, fruitless and wasteful expenditure	Irregular + fruitless and wasteful + unauthorized expenditure current year / Irregular + fruitless and wasteful + unauthorized expenditure previous year	As per AFS	Annual	Chief Financial Officer
FM4.2	Percentage of total operating expenditure spent on remuneration	Remuneration (employee related costs) + Councillors remuneration / total operating expenditure	Calculation must include permanent and contractual employees and Councillors and consists of bonusses, pension and medical aid contributions, vehicle allowances and other service-related benefits	Annual	Chief Financial Officer
FM4.3	Percentage of total operating expenditure on contracted services	Contracted services / total operating expenditure	Calculation must include all group of accounts such as outsourced services, contractors, professional and special services both for capital and operational projects	Annual	Chief Financial Officer

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
FM5.1	Percentage change of own funding (Internally generated and borrowed) to fund capital expenditure	Internally generated funds + borrowings current year - internally generated funds and borrowings previous year / internally generated funds and borrowings previous year	As per AFS	Annual	Chief Financial Officer
FM5.2	Percentage change of renewal /upgrading of existing assets	Total costs of renewal and upgrading of existing assets current year - total costs for renewal and upgrading of existing assets previous year / total costs of renewal and upgrading of existing assets previous year	As per AFS	Annual	Chief Financial Officer
FM5.3	Percentage change of repairs and maintenance of existing infrastructure	Repairs and maintenance current year - repairs and maintenance previous year / repairs and maintenance previous year	As per AFS	Annual	Chief Financial Officer
FM7.1	Percentage change in gross consumer debtors (Current and non-current)	Total gross consumer debtors' current year - total gross consumer debtors previous year / total gross consumer debtors previous year	As per AFS	Annual	Chief Financial Officer

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
FM7.2	Percentage of revenue growth excluding capital grants	Total revenue exclusive of capital grants current year - total revenue exclusive of capital grants previous year / total revenue exclusive of capital grants previous year	As per AFS	Annual	Chief Financial Officer
FM7.3	Percentage of net operating surplus margin	Total operating revenue - total operating expenditure / total operating revenue	As per AFS	Annual	Chief Financial Officer
	Compliance questions for quarterly reporting				
C1	Number of signed performance agreements for the Municipal Manager and Section 56 Managers	Simple count of numbers	Not inclusive of acting appointments	Quarterly	Municipal Manager
C2	Number of Mayoral Executive Committee Meetings held	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C3	Number of Council portfolio Committees held	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C4	Number of MPAC Meetings held	Simple count of numbers	None	Quarterly	Deputy Municipal Manager

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
C6	Number of formal meetings between the Mayor, Speaker, and MM to deal with municipal matters (Minuted)	Simple count of numbers	None	Quarterly	Municipal Manager
C7	Number of formal minuted meetings to which all senior managers were invited	Simple count of numbers	None	Quarterly	Municipal Manager
C8	Number of Councillors completed training	Simple count of numbers	Applicable to reporting period, cumulative for the year	Quarterly	Deputy Municipal Manager
C9	Number of municipal officials completed training	Simple count of numbers	Applicable to reporting period, cumulative for the year	Quarterly	Deputy Municipal Manager
C10	Number of work stoppages occurred	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C11	Number of litigation cases instituted by the Municipality	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C12	Number of litigation cases instituted against the municipality	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C13	Number of forensic investigations instituted	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C14	Number of forensic investigations concluded	Simple count of numbers	None	Quarterly	Deputy Municipal Manager

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
C15	Number of sick leave taken by employees	Simple count of numbers	Applicable to reporting period, cumulative for the year	Quarterly	Deputy Municipal Manager
C17	Number of temporary employees employed	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C18	Number of approved demonstrations in the municipal area	Simple count of numbers	None	Quarterly	Community Services
C19	Number of recognized traditional Khois-San leaders in attendance (sum of) at all Council meetings	Simple count of numbers	Traditional Leader recognized by the Premier of the Eastern Cape in terms of the provisions of the Eastern Cape Traditional Leadership Act, 2017	Quarterly	Deputy Municipal Manager
C20	Number of permanent environmental health practitioners employed by the Municipality	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C22	Number of Council Meetings held	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C23	Number of disciplinary cases for misconduct relating to fraud and corruption	Simple count of numbers	None	Quarterly	Deputy Municipal Manager

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
C24	Number of Council meetings disrupted	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C25	Number of protests reported	Simple count of numbers	None	Quarterly	Community Services
C26	R-value of all tenders awarded	Simple count of R-value	None	Quarterly	Chief Financial Officer
C27	Number of awards made in terms of S36 of the MFMA SCM Regulations	Simple count of numbers	None	Quarterly	Chief Financial Officer
C28	R-value of all awards made in terms of S36 of the MFMA SCM Regulations	Simple count of R-value	None	Quarterly	Chief Financial Officer
C29	Number of approved applications for the rezoning of property for commercial purposes	Simple count of numbers	None	Quarterly	Planning and Development
C30	Number of business licenses approved	Simple count of numbers	None	Quarterly	community Services
C32	Number of filled positions in municipal infrastructure	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C33	Number of tenders over R200 000 awarded	Simple count of numbers	None	Quarterly	Chief Financial Officer

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
C34	Number of months the position of Municipal Manager has been filled (not acting)	Simple count of numbers	None	Quarterly	Municipal Manager
C35	Number of months the position of Chief Financial Officer has been filled (not acting)	Simple count of numbers	None	Quarterly	Municipal Manager
C36	Number of vacant posts of senior managers	Simple count of numbers	None	Quarterly	Municipal Manager
C38	Number of filled posts in the budget and treasury office	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C40	Number of filled posts in the planning and development department	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C42	Number of registered engineers employed in approved posts	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C43	Number of engineers employed in approved posts	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C44	Number of disciplinary cases in the municipality	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C45	Number of finalized disciplinary cases	Simple count of numbers	None	Quarterly	Deputy Municipal Manager

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
C47	Number of waste management posts filled	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C49	Number of electricians employed in approved posts	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C51	Number of filled water and wastewater management posts	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C56	Number of customers provided with alternative energy supply (e.g. LPG paraffin or biogel according to supply level standards)	Simple count of numbers	None	Quarterly	Electro-Mechanical Services
C57	Number of registered electricity consumers with a mini grid-based system in the municipal service area	Simple count of numbers	None	Quarterly	Electro-Mechanical Services
C58	Total non-technical electricity losses in MWh (estimate)	Estimation of non-technical electricity losses in MWh	None	Quarterly	Electro-Mechanical Services
C59	Number of municipal buildings that consume renewable energy	Simple count of numbers	None	Quarterly	Electro-Mechanical Services
C61	Number of chemical toilets in operation	Simple count of numbers	Applicable to reporting period, cumulative for the year	Quarterly	Civil and Water Services

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
C63	Total volume of water delivered by water trucks		None	Quarterly	Civil and Water Services
C67	Number of paid full -time firefighters employed by the municipality	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C68	Number of part-time and firefighter reservists in the service of the municipality	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C69	Number of displaced persons to whom the municipality delivered assistance	Simple count of numbers	None	Quarterly	Community Services
C71	Number of procurement processes where disputes were raised	Simple count of numbers	None	Quarterly	Chief Financial Officer
C73	Number of structural fires occurring in informal settlements	Simple count of numbers	None	Quarterly	Community Services
C74	Number of dwellings in informal settlements affected by structural fires (Estimate)	Simple count of numbers	None	Quarterly	Community Services

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
C76	Number of SMME's and informal businesses benefitting from municipal digitization support programmes rolled out directly or in partnership with stakeholders	Simple count of numbers	None	Quarterly	Chief Financial Officer
C77	B-BBEE procurement spent on empowering suppliers that are at least 51% black owned based	R-value of procurement spending on empowering suppliers that are at least 51% black owned	None	Quarterly	Chief Financial Officer
C78	B-BBEE procurement spent on empowering suppliers that are at least 30% black woman owned	R-value of procurement spending on empowering suppliers that are at least 30% black woman owned	None	Quarterly	Chief Financial Officer
C79	B-BBEE procurement spent from all empowering suppliers based on B-BBEE procurement	R-value	None	Quarterly	Chief Financial Officer
C84	Number of building plans submitted for review	Simple count of numbers	None	Quarterly	Planning and Development
C86	Number of households in the municipal area registered as indigent	Simple count of numbers	None	Quarterly	Chief Financial Officer
C89	Number of meetings the Mayoral Committee postponed due to lack of quorum	Simple count of numbers	None	Quarterly	Deputy Municipal Manager

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
C92	Number of agenda items deferred to the next Council meeting	Simple count of numbers	None	Quarterly	Deputy Municipal Manager
C93	Number of awards made in terms of SCM Reg 32	Simple count of numbers	None	Quarterly	Chief Financial Officer
C94	Number of requests for deviation from approved procurement plan	Simple count of numbers	None	Quarterly	Chief Financial Officer
C98	Number of building plan applications approved	Simple count of numbers	None	Quarterly	Planning and Development
	Compliance indicators for Annual Reporting				
C5	Number of recognized traditional leaders within the municipal boundary	Simple count of numbers	Traditional Leader recognized by the Premier of the Eastern Cape in terms of the provisions of the Eastern Cape Traditional Leadership Act, 2017	Annual	Deputy Municipal Manager
C21	Number of approved environmental health practitioner posts in the municipality	Simple count of numbers	Funded posts as per organogram, vacancies included	Annual	Deputy Municipal Manager
C31	Number of approved posts in the municipality for municipal infrastructure	Simple count of numbers	Funded posts as per organogram, vacancies included	Annual	Deputy Municipal Manager

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
C37	Number of approved posts in the municipality for budget and treasury	Simple count of numbers	Funded posts as per organogram, vacancies included	Annual	Deputy Municipal Manager
C39	Number of approved posts in the municipality for the development and planning department	Simple count of numbers	Funded posts as per organogram, vacancies included	Annual	Deputy Municipal Manager
C41	Number of approved engineers' posts in the municipality	Simple count of numbers	Funded posts as per organogram, vacancies included	Annual	Deputy Municipal Manager
C46	Number of approved waste management posts in the municipality	Simple count of numbers	Funded posts as per organogram, vacancies included	Annual	Deputy Municipal Manager
C48	Number of approved electrician posts in the municipality	Simple count of numbers	Funded posts as per organogram, vacancies included	Annual	Deputy Municipal Manager
C50	Number of approved water and wastewater management posts in the municipality	Simple count of numbers	Funded posts as per organogram, vacancies included	Annual	Deputy Municipal Manager
C52	Number of maintained sports facilities	Simple count of numbers	None	Annual	Community Services
C53	Square meters of maintained public outdoor recreational space	Simple count of numbers	None	Annual	Community Services
C54	Number of municipality-owned community halls	Simple count of numbers	None	Annual	Community Services

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
C60	Total number of sewer connections	Simple count of numbers	Existing and new connections	Annual	Civil and Water Services
C62	Total number of ventilation improved pit toilets	Simple count of numbers	Existing and new VIP toilets installed	Annual	Civil and Water Services
C95	Number of residential properties in the billing system	Simple count of numbers	None	Annual	Chief Financial Officer
C96	Number of non-residential properties in the billing system	Simple count of numbers	None	Annual	Chief Financial Officer
C97	Number of properties on the valuation roll	Simple count of numbers	None	Annual	Chief Financial Officer
	Compliance questions for Annual Reporting				
Q1	Does the Municipality have an approved PMS Framework	N/a	N/a	Annual	Municipal Manager
Q2	Has the IDP been adopted by the target date	N/a	N/a	Annual	Municipal Manager
Q3	Does the Municipality have an approved LED Strategy	N/a	N/a	Annual	Chief Financial Officer
Q4	What are the main causes of work stoppage in the past quarter by type of stoppage	N/a	N/a	Annual	Deputy Municipal Manager

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
Q5	How many public meetings were held in the last quarter at which the Mayor or members of the MayCo provided report back to the public	N/a	N/a	Annual	Deputy Municipal Manager
Q6	When was the last scientific representative community feedback survey undertaken	N/a	N/a	Annual	Deputy Municipal Manager
Q7	List top 4 issues in order of priority from community survey	N/a	N/a	Annual	Deputy Municipal Manager
Q8	List locality, date and cause of each incident of protest action within the municipal area	N/a	N/a	Annual	Community Services
Q9	Does the municipality have an internal audit unit	N/a	N/a	Annual	Municipal Manager
Q10	Is there a dedicated position responsible for internal audit	N/a	N/a	Annual	Municipal Manager
Q11	Is the internal audit position filled or vacant	N/a	N/a	Annual	Deputy Municipal Manager
Q12	Has an Audit Committee been established and is it functional	N/a	N/a	Annual	Municipal Manager

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
Q13	Has and Internal Audit Plan been approved by the Audit Committee	N/a	N/a	Annual	Municipal Manager
Q14	Has and Audit Charter and Audit Committee Charter been approved and adopted	N/a	N/a	Annual	Municipal Manager
Q15	Does the internal audit plan set monthly targets	N/a	N/a	Annual	Municipal Manager
Q16	How many monthly targets in the internal audit plan was not achieved	N/a	N/a	Annual	Municipal Manager
Q17	Does the municipality have a dedicated SMME support unit of facility in place directly or in partnership with a relevant role player	N/a	N/a	Annual	Chief Financial Officer
Q18	What economic incentive policies adopted by Council have by date of adoption	N/a	N/a	Annual	Chief Financial Officer
Q19	Is the municipal supplier data base aligned with the Central Supplier Data Base	N/a	N/a	Annual	Chief Financial Officer
Q20	What is the number of steps a business must comply with when applying for a construction permit before the final document is received	N/a	N/a	Annual	Planning and Development

NT Ref	INDICATOR	INDICATOR FORMULA	NOTES	REPORTING FREQUENCY	KPI OWNER
Q22	List the name of the structure and date of every meeting of an official IGR structure that the municipality participated in this quarter	N/a	N/a	Annual	Deputy Municipal Manager
Q23	Where is the organizational responsibility for IGR support function located within the municipality (inclusive of reporting line)	N/a	N/a	Annual	Deputy Municipal Manager
Q24	Is MPAC functional	N/a	N/a	Annual	Deputy Municipal Manager
Q25	Has a report by the Mayoral Committee on all decisions it has taken been submitted to Council this financial year	N/a	N/a	Annual	Deputy Municipal Manager

SUBMISSION OF PERFORMANCE AGREEMENTS: SECTION 56 AND SECTION 57 EMPLOYEES: 2025/26 FINANCIAL YEAR

1. **Introduction**

It is the purpose of this report to submit to Council the Performance Agreements of the Municipal Manager and Directors in respect of the 2025/26 financial year.

2. **Background**

In terms of legislative provisions, the content of the performance agreements is based on the approved 2025/26 SDBIP and is concluded between the Executive Mayor and the Municipal Manager, in respect of the Municipal Manager and between the Municipal Manager and Senior Managers.

3. **Discussion**

The 2025/26 Service Delivery and Budget Implementation Plan is aligned with the Strategic Objectives and Predetermined Objectives as detailed in the 2025/26 Integrated Development Plan and may include operational key performance indicators that the Executive Mayor and/or the Municipal Manager may deem important.

4. **Financial Implications**

Completed by BTO -	Not applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	

5. **Applicable Legislation**

Regulation 23 of the Performance Management Regulations for Municipal Managers and Managers directly accountable to Municipal Managers R805 dated 1 August 2006 provides as follows:

"23. The purpose of the agreement is to:

(1) Comply with the provisions of Section 57(1)(b), (4A), (4B) and (5) of the Act as well as the employment contract entered into between the parties;

(2) Specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality.

(3) Specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement.

(4) Monitor and measure performance against set targeted outputs.

(5) Use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job.

(6) In the event of outstanding performance, to appropriately reward the employee; and

(7) give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery."

6. **Legal Implications**

No legal implications are foreseen.

7. **Other Implications**

No other implications are foreseen.

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Item noted.

8.2 **Director: Planning & Development**

Noted

8.3 **Director: Civil & Water Services**

Item noted.

8.4 **Director: Electro-Mechanical Services**

Item noted.

8.5 **Director: Community Services**

Noted

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

The performance plans of the Municipal Manager and Directors are based on the Service Delivery and Budget Implementation Plan for the year 2025/26.

9. **Delegated Authority**

Council.

10. **Recommendations**

10.1 That the Performance Agreements and supporting Performance Plans for the 2025/26 financial year in respect of the Municipal Manager and Directors be noted.

10.2 That in terms of the provisions of Section 53(3) of the Local Government Municipal Finance Management Act 56 of 2003 the Performance Agreements of the Municipal Manager and Directors for the 2025/26 financial year be submitted to the MEC for Local Government and be made public by publication on the Municipal Website.

Item prepared by the: Manager PMS 

Item approved by the Municipal Manager: 

KOUGA MUNICIPALITY

Performance Agreement
for the financial year 1 July 2025 – 30 June 2026

MUNICIPAL MANAGER

Performance agreement made and entered into by and between

The Kouga Municipality and represented by **Hattingh Bornman**, the Executive Mayor (*herein and after referred as Employer*)

and

Charl du Plessis, the Municipal Manager (*herein and after referred as Employee*) for the period 1 July 2025 to 30 June 2026

Where as

a. The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";

b. Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;

c. The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government goals; and

d. The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

1. INTERPRETATION

1.1 In this Agreement the followings terms will have the meaning ascribed thereto:

1.1.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;

1.1.2 "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 60 of the Local Government: Municipal Structures Act 117 of 1998 ("the Structures Act") as represented by its chairperson, the Executive Mayor;

1.1.3 "the Employee" means the Municipal Manager appointed in terms of Section 54A of the Systems Act;

1.1.4 "the Employer" means the Municipality; and

1.1.5 "the Parties" means the Employer and Employee.

Executive Mayor: _____ MM: _____

2. PURPOSE OF THIS AGREEMENT

2.1 To comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;

2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;

2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);

2.4 To monitor and measure performance against set targeted outputs and outcomes;

2.5 To establish a transparent and accountable working relationship;

2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

3.1 This Agreement will commence on 01 July 2025 and will remain in force until 30 June 2026 where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;

3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason;

3.4 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties, immediately be revised; and

3.5 Any significant amendments or deviations must take cognizance of the requirements of sections 34 and 42 of the Municipal Systems Act and Regulation 4(5) of the Regulations.

Executive Mayor: _____ MM: _____

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out –

4.1.1 The performance objectives and targets that must be met by the Employee;

4.1.2 The timeframes within which those performance objectives and targets must be met; and

4.1.3 The competencies (Annexure B – definitions in terms of Regulation 21 of 17 January 2014) required to operate effectively as senior managers in the local government environment.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:

4.2.1 Key objectives that describe the main tasks that need to be done;

4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a indicator has been achieved by the employee;

4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and

4.2.4 Weightings showing the relative importance of the key objectives to each other.

4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;

Executive Mayor: _____ MM: _____

5.3 The Employer must consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;

5.4 The Employee undertakes to actively focus on the promotion and implementation of the key performance indicators (including special projects relevant to the employee's responsibilities) within the local government framework;

5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Operational Performance and Competencies both of which shall be contained in the Performance Agreement;

5.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee;

5.7 The Competencies will make up the other 20% of the Employee's assessment score. The Competencies are spilt into two groups, leading competencies that drive strategic intent and direction and core competencies, which drive the execution of the leading competencies.

6. PERFORMANCE ASSESSMENT

6.1 The Performance Plan (Annexure A) to this Agreement sets out key performance indicators and competencies that needs to be evaluated in terms of –

6.1.1 The standards and procedures for evaluating the Employee's performance; and

6.1.2 During the intervals for the evaluation of the Employee's performance.

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

6.4 The Employee's performance will also be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.13 below;

6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;

6.6 Assessment of the achievement of results as outlined in the performance plan:

6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met (qualitative and quantitative) and with due regard to ad-hoc tasks that had to be performed under the KPI;

6.6.2 A rating on the five-point scale described in 6.9 below shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;

6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.

6.7 Assessment of the Competencies:

6.7.1 Each Competency will be assessed in terms of the descriptions provided (Annexure B) during the mid-year and year-end reviews;

6.7.2 A rating on the five-point scale described in 6.10 below shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and

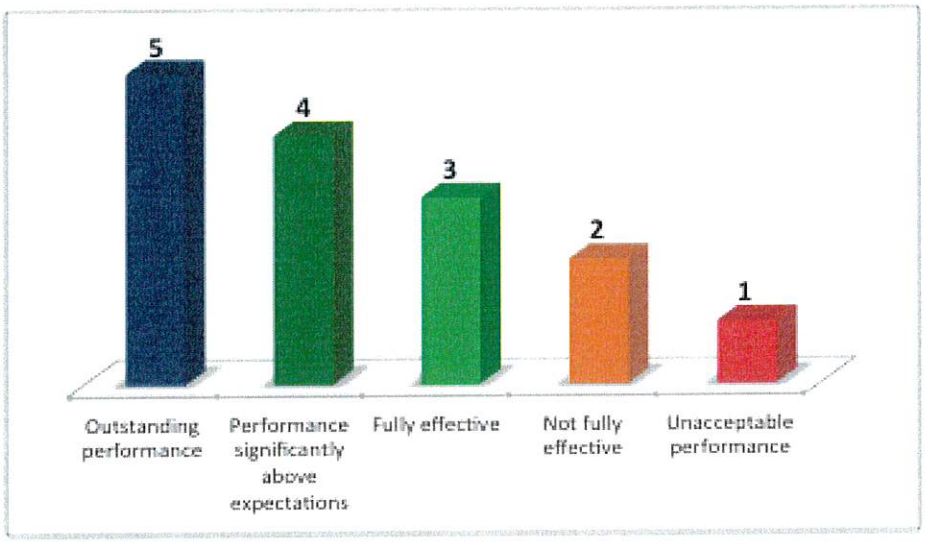
6.7.3 An overall score will be calculated based on the total of the individual scores calculated above.

6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

6.8.2 Such overall rating represents the outcome of the performance appraisal.

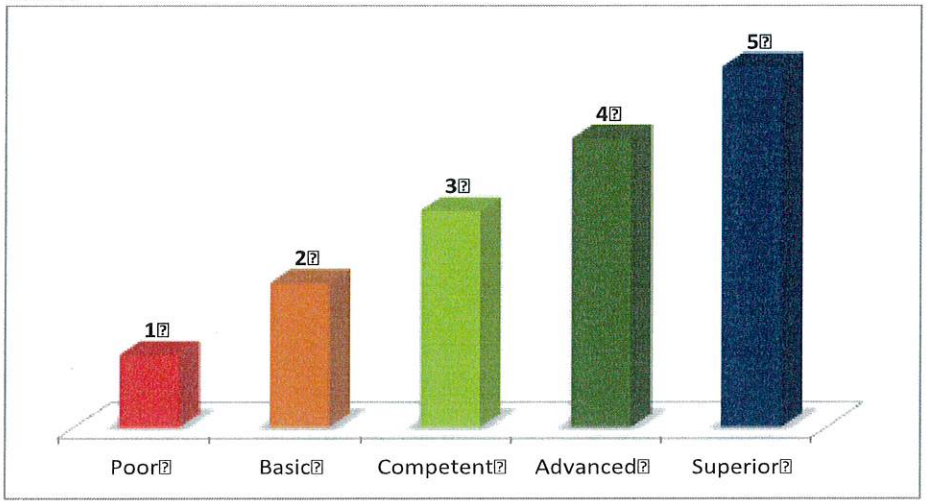
6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs:



Terminology	Description
Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

Executive Mayor: _____ MM: _____

6.10 The assessment of the competencies will be based on the following rating scale:



Achievement Level	Description
Poor	Do not apply the basic concepts and methods to proof a basic understanding of local government operations and requires extensive supervision and development interventions.
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping strategic direction and change, develops and applies comprehensive concepts and methods.

6.11 For purposes of evaluating the annual performance of the Employee, an evaluation panel constituted of the following persons will be established –

6.11.1 Executive Mayor;

6.11.2 Mayor / Municipal Manager from another municipality;

6.11.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee;

6.11.4 The Member of the Mayoral Committee; and

Executive Mayor: _____ MM: _____

6.11.5 A member of the community.

6.12 The Executive Mayor will evaluate the performance of the Employee as at the end of the 1st and 3rd quarters and document a summary of the discussions; and

6.13 The Executive Mayor will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meetings.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed for the following quarters with the understanding that the reviews in the first and the third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	July - September	October 2025
2	October – December	January 2026
3	January – March	April 2026
4	April - June	July 2026
5	Annual Performance Evaluation	December 2026

7.2 The Employer shall keep a record of the year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

Executive Mayor: _____ MM: _____

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 A substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for acknowledging outstanding performance or correcting unacceptable performance;

Executive Mayor: _____ MM: _____

11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter;

11.3 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance constituted as follows:

Average Performance Score	Performance Bonus
Between 130% to 149%	Performance bonus range from 5% to 9%
From 150% and above	Performance bonus range from 10% to 14%

11.4 In the event of the Employee terminating his services during the validity period of this Agreement, but only after three months after the start of this agreement's inception date, the Employee's performance will be evaluated for the period during which he/she was employed and he/she will be entitled to a pro-rata performance bonus based on his/her evaluated performance for the period of actual service; and

11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

Executive Mayor: _____ MM: _____

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 Disputes will be dealt with in terms of Section 33 of the Local Government: Municipal Performance Regulations for Municipal Managers and managers directly accountable to Municipal Managers (Regulation 805 of August 2006).

13.2 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement,

(a) must be mediated by the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee,

(b) or any other person designated by the MEC whose decision shall be final and binding on both parties

13.3 Any disputes about the outcome of the employee's performance evaluation,

(a) must be mediated by the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee,

(b) or any other person designated by the MEC whose decision shall be final and binding on both parties.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Executive Mayor: _____ MM: _____

Thus done and signed at JEFFREYS BAY on the 23rd day June of 2025.

AS WITNESSES:

1. Read

2.

MUNICIPAL MANAGER

Thus done and signed at JEFFREYS BAY on the 15 day ~~June~~ July of 2025.

AS WITNESSES:

1.

2. Read

EXECUTIVE MAYOR

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Performance Plan

Director: Municipal Manager

The Performance Plan sets out:

a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and

b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

Performance should be evaluated:

a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;

b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;

c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;

d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.

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KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below.

The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
Departmental Performance												
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Oversee and monitor that 80% of the KPI's of the Department: Deputy Municipal Manager are achieved	80% of the KPI's of the Department have been met as per Ignite Dashboard report	80%	Updated SDBIP and report	**80%**	80%	80%	80%	80%	**5.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Oversee and monitor that 80% of the KPI's of the Department: Finance and Economic Development are achieved	80% of the KPI's of the Department have been met as per Ignite Dashboard report	80%	Updated SDBIP and report	**80%**	80%	80%	80%	80%	**5.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Oversee and monitor that 80% of the KPI's of the Department: Planning and Development are achieved	80% of the KPI's of the Department have been met as per Ignite Dashboard report	80%	Updated SDBIP and report	**80%**	80%	80%	80%	80%	**5.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient	Oversee and monitor that 80% of the KPI's of the Department: Civil and Water Services are achieved	80% of the KPI's of the Department have been met as per Ignite	80%	Updated SDBIP and report	**80%**	80%	80%	80%	80%	**5.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		governance processes		Dashboard report								
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Oversee and monitor that 80% of the KPI's of the Department: Electric Mechanical Services are achieved	80% of the KPI's of the Department have been met as per Ignite Dashboard report	80%	Updated SDBIP and report	**80%**	80%	80%	80%	80%	**5.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Oversee and monitor that 80% of the KPI's of the Department: Community Services are achieved	80% of the KPI's of the Department have been met as per Ignite Dashboard report	80%	Updated SDBIP and report	**80%**	80%	80%	80%	80%	**5.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Oversee and monitor that 90% of the KPI's of the Division: IDP and Institutional PMS	90% of the KPI's of the division have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**5.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Oversee and monitor that 90% of the KPI's of the Division: Risk and Internal Audit	90% of the KPI's of the division have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**5.00**
Departmental Performance total weights												**40**
Managerial Performance												

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
D1	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Approve the departmental SDBIP within 28 days after the approval of the main budget by council to ensure the implementation of the municipal budget	Departmental SDBIP approved	1	Approved Departmental SDBIP	**1**	0	0	0	1	**5.00**
D2	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Monitor the implementation of the Audit Action Plan to address all the issues raised in the management letter of the Auditor-General and submit progress reports to the Audit Committee quarterly	Number of progress reports monitored and submitted to the audit committee	2	Item submission	**2**	0	0	1	1	**5.00**
D3	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Formal evaluation of the performance of directors in terms of their signed agreements	Number of formal evaluations completed	6	Evaluation records	**6**	0	0	6	0	**5.00**
D4	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Quarterly review of the performance of directors in terms of their signed agreements	Number of quarterly reviews completed	24	Evaluation records	**24**	6	6	6	6	**5.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
D5	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Conclude performance agreements with all directors by the end of July	Number of performance agreements signed	6	Signed performance agreements	**6**	6	0	0	0	**5.00**
D6	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Conclude performance agreements with all direct reportees by 30 July	% of performance agreements concluded	100%	Certificate	**100%**	100%	0%	0%	0%	**5.00**
D7	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Conduct mid-year evaluation of all direct reportees by 31 January	% of evaluations conducted	100%	Certificate	**100%**	0%	0%	100%	0%	**5.00**
D8	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of	Submit Departmental Procurement Plan to the Budget Office by 15 April	Procurement Plan submitted	1	Certificate from the Budget Office of receipt	**1**	0	0	0	1	**5.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		the organization										
Managerial Performance total weights												**40**
Strategic (Top Layer) Performance												
TL1	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Obtain and maintain an unqualified audit opinion on Annual Financial Statements for the 2024/25 financial year	Audit opinion received on the Annual Financial Statements for 2024/25	1	Audit report	**1**	0	1	0	0	**5.00**
TL2	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Compile a Risk Based Audit Plan (RBAP) and submit to the Audit Committee by 30 June 2026	RBAP submitted to the Audit Committee	1	Item submission	**1**	0	0	0	1	**5.00**
TL3	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Review the strategic risk register and submit to the Audit Committee by 30 June 2026	Strategic risk report submitted to the Audit Committee	1	Item submission	**1**	0	0	0	1	**5.00**
TL4	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby	The percentage of the municipal capital budget spent on capital projects as at 30 June 2026	% of the municipal capital budget spent	55.48%	Section 71 Report	**90%**	5%	40%	75%	90%	**5.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		ensuring the long-term viability and sustainability of the organization										
Strategic (Top Layer) Performance total weights												**20**
TOTAL												**100.00**

COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
LEADING COPETENCIES		
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	1.67
Financial management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes: • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery	1.67
Change leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes: • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation	1.67

Competency	Definition	Weight
Governance leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes: • Policy formulation • Risk and compliance management • Cooperative governance	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
	TOTAL	**20**

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Competency Framework

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate • Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole • Demonstrate basic understanding of key decision makers	• Give direction to a team in realising the institution's strategic mandate and set objectives • Has a positive impact and influence on the morale, engagement and participation of team members • Develop action plans to execute and guide strategy • Assist in defining performance measures to monitor the progress and effectiveness of the institution • Displays an awareness of institutional structures and political factors • Effectively communicate barriers to execution to relevant parties • Provide guidance to all stakeholders in the achievement of the strategic mandate • Understand the aim and objectives of the institution and relate it to own work	• Evaluate all activities to determine value and alignment to strategic intent • Display in-depth knowledge and understanding of strategic planning • Align strategy and goals across all functional areas • Actively define performance measures to monitor the progress and effectiveness of the institution • Consistently challenge strategic plans to ensure relevance • Understand institutional structures and political factors, and the consequences of actions • Empower others to follow the strategic direction and deal with complex situations • Guide the institution through complex and ambiguous concern • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	• Structure and position the institution to local government priorities • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework • Hold self-accountable for strategy execution and results • Provide impact and influence through building and maintaining strategic relationships • Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions • Integrate various systems into a collective whole to optimise institutional performance management • Uses understanding of competing interests to maneuver successfully to a win/win outcome

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	People Management		
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Participate in team goalsetting and problem solving • Interact and collaborate with people of diverse backgrounds • Aware of guidelines for employee development, but requires support in implementing development initiatives	• Seek opportunities to increase team contribution and responsibility • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach • Effectively delegate tasks and empower others to increase contribution and execute functions optimally • Apply relevant employee legislation fairly and consistently • Effectively identify capacity requirements to fulfill the strategic mandate	• Identify ineffective team and work processes and recommend remedial interventions • Recognise and reward effective and desired behavior • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development and learning needs within the team • Inspire a culture of performance excellence by giving positive and constructive feedback to the team • Achieve agreement or consensus in adversarial environments • Lead and unite diverse teams across divisions to achieve institutional objectives	• Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of discipline, responsibility and accountability • Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution • Develop comprehensive integrated strategies and approaches to human capital development and management • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Program and Project Management		
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, implications and stakeholder involvement • Understand the rational of projects in relation to the institution's strategic objectives • Document and communicate factors and risk associated with own work • Use results and approaches of successful project implementation as guide	• Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation	• Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource requirements • Modify project scope and budget when required without compromising the quality and objectives of the project • Involve top-level authorities and relevant stakeholders in seeking project buy-in • Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results • Monitor policy implementation and apply procedures to manage risks	• Understand and conceptualise the long-term implications of desired project outcomes • Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives • Influence people in positions of authority to implement outcomes of projects • Lead and direct translation of policy into workable action plans • Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Financial Management		
COMPETENCY DEFINITION :	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand basic financial concepts and methods as they relate to institutional processes and activities • Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems • Understand the importance of financial accountability • Understand the importance of asset control	• Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a cost-saving approach to financial management • Prepare financial reports based on specified formats • Consider and understand the financial implications of decisions and suggestions • Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	• Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility • Prepare budgets that are aligned to the strategic objectives of the institution • Address complex budgeting and financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management practices • Advise on policies and procedures regarding asset control • Promote National Treasury's regulatory framework for Financial Management	• Develop planning tools to assist in evaluating and monitoring future expenditure trends • Set budget frameworks for the institution • Set strategic direction for the institution on expenditure and other financial processes • Build and nurture partnerships to improve financial management and achieve financial savings • Actively identify and implement new methods to improve asset control • Display professionalism in dealing with financial data and processes

CLUSTER :	LEADING COMPETENCIES
COMPETENCY NAME :	Change Leadership
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display an awareness of change interventions and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of local government	• Perform an analysis of the change impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effects of change, resistance factors and how to integrate change • Motivate and inspire others around change initiatives

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Governance Leadership		
COMPETENCY DEFINITION :	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives	• Able to link risk initiatives into key institutional objectives and drivers • Identify, analyse and measure risk, create valid risk forecasts and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives • Demonstrate a thorough understanding of risk retention plans • Identify and implement comprehensive risk management systems and processes • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	• Demonstrate a high level of commitment in complying with governance requirements • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise local government on risk management, best practice interventions and compliance management • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government • Able to shape, direct and drive the formulation of policies on a macro level

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CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Moral Competence		
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles • Follow basic rules and regulations of the institution • Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	• Conduct self in alignment with the values of local government and the institution • Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver • Actively report fraudulent activity and corruption with local government • Understand and honor the confidential nature of matters without seeking personal gain • Able to deal with situations of conflict of interest promptly and in the best interest of local government	• Identify, develop and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments • Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders • Present values, beliefs and ideas that are congruent with the institution's rules and regulations • Takes an active stance against corruption and dishonesty when noted • Actively promote the value of the institution to internal and external stakeholders • Able to work in unity with a team and not seek personal gain • Apply universal moral principles consistently to achieve moral decisions	• Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption • Set integrity standards and shared accountability measures across the institution to support the objectives of local government • Take responsibility for own actions and decisions, even if the consequences are unfavorable

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CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Planning and Organising		
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Able to follow basic plans and organise tasks around set objectives • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans and ensure that objectives are met • Focus on short-term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation	• Actively and appropriately organise information and resources required for a task • Recognise the urgency and importance of tasks • Balance short and long-term plans and goals and incorporate into the team's performance objectives • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measures progress and monitor performance results	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation • Identify in advance required stages and actions to complete tasks • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans in light of changing circumstances • Prioritise tasks and projects according to their relevant urgency and importance	• Focus on broad strategies and initiatives when developing plans and actions • Able to protect and forecast short, medium and long term requirements of the institution and local government • Translate policy into relevant projects to facilitate the achievement of institutional objectives

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CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Analysis and Innovation		
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand the basic operation of analysis, but lack detail and thoroughness • Able to balance independent analysis with requesting assistance from others • Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations • Demonstrate objectivity, insight and thoroughness when analysing problems • Able to break down complex problems into manageable parts and identify solutions • Consult internal and external stakeholders on opportunities to improve processes and service delivery • Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders • Continuously identify opportunities to enhance internal processes • Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	• Coaches team members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analysing and resolving complex problems • Identify solutions on various areas in the institution • Formulate and implement new ideas throughout the institution • Able to gain approval and buy-in for proposed interventions from relevant stakeholders • Identify trends and best practices in process and service delivery and propose institutional application • Continuously engage in research to identify client needs	• Demonstrate complex analytical and problem solving approaches and techniques • Create an environment conducive to analytical and fact-based problem solving • Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence • Create an environment that fosters innovative thinking and follows a learning organisation approach • Be a thought leader on innovative customer service delivery and process optimisation • Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

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CLUSTER :	CORE COMPETENCIES
COMPETENCY NAME :	Knowledge and Information Management
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Collect, categorise and track relevant information required for specific tasks and projects • Analyse and interpret information to draw conclusions • Seek new sources of information to increase the knowledge base • Regularly share information and knowledge with internal stakeholders and team members	• Use appropriate information systems and technology to manage institutional knowledge and information sharing • Evaluate data from various sources and use information effectively to influence decisions and provide solutions • Actively create mechanisms and structures for sharing information • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	• Effectively predict future information and knowledge management requirements and systems • Develop standards and processes to meet future knowledge management needs • Share and promote best-practice knowledge management across various institutions • Establish accurate measures and monitoring systems for knowledge and information management • Create a culture conducive of learning and knowledge sharing • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information • Establish partnerships across local government to facilitate knowledge management • Demonstrate a mature approach • Recognise and exploit knowledge points in interactions with internal and external stakeholders

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CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Communication		
COMPETENCY DEFINITION :	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools • Express ideas in a clear and focused manner, but does not always take the audience into consideration • Disseminate and convey information and knowledge adequately	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs • Adapt communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structured written documents	• Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline	• Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical appreciate conversations • Able to coordinate negotiations at different levels within local government and externally

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	**Results and Quality Focus**		
COMPETENCY DEFINITION :	**Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives**		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Understand quality of work but requires guidance in attending to important matters • Show a basic commitment to achieving the correct results • Produce the minimum level of results required in the role • Produce outcomes that is of a good standard • Focus on the quantity of output but requires development in incorporating the quality of work • Produce quality work in general circumstances, but fails to meet expectation when under pressure	• Focus on high-priority actions and does not become distracted by lower-priority activities • Display firm commitment and pride in achieving the correct results • Set quality standards and design processes and tasks around achieving set standards • Produce output of high quality • Able to balance the quantity and quality and quality of results in order to achieve objectives • Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed	• Consistently verify own standards and outcomes to ensure quality output • Focus on the end result and avoids being distracted • Demonstrate a determined and committed approach to achieving results and quality standards • Follow task and projects through to completion • Set challenging goals and objectives to self and team and display commitment to achieving expectations • Maintain a focus on quality outputs when placed under pressure • Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	• Coach and guide others to exceed quality standards and results • Develop challenging, client-focused goals and sets high standards for personal performance • Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required • Work with team to set ambitious and challenging team goals, communicating long- and short term expectations • Take appropriate risks to accomplish goals • Overcome setbacks and adjust action plans to realise goals • Focus people on critical activities that yield a high impact

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Personal Development Plan

Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee

Date: 23/06/2025

Signed by the Executive Mayor on behalf of the Municipality

Date: 15/07/2025

KOUGA MUNICIPALITY

Performance Agreement
for the financial year 1 July 2025 – 30 June 2026

DEPUTY MUNICIPAL MANAGER

Performance agreement made and entered into by and between

The Kouga Municipality and represented by **Charl du Plessis**, the Municipal Manager (*herein and after referred as Employer*)

and

David de Jager, the Deputy Municipal Manager (*herein and after referred as Employee*) for the period 1 July 2025 to 30 June 2026

Where as

a. The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";

b. Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;

c. The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government goals; and

d. The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

1. INTERPRETATION

1.1 In this Agreement the followings terms will have the meaning ascribed thereto:

1.1.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;

1.1.2 "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 60 of the Local Government: Municipal Structures Act 117 of 1998 ("the Structures Act") as represented by its chairperson, the Executive Mayor;

1.1.3 "the Employee" means the Director appointed in terms of Section 56 of the Systems Act;

1.1.4 "the Employer" means the Municipality; and

1.1.5 "the Parties" means the Employer and Employee.

Dir.: _____ MM: _____

2. PURPOSE OF THIS AGREEMENT

2.1 To comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;

2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;

2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);

2.4 To monitor and measure performance against set targeted outputs and outcomes;

2.5 To establish a transparent and accountable working relationship;

2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

3.1 This Agreement will commence on 1 July 2025 and will remain in force until 30 June 2026 where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;

3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason;

3.4 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties, immediately be revised; and

3.5 Any significant amendments or deviations must take cognizance of the requirements of sections 34 and 42 of the Municipal Systems Act and Regulation 4(5) of the Regulations.

Dir.: _____ MM: _____

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out –

4.1.1 The performance objectives and targets that must be met by the Employee;

4.1.2 The timeframes within which those performance objectives and targets must be met; and

4.1.3 The competencies (Annexure B – definitions in terms of Regulation 21 of 17 January 2014) required to operate effectively as senior managers in the local government environment.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:

4.2.1 Key objectives that describe the main tasks that need to be done;

4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved by the employee;

4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and

4.2.4 Weightings showing the relative importance of the key objectives to each other.

4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;

Dir.: _____ MM: _____

5.3 The Employer must consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;

5.4 The Employee undertakes to actively focus on the promotion and implementation of the key performance indicators (including special projects relevant to the employee's responsibilities) within the local government framework;

5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Operational Performance and Competencies both of which shall be contained in the Performance Agreement;

5.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee;

5.7 The Competencies will make up the other 20% of the Employee's assessment score. The Competencies are spilt into two groups, leading competencies (indicated in blue on the graph below) that drive strategic intent and direction and core competencies (indicated in green on the graph below), which drive the execution of the leading competencies.

6. PERFORMANCE ASSESSMENT

6.1 The Performance Plan (Annexure A) to this Agreement sets out key performance indicators and competencies that needs to be evaluated in terms of –

6.1.1 The standards and procedures for evaluating the Employee's performance; and

6.1.2 During the intervals for the evaluation of the Employee's performance.

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

Dir.: _____ MM: _____

6.4 The Employee's performance will also be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.13 below;

6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;

6.6 Assessment of the achievement of results as outlined in the performance plan:

6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met (qualitative and quantitative) and with due regard to ad-hoc tasks that had to be performed under the KPI;

6.6.2 A rating on the five-point scale described in 6.9 below shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;

6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.

6.7 Assessment of the Competencies:

6.7.1 Each Competency will be assessed in terms of the descriptions provided (Annexure B) during the mid-year and year-end reviews;

6.7.2 A rating on the five-point scale described in 6.10 below shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and

6.7.3 An overall score will be calculated based on the total of the individual scores calculated above.

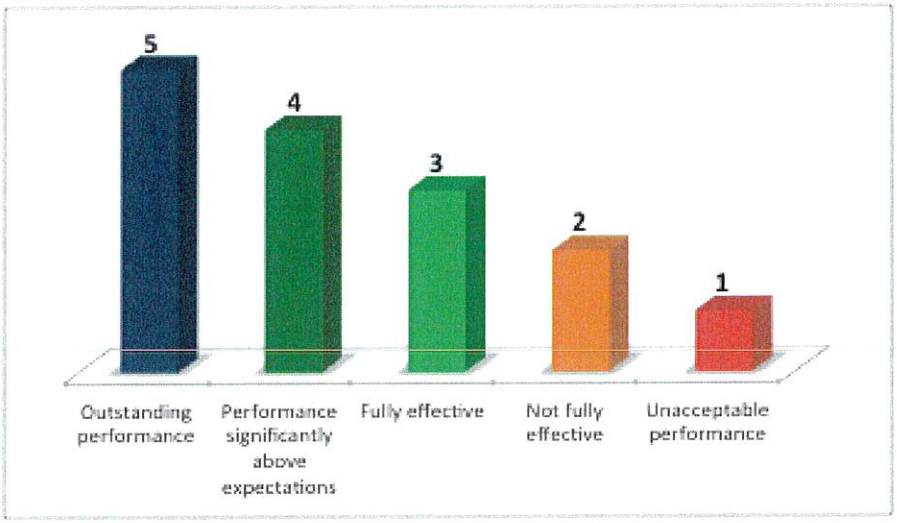
6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

Dir.: _____ MM: _____

6.8.2 Such overall rating represents the outcome of the performance appraisal.

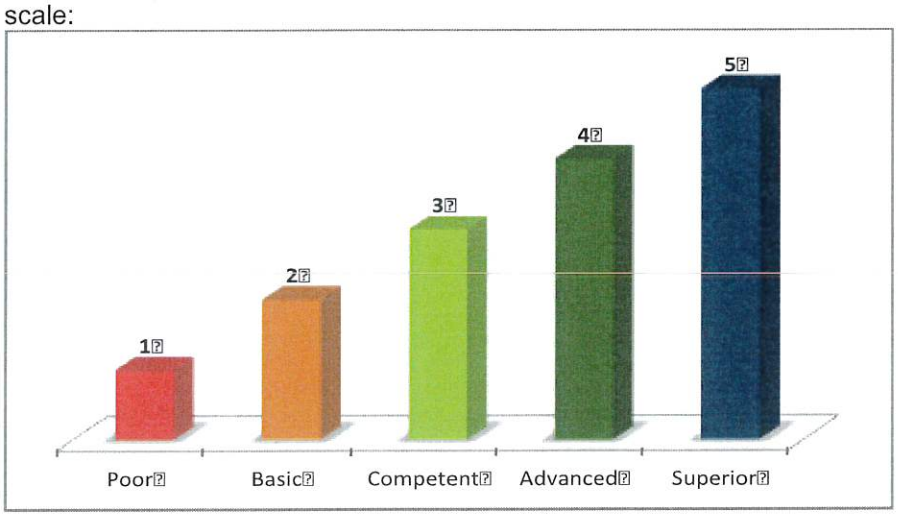
6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs:



Terminology	Description
Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee

Terminology	Description
	has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.10 The assessment of the competencies will be based on the following rating scale:



Achievement Level	Description
Poor	Do not apply the basic concepts and methods to proof a basic understanding of local government operations and requires extensive supervision and development interventions.
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping strategic direction and change, develops and applies comprehensive concepts and methods.

6.11 For purposes of evaluating the annual performance of the Employee, an evaluation panel constituted of the following persons will be established –

6.11.1 Municipal Manager;

Dir.: _____ MM: _____

6.11.2 Municipal Manager from another municipality;

6.11.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.11.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.12 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st and 3rd quarters and document a summary of the discussions; and

6.13 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meetings.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed for the following quarters with the understanding that the reviews in the first and the third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	July - September	October 2025
2	October – December	January 2026
3	January – March	April 2026
4	April - June	July 2026
5	Annual Performance Evaluation	December 2026

7.2 The Employer shall keep a record of the year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

Dir.: _____ MM: _____

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 A substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

Dir.: _____ MM: _____

11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for acknowledging outstanding performance or correcting unacceptable performance;

11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter;

11.3 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance constituted as follows:

Average Performance Score	Performance Bonus
Between 130% to 149%	Performance bonus range from 5% to 9%
From 150% and above	Performance bonus range from 10% to 14%

11.4 In the event of the Employee terminating his services during the validity period of this Agreement, but only after three months after the start of this agreement's inception date, the Employee's performance will be evaluated for the period during which he/she was employed and he/she will be entitled to a pro-rata performance bonus based on his/her evaluated performance for the period of actual service; and

11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

Dir.: _____ MM: _____

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 Disputes will be dealt with in terms of Section 33 of the Local Government: Municipal Performance Regulations for Municipal Managers and managers directly accountable to Municipal Managers (Regulation 805 of August 2006).

13.2 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement, must be mediated by the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.

13.3 Any disputes about the outcome of the employee's performance evaluation, must be mediated by a member of the municipal council, provided that such member was not part of the evaluation panel, within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Dir.: _____ MM: _____

Thus done and signed at JEFFREYS BAY on the 23rd day of June of 2025.

AS WITNESSES:

1. _____

2. _____

_____
MUNICIPAL MANAGER

Thus done and signed at _____ on the 23 day of June of 2025.

AS WITNESSES:

1. _____

2. _____

_____
DIRECTOR

Performance Plan

Director: Deputy Municipal Manager

The Performance Plan sets out:

a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and

b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

Performance should be evaluated:

a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;

b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;

c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;

d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below.

The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
Departmental Performance												
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Legal Services	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**2.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Administration and Auxiliary Services	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**2.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Human Resource Management	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**2.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient	Manage and achieve 90% of the KPI's of the section: ICT	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**2.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		governance processes										
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Public Participation	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**2.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Communication	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**2.00**
Departmental Performance total weights												**12**
Managerial Performance												
D41	Municipal Transformation and Institutional Development	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and	Conclude performance agreements with all direct reportees employed staff by 30 July	% of performance agreements concluded	100%	Certificate of completion	**100%**	100%	0%	0%	0%	**5.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		enhance overall municipal performance										
D42	Municipal Transformation and Institutional Development	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance	Conduct mid-year evaluation of all direct reportees employed staff by 31 January	% of evaluations conducted	100%	Certificate of completion	**100%**	0%	0%	100%	0%	**5.00**
D43	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Submit inputs for the Annual Report to the PMS Office by 31 July	% of inputs submitted	100%	Proof of submission	**100%**	100%	0%	0%	0%	**5.00**
D44	Good Governance and Public Participation	Adherence to and implementation of effective and efficient	Submit inputs for the IDP to the IDP Office by 31 January (IDP Must send reminder earlier)	% of inputs submitted	100%	Proof of submission	**100%**	0%	0%	100%	0%	**5.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		governance processes										
D45	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Submit inputs on the Circular 88 indicators to the PMS Office and IDP Office quarterly (Outputs - quarterly & Outcomes - annually)	% of inputs submitted	100%	Proof of submission	**100%**	100%	100%	100%	100%	**5.00**
D46	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Spend 90% of the grant funding of the department by 30 June	% of the budget spent	90%	Capital expenditure report from SAMRAS	**90%**	0%	40%	60%	90%	**6.00**
D47	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Update the SDBIP monthly by the closure date of the system	Number of updates completed by the closure date	0	Certificate from the PMS Office of update	**8**	0	2	3	3	**5.00**
Managerial Performance total weights												**36**
Strategic (Top Layer) Performance												

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
TL5	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Spend 90% of the allocated capital budget for ICT by 30 June 2026 {(Total actual capital expenditure /Total capital amount budgeted)x100}	% of budget spent	0%	Financial System Report	**90%**	0%	50%	0%	90%	**10.00**
TL6	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Review the Employment Equity Plan and submit to the Accounting Officer for approval by 31 August 2025	Number of Employment Equity Plans reviewed and submitted	0	Proof of submission	**1**	1	0	0	0	**8.00**
TL7	Municipal Transformation and Institutional Development	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance	Spend 90% of the Skills Development Training Budget by 30 June 2026	% Expenditure of the Skills Development Training Budget	0%	Financial System Report	**90%**	0%	0%	0%	90%	**10.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
TL8	Municipal Transformation and Institutional Development	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance	Limit vacancy rate to 10% of funded posts by 30 June 2026 {(Number of funded posts vacant divided by budgeted funded posts)x100}	(Number of funded posts vacant divided by budgeted funded posts)x100	0%	HR Dashboard	**90%**	10%	25%	45%	90%	**8.00**
TL9	Good Governance and Public Participation	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and	Review the Workplace Skills Plan and submit plan to the LGSETA by 30 April 2026	Workplace Skills Plan submitted to LGSETA by 30 April 2026	0	System confirmation	**1**	0	0	0	1	**8.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		enhance overall municipal performance										
TL10	Good Governance and Public Participation	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance	Report on the number of people from previously disadvantaged groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan	Number of reports on the EE Candidates employed in the three highest levels of management and report submitted to the Municipal Manager quarterly	0	Appointment letters	**1**	1	0	0	0	**8.00**
Strategic (Top Layer) Performance total weights												**52**
TOTAL												**100.00**

COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
	LEADING COPETENCIES	
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	1.67
Financial management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes: • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery	1.67
Change leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes: • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation	1.67

Competency	Definition	Weight
Governance leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes: • Policy formulation • Risk and compliance management • Cooperative governance	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
	TOTAL	**20**

Competency Framework

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate • Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole • Demonstrate basic understanding of key decision makers	• Give direction to a team in realising the institution's strategic mandate and set objectives • Has a positive impact and influence on the morale, engagement and participation of team members • Develop action plans to execute and guide strategy • Assist in defining performance measures to monitor the progress and effectiveness of the institution • Displays an awareness of institutional structures and political factors • Effectively communicate barriers to execution to relevant parties • Provide guidance to all stakeholders in the achievement of the strategic mandate • Understand the aim and objectives of the institution and relate it to own work	• Evaluate all activities to determine value and alignment to strategic intent • Display in-depth knowledge and understanding of strategic planning • Align strategy and goals across all functional areas • Actively define performance measures to monitor the progress and effectiveness of the institution • Consistently challenge strategic plans to ensure relevance • Understand institutional structures and political factors, and the consequences of actions • Empower others to follow the strategic direction and deal with complex situations • Guide the institution through complex and ambiguous concern • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	• Structure and position the institution to local government priorities • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework • Hold self-accountable for strategy execution and results • Provide impact and influence through building and maintaining strategic relationships • Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions • Integrate various systems into a collective whole to optimise institutional performance management • Uses understanding of competing interests to maneuver successfully to a win/win outcome

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	People Management		
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Participate in team goalsetting and problem solving • Interact and collaborate with people of diverse backgrounds • Aware of guidelines for employee development, but requires support in implementing development initiatives	• Seek opportunities to increase team contribution and responsibility • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach • Effectively delegate tasks and empower others to increase contribution and execute functions optimally • Apply relevant employee legislation fairly and consistently • Effectively identify capacity requirements to fulfill the strategic mandate	• Identify ineffective team and work processes and recommend remedial interventions • Recognise and reward effective and desired behavior • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development and learning needs within the team • Inspire a culture of performance excellence by giving positive and constructive feedback to the team • Achieve agreement or consensus in adversarial environments • Lead and unite diverse teams across divisions to achieve institutional objectives	• Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of discipline, responsibility and accountability • Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution • Develop comprehensive integrated strategies and approaches to human capital development and management • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Program and Project Management		
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, implications and stakeholder involvement • Understand the rational of projects in relation to the institution's strategic objectives • Document and communicate factors and risk associated with own work • Use results and approaches of successful project implementation as guide	• Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation	• Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource requirements • Modify project scope and budget when required without compromising the quality and objectives of the project • Involve top-level authorities and relevant stakeholders in seeking project buy-in • Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results • Monitor policy implementation and apply procedures to manage risks	• Understand and conceptualise the long-term implications of desired project outcomes • Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives • Influence people in positions of authority to implement outcomes of projects • Lead and direct translation of policy into workable action plans • Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Financial Management		
COMPETENCY DEFINITION :	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand basic financial concepts and methods as they relate to institutional processes and activities • Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems • Understand the importance of financial accountability • Understand the importance of asset control	• Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a cost-saving approach to financial management • Prepare financial reports based on specified formats • Consider and understand the financial implications of decisions and suggestions • Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	• Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility • Prepare budgets that are aligned to the strategic objectives of the institution • Address complex budgeting and financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management practices • Advise on policies and procedures regarding asset control • Promote National Treasury's regulatory framework for Financial Management	• Develop planning tools to assist in evaluating and monitoring future expenditure trends • Set budget frameworks for the institution • Set strategic direction for the institution on expenditure and other financial processes • Build and nurture partnerships to improve financial management and achieve financial savings • Actively identify and implement new methods to improve asset control • Display professionalism in dealing with financial data and processes

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Change Leadership		
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display an awareness of change interventions and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of local government	• Perform an analysis of the change impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effects of change, resistance factors and how to integrate change • Motivate and inspire others around change initiatives

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Governance Leadership		
COMPETENCY DEFINITION :	**Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships**		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives	• Able to link risk initiatives into key institutional objectives and drivers • Identify, analyse and measure risk, create valid risk forecasts and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives • Demonstrate a thorough understanding of risk retention plans • Identify and implement comprehensive risk management systems and processes • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	• Demonstrate a high level of commitment in complying with governance requirements • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise local government on risk management, best practice interventions and compliance management • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government • Able to shape, direct and drive the formulation of policies on a macro level

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Moral Competence		
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles • Follow basic rules and regulations of the institution • Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	• Conduct self in alignment with the values of local government and the institution • Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver • Actively report fraudulent activity and corruption with local government • Understand and honor the confidential nature of matters without seeking personal gain • Able to deal with situations of conflict of interest promptly and in the best interest of local government	• Identify, develop and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments • Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders • Present values, beliefs and ideas that are congruent with the institution's rules and regulations • Takes an active stance against corruption and dishonesty when noted • Actively promote the value of the institution to internal and external stakeholders • Able to work in unity with a team and not seek personal gain • Apply universal moral principles consistently to achieve moral decisions	• Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption • Set integrity standards and shared accountability measures across the institution to support the objectives of local government • Take responsibility for own actions and decisions, even if the consequences are unfavorable

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Planning and Organising		
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Able to follow basic plans and organise tasks around set objectives • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans and ensure that objectives are met • Focus on short-term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation	• Actively and appropriately organise information and resources required for a task • Recognise the urgency and importance of tasks • Balance short and long-term plans and goals and incorporate into the team's performance objectives • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measures progress and monitor performance results	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation • Identify in advance required stages and actions to complete tasks • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans in light of changing circumstances • Prioritise tasks and projects according to their relevant urgency and importance	• Focus on broad strategies and initiatives when developing plans and actions • Able to protect and forecast short, medium and long term requirements of the institution and local government • Translate policy into relevant projects to facilitate the achievement of institutional objectives

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Analysis and Innovation		
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand the basic operation of analysis, but lack detail and thoroughness • Able to balance independent analysis with requesting assistance from others • Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations • Demonstrate objectivity, insight and thoroughness when analysing problems • Able to break down complex problems into manageable parts and identify solutions • Consult internal and external stakeholders on opportunities to improve processes and service delivery • Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders • Continuously identify opportunities to enhance internal processes • Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	• Coaches team members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analysing and resolving complex problems • Identify solutions on various areas in the institution • Formulate and implement new ideas throughout the institution • Able to gain approval and buy-in for proposed interventions from relevant stakeholders • Identify trends and best practices in process and service delivery and propose institutional application • Continuously engage in research to identify client needs	• Demonstrate complex analytical and problem solving approaches and techniques • Create an environment conducive to analytical and fact-based problem solving • Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence • Create an environment that fosters innovative thinking and follows a learning organisation approach • Be a thought leader on innovative customer service delivery and process optimisation • Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Knowledge and Information Management		
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Collect, categorise and track relevant information required for specific tasks and projects • Analyse and interpret information to draw conclusions • Seek new sources of information to increase the knowledge base • Regularly share information and knowledge with internal stakeholders and team members	• Use appropriate information systems and technology to manage institutional knowledge and information sharing • Evaluate data from various sources and use information effectively to influence decisions and provide solutions • Actively create mechanisms and structures for sharing information • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	• Effectively predict future information and knowledge management requirements and systems • Develop standards and processes to meet future knowledge management needs • Share and promote best-practice knowledge management across various institutions • Establish accurate measures and monitoring systems for knowledge and information management • Create a culture conducive of learning and knowledge sharing • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information • Establish partnerships across local government to facilitate knowledge management • Demonstrate a mature approach • Recognise and exploit knowledge points in interactions with internal and external stakeholders

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Communication		
COMPETENCY DEFINITION :	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools • Express ideas in a clear and focused manner, but does not always take the audience into consideration • Disseminate and convey information and knowledge adequately	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs • Adapt communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structured written documents	• Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline	• Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical appreciate conversations • Able to coordinate negotiations at different levels within local government and externally

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Results and Quality Focus		
COMPETENCY DEFINITION :	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand quality of work but requires guidance in attending to important matters • Show a basic commitment to achieving the correct results • Produce the minimum level of results required in the role • Produce outcomes that is of a good standard • Focus on the quantity of output but requires development in incorporating the quality of work • Produce quality work in general circumstances, but fails to meet expectation when under pressure	• Focus on high-priority actions and does not become distracted by lower-priority activities • Display firm commitment and pride in achieving the correct results • Set quality standards and design processes and tasks around achieving set standards • Produce output of high quality • Able to balance the quantity and quality and quality of results in order to achieve objectives • Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed	• Consistently verify own standards and outcomes to ensure quality output • Focus on the end result and avoids being distracted • Demonstrate a determined and committed approach to achieving results and quality standards • Follow task and projects through to completion • Set challenging goals and objectives to self and team and display commitment to achieving expectations • Maintain a focus on quality outputs when placed under pressure • Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	• Coach and guide others to exceed quality standards and results • Develop challenging, client-focused goals and sets high standards for personal performance • Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required • Work with team to set ambitious and challenging team goals, communicating long- and short term expectations • Take appropriate risks to accomplish goals • Overcome setbacks and adjust action plans to realise goals • Focus people on critical activities that yield a high impact

Personal Development Plan

Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee

Date: 2025-06-23

Signed by the Municipal Manager on behalf of the Municipality

Date: 2025-06-23

Personal Development Plan

Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee

_____

Date: _____

Signed by the Municipal Manager on behalf of the Municipality

_____

Date: _____

KOUGA MUNICIPALITY

Performance Agreement
for the financial year 1 July 2025 – 30 June 2026

DIRECTOR FINANCE AND ECONOMIC DEVELOPMENT

Performance agreement made and entered into by and between

The Kouga Municipality and represented by **Charl du Plessis**, the Municipal Manager (*herein and after referred as Employer*)

and

Riaaz Lorgat, the Director Finance and Economic Development (*herein and after referred as Employee*) for the period 1 July 2025 to 30 June 2026

Where as

a. The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";

b. Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;

c. The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government goals; and

d. The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

1. INTERPRETATION

1.1 In this Agreement the followings terms will have the meaning ascribed thereto:

1.1.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;

1.1.2 "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 60 of the Local Government: Municipal Structures Act 117 of 1998 ("the Structures Act") as represented by its chairperson, the Executive Mayor;

1.1.3 "the Employee" means the Director appointed in terms of Section 56 of the Systems Act;

1.1.4 "the Employer" means the Municipality; and

1.1.5 "the Parties" means the Employer and Employee.

Dir.: _____ MM: _____

2. PURPOSE OF THIS AGREEMENT

2.1 To comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;

2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;

2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);

2.4 To monitor and measure performance against set targeted outputs and outcomes;

2.5 To establish a transparent and accountable working relationship;

2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

3.1 This Agreement will commence on 1 July 2025 and will remain in force until 30 June 2026 where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;

3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason;

3.4 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties, immediately be revised; and

3.5 Any significant amendments or deviations must take cognizance of the requirements of sections 34 and 42 of the Municipal Systems Act and Regulation 4(5) of the Regulations.

Dir.: _____ MM: _____

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out –

4.1.1 The performance objectives and targets that must be met by the Employee;

4.1.2 The timeframes within which those performance objectives and targets must be met; and

4.1.3 The competencies (Annexure B – definitions in terms of Regulation 21 of 17 January 2014) required to operate effectively as senior managers in the local government environment.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:

4.2.1 Key objectives that describe the main tasks that need to be done;

4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved by the employee;

4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and

4.2.4 Weightings showing the relative importance of the key objectives to each other.

4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;

5.3 The Employer must consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;

5.4 The Employee undertakes to actively focus on the promotion and implementation of the key performance indicators (including special projects relevant to the employee's responsibilities) within the local government framework;

5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Operational Performance and Competencies both of which shall be contained in the Performance Agreement;

5.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee;

5.7 The Competencies will make up the other 20% of the Employee's assessment score. The Competencies are spilt into two groups, leading competencies (indicated in blue on the graph below) that drive strategic intent and direction and core competencies (indicated in green on the graph below), which drive the execution of the leading competencies.

6. PERFORMANCE ASSESSMENT

6.1 The Performance Plan (Annexure A) to this Agreement sets out key performance indicators and competencies that needs to be evaluated in terms of –

6.1.1 The standards and procedures for evaluating the Employee's performance; and

6.1.2 During the intervals for the evaluation of the Employee's performance.

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

Dir.: _____ MM: _____

6.4 The Employee's performance will also be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.13 below;

6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;

6.6 Assessment of the achievement of results as outlined in the performance plan:

6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met (qualitative and quantitative) and with due regard to ad-hoc tasks that had to be performed under the KPI;

6.6.2 A rating on the five-point scale described in 6.9 below shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;

6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.

6.7 Assessment of the Competencies:

6.7.1 Each Competency will be assessed in terms of the descriptions provided (Annexure B) during the mid-year and year-end reviews;

6.7.2 A rating on the five-point scale described in 6.10 below shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and

6.7.3 An overall score will be calculated based on the total of the individual scores calculated above.

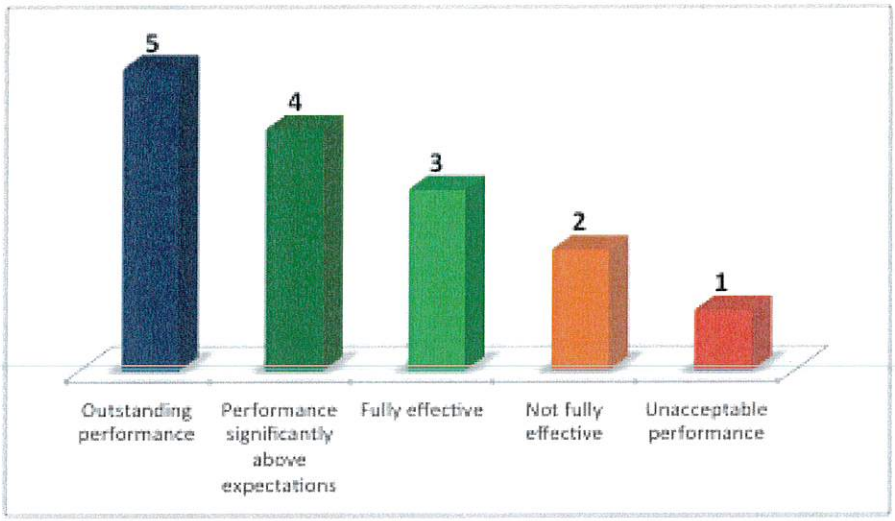
6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

Dir.: _____ MM: _____

6.8.2 Such overall rating represents the outcome of the performance appraisal.

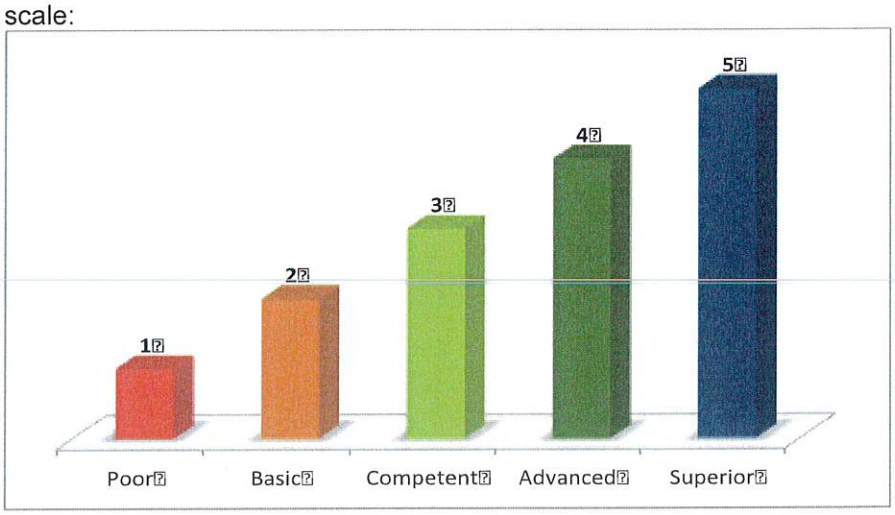
6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs:



Terminology	Description
Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee

Terminology	Description
	has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.10 The assessment of the competencies will be based on the following rating scale:



Achievement Level	Description
Poor	Do not apply the basic concepts and methods to proof a basic understanding of local government operations and requires extensive supervision and development interventions.
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping strategic direction and change, develops and applies comprehensive concepts and methods.

6.11 For purposes of evaluating the annual performance of the Employee, an evaluation panel constituted of the following persons will be established –

6.11.1 Municipal Manager;

6.11.2 Municipal Manager from another municipality;

6.11.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.11.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.12 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st and 3rd quarters and document a summary of the discussions; and

6.13 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meetings.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed for the following quarters with the understanding that the reviews in the first and the third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	July - September	October 2025
2	October – December	January 2026
3	January – March	April 2026
4	April - June	July 2026
5	Annual Performance Evaluation	December 2026

7.2 The Employer shall keep a record of the year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

Dir.: _____ MM: _____

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 A substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

Dir.: _____ MM: _____

11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for acknowledging outstanding performance or correcting unacceptable performance;

11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter;

11.3 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance constituted as follows:

Average Performance Score	Performance Bonus
Between 130% to 149%	Performance bonus range from 5% to 9%
From 150% and above	Performance bonus range from 10% to 14%

11.4 In the event of the Employee terminating his services during the validity period of this Agreement, but only after three months after the start of this agreement's inception date, the Employee's performance will be evaluated for the period during which he/she was employed and he/she will be entitled to a pro-rata performance bonus based on his/her evaluated performance for the period of actual service; and

11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

Dir.: _____ MM: _____

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 Disputes will be dealt with in terms of Section 33 of the Local Government: Municipal Performance Regulations for Municipal Managers and managers directly accountable to Municipal Managers (Regulation 805 of August 2006).

13.2 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement, must be mediated by the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.

13.3 Any disputes about the outcome of the employee's performance evaluation, must be mediated by a member of the municipal council, provided that such member was not part of the evaluation panel, within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Dir.: _____ MM: _____

Thus done and signed at Jeffreys Bay on the 30th day of June of 2025.

AS WITNESSES:

1. _____

2. _____

_____
MUNICIPAL MANAGER

Thus done and signed at Jeffreys Bay on the 30th day of June of 2025.

AS WITNESSES:

1. _____

2. _____

_____
DIRECTOR

Performance Plan

Director: Finance and Economic Development

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The Performance Plan sets out:

a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and

b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

Performance should be evaluated:

a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;

b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;

c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;

d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
Departmental Performance												
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Expenditure	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**2.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Revenue	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**2.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Budget and Treasury	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**2.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient	Manage and achieve 90% of the KPI's of the section: SCM	90% of the KPI's of the section have been met as per Ignite	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**2.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		governance processes		Dashboard report								
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Asset, Funding and Investment Management	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**2.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Economic Development and Tourism	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**2.00**
Departmental Performance total weights												**12**
Managerial Performance												
D117	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Conclude performance agreements with all direct reportees by 30 July	% of performance agreements concluded	100%	Certificate of completion	**100%**	100%	0%	0%	0%	**2.00**
D118	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Conduct mid-year evaluation of all direct reportees by 31 January	% of evaluations conducted	100%	Certificate of completion	**100%**	0%	0%	100%	0%	**2.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
D119	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Submit inputs for the Annual Report to the PMS Office by 15 December	% of inputs submitted	100%	Certificate from the PMS Office of receipt	**100%**	0%	100%	0%	0%	**2.00**
D120	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Submit inputs for the IDP to the IDP Office by the end of February	% of inputs submitted	100%	Certificate from the IDP Office of receipt	**100%**	0%	0%	100%	0%	**2.00**
D121	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Submit inputs on the Circular 88 indicators to the PMS Office and IDP Office quarterly (Outputs - quarterly & Outcomes - annually)	% of inputs submitted	100%	Certificate from the PMS and IDP Offices of receipt	**100%**	100%	100%	100%	100%	**2.00**
D122	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Spend 90% of the capital budget of the department by 30 June	% of the budget spent	90%	Capital expenditure report from SAMRAS	**90%**	0%	30%	60%	90%	**4.00**
D123	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient	Update the SDBIP monthly by the closure date of the system	Number of updates completed by the closure date	9	Certificate from the PMS Office of update	**12**	3	3	3	3	**2.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		governance processes										
D124	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Submit Departmental Procurement Plan to the Budget Office by 30 April	Procurement Plan submitted	1	Certificate from the Budget Office of receipt	**1**	0	0	0	1	**2.00**
D125	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Submit inputs for the departmental tariffs to the Budget Office by 31 December	% of inputs submitted	100%	Certificate from the Budget Office	**100%**	0%	100%	0%	0%	**4.00**
D126	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Submit inputs for the Budget to the Budget Office by end of January	% of inputs submitted	100%	Certificate from the Budget Office	**100%**	0%	0%	100%	0%	**4.00**
D127	Municipal Transformation and	Adherence to and implementation of effective and	100% compliant Bid Specifications submitted as per the	% of compliant bid specifications submitted	100%	Certificate from the SCM Office	**100%**	100%	100%	100%	100%	**2.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
	Institutional Development	efficient governance processes	deadlines in the Procurement Plan									
D128	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Conclude SLA with service provider within 30 days after the appointment of the contractor / service provider	% completed	100%	Certificate from the SCM Office	**100%**	100%	100%	100%	100%	**2.00**
D129	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Report quarterly to SCM on the evaluation on performance for all contract appointed service providers	Number of reports submitted	3	Email of submission	**3**	0	1	1	1	**2.00**
Managerial Performance total weights												**32**
Strategic (Top Layer) Performance												
TL11	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Provide free basic water to indigent households in terms of the approved tariffs as at 30 June 2026	Number of indigent households receiving free basic water	7 554	Indigent register and the SAMRAS system report	**7104**	7104	7104	7104	7104	**2.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
TL12	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Provide free basic electricity to indigent households in terms of the approved tariffs as at 30 June 2026	Number of indigent households receiving free basic electricity	7684	Indigent register and the SAMRAS system report	**6805**	6805	6805	6805	6805	**2.00**
TL13	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Provide free basic sanitation to indigent households in terms of the approved tariffs as at 30 June 2026	Number of indigent households receiving free basic sanitation	7 554	Indigent register and the SAMRAS system report	**7111**	7111	7111	7111	7111	**2.00**
TL14	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources,	Provide free basic refuse removal to indigent households in terms of the approved tariffs as at 30 June 2026	Number of indigent households receiving free basic refuse removal	7 554	Indigent register and the SAMRAS system report	**5639**	5639	5639	5639	5639	**2.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		thereby ensuring the long-term viability and sustainability of the organization										
TL15	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2026	% of debt coverage	20%	Section 71 Report and AFS	**45%**	0%	0%	0%	45%	**4.00**
TL16	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Financial viability measured in terms of the outstanding service debtors as at 30 June 2026	% of outstanding service debtors	42.50%	Section 71 Report and AFS	**40%**	0%	0%	0%	40%	**4.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
TL17	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Cost coverage	Cash/Cost coverage ratio (Annual Target)	0.06	Section 71 Report and AFS	**1.1**	0	0	0	1.1	**4.00**
TL18	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Submit the approved financial statements for 2024/25 to the Auditor-General by 31 August 2025	Approved financial statements for 2024/25 submitted to the AG	1	Acknowledgement of receipt	**1**	1	0	0	0	**4.00**
TL19	Local Economic Development	Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive local economies, sustainable and decent employment	The number of FTE's created through the EPWP programme by 30 June 2026	Number of FTE's created through the EPWP programme	134	EPWP Report	**106**	25	25	25	31	**4.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
TL20	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Current ratio of 1:1 for the 2025/26 financial year (Current assets/Current liabilities)	Current ratio	0.95:1	Section 71 Report and AFS	**0.9:1**	0	0	0	0.9:1	**4.00**
TL21	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Liquidity ratio of 0.5:1 for the 2025/26 financial year (Cash and cash equivalents/Current liabilities)	Liquidity ratio	0.04:1	Section 71 Report and AFS	**0.50:1**	0	0	0	0.50:1	**4.00**
TL22	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources,	Submit Final Budget to Council for approval by 31 May 2026	Final Annual Budget submitted	1	Item submission	**1**	0	0	0	1	**4.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		thereby ensuring the long-term viability and sustainability of the organization										
TL23	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Submit Adjustments Budget to Council for approval by the end of February 2026	Adjustments Budget submitted to Council	1	Item submission	**1**	0	0	1	0	**4.00**
TL24	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Cash and cash equivalent	% Change in cash and cash equivalent (short term) between original approved budget versus actual (Annual target)	0%	Financial System Report	**5%**	0%	0%	0%	5%	**4.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
TL25	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Expenditure on remuneration	% of total operating budget expenditure on remuneration (Excluding Councillors and non-cash items) (Annual target)	34%	Financial System Report	**34%**	0%	0%	0%	34%	**4.00**
TL26	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Revenue collection	% revenue collected against revenue raised on municipal service accounts	95%	Financial System Report	**95%**	0%	0%	0%	95%	**4.00**
Strategic (Top Layer) Performance total weights												**56**
TOTAL												**100.00**

COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
	LEADING COPETENCIES	
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	1.67
Financial management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes: • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery	1.67
Change leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes: • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation	1.67

Competency	Definition	Weight
Governance leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes: • Policy formulation • Risk and compliance management • Cooperative governance	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
	TOTAL	**20**

Competency Framework

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate • Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole • Demonstrate basic understanding of key decision makers	• Give direction to a team in realising the institution's strategic mandate and set objectives • Has a positive impact and influence on the morale, engagement and participation of team members • Develop action plans to execute and guide strategy • Assist in defining performance measures to monitor the progress and effectiveness of the institution • Displays an awareness of institutional structures and political factors • Effectively communicate barriers to execution to relevant parties • Provide guidance to all stakeholders in the achievement of the strategic mandate • Understand the aim and objectives of the institution and relate it to own work	• Evaluate all activities to determine value and alignment to strategic intent • Display in-depth knowledge and understanding of strategic planning • Align strategy and goals across all functional areas • Actively define performance measures to monitor the progress and effectiveness of the institution • Consistently challenge strategic plans to ensure relevance • Understand institutional structures and political factors, and the consequences of actions • Empower others to follow the strategic direction and deal with complex situations • Guide the institution through complex and ambiguous concern • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	• Structure and position the institution to local government priorities • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework • Hold self-accountable for strategy execution and results • Provide impact and influence through building and maintaining strategic relationships • Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions • Integrate various systems into a collective whole to optimise institutional performance management • Uses understanding of competing interests to maneuver successfully to a win/win outcome

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	People Management		
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Participate in team goalsetting and problem solving • Interact and collaborate with people of diverse backgrounds • Aware of guidelines for employee development, but requires support in implementing development initiatives	• Seek opportunities to increase team contribution and responsibility • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach • Effectively delegate tasks and empower others to increase contribution and execute functions optimally • Apply relevant employee legislation fairly and consistently • Effectively identify capacity requirements to fulfill the strategic mandate	• Identify ineffective team and work processes and recommend remedial interventions • Recognise and reward effective and desired behavior • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development and learning needs within the team • Inspire a culture of performance excellence by giving positive and constructive feedback to the team • Achieve agreement or consensus in adversarial environments • Lead and unite diverse teams across divisions to achieve institutional objectives	• Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of discipline, responsibility and accountability • Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution • Develop comprehensive integrated strategies and approaches to human capital development and management • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Program and Project Management		
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, implications and stakeholder involvement • Understand the rational of projects in relation to the institution's strategic objectives • Document and communicate factors and risk associated with own work • Use results and approaches of successful project implementation as guide	• Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation	• Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource requirements • Modify project scope and budget when required without compromising the quality and objectives of the project • Involve top-level authorities and relevant stakeholders in seeking project buy-in • Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results • Monitor policy implementation and apply procedures to manage risks	• Understand and conceptualise the long-term implications of desired project outcomes • Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives • Influence people in positions of authority to implement outcomes of projects • Lead and direct translation of policy into workable action plans • Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	**Financial Management**		
COMPETENCY DEFINITION :	**Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner**		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Understand basic financial concepts and methods as they relate to institutional processes and activities • Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems • Understand the importance of financial accountability • Understand the importance of asset control	• Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a cost-saving approach to financial management • Prepare financial reports based on specified formats • Consider and understand the financial implications of decisions and suggestions • Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	• Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility • Prepare budgets that are aligned to the strategic objectives of the institution • Address complex budgeting and financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management practices • Advise on policies and procedures regarding asset control • Promote National Treasury's regulatory framework for Financial Management	• Develop planning tools to assist in evaluating and monitoring future expenditure trends • Set budget frameworks for the institution • Set strategic direction for the institution on expenditure and other financial processes • Build and nurture partnerships to improve financial management and achieve financial savings • Actively identify and implement new methods to improve asset control • Display professionalism in dealing with financial data and processes

CLUSTER :	LEADING COMPETENCIES
COMPETENCY NAME :	Change Leadership
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display an awareness of change interventions and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of local government	• Perform an analysis of the change impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effects of change, resistance factors and how to integrate change • Motivate and inspire others around change initiatives

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Governance Leadership		
COMPETENCY DEFINITION :	**Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships**		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives	• Able to link risk initiatives into key institutional objectives and drivers • Identify, analyse and measure risk, create valid risk forecasts and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives • Demonstrate a thorough understanding of risk retention plans • Identify and implement comprehensive risk management systems and processes • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	• Demonstrate a high level of commitment in complying with governance requirements • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise local government on risk management, best practice interventions and compliance management • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government • Able to shape, direct and drive the formulation of policies on a macro level

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Moral Competence		
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles • Follow basic rules and regulations of the institution • Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	• Conduct self in alignment with the values of local government and the institution • Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver • Actively report fraudulent activity and corruption with local government • Understand and honor the confidential nature of matters without seeking personal gain • Able to deal with situations of conflict of interest promptly and in the best interest of local government	• Identify, develop and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments • Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders • Present values, beliefs and ideas that are congruent with the institution's rules and regulations • Takes an active stance against corruption and dishonesty when noted • Actively promote the value of the institution to internal and external stakeholders • Able to work in unity with a team and not seek personal gain • Apply universal moral principles consistently to achieve moral decisions	• Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption • Set integrity standards and shared accountability measures across the institution to support the objectives of local government • Take responsibility for own actions and decisions, even if the consequences are unfavorable

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Planning and Organising		
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Able to follow basic plans and organise tasks around set objectives • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans and ensure that objectives are met • Focus on short-term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation	• Actively and appropriately organise information and resources required for a task • Recognise the urgency and importance of tasks • Balance short and long-term plans and goals and incorporate into the team's performance objectives • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measures progress and monitor performance results	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation • Identify in advance required stages and actions to complete tasks • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans in light of changing circumstances • Prioritise tasks and projects according to their relevant urgency and importance	• Focus on broad strategies and initiatives when developing plans and actions • Able to protect and forecast short, medium and long term requirements of the institution and local government • Translate policy into relevant projects to facilitate the achievement of institutional objectives

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Analysis and Innovation		
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand the basic operation of analysis, but lack detail and thoroughness • Able to balance independent analysis with requesting assistance from others • Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations • Demonstrate objectivity, insight and thoroughness when analysing problems • Able to break down complex problems into manageable parts and identify solutions • Consult internal and external stakeholders on opportunities to improve processes and service delivery • Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders • Continuously identify opportunities to enhance internal processes • Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	• Coaches team members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analysing and resolving complex problems • Identify solutions on various areas in the institution • Formulate and implement new ideas throughout the institution • Able to gain approval and buy-in for proposed interventions from relevant stakeholders • Identify trends and best practices in process and service delivery and propose institutional application • Continuously engage in research to identify client needs	• Demonstrate complex analytical and problem solving approaches and techniques • Create an environment conducive to analytical and fact-based problem solving • Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence • Create an environment that fosters innovative thinking and follows a learning organisation approach • Be a thought leader on innovative customer service delivery and process optimisation • Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

CLUSTER :	CORE COMPETENCIES
COMPETENCY NAME :	Knowledge and Information Management
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Collect, categorise and track relevant information required for specific tasks and projects	• Use appropriate information systems and technology to manage institutional knowledge and information sharing	• Effectively predict future information and knowledge management requirements and systems	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information
• Analyse and interpret information to draw conclusions	• Evaluate data from various sources and use information effectively to influence decisions and provide solutions	• Develop standards and processes to meet future knowledge management needs	• Establish partnerships across local government to facilitate knowledge management
• Seek new sources of information to increase the knowledge base	• Actively create mechanisms and structures for sharing information	• Share and promote best-practice knowledge management across various institutions	• Demonstrate a mature approach
• Regularly share information and knowledge with internal stakeholders and team members	• Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	• Establish accurate measures and monitoring systems for knowledge and information management	• Recognise and exploit knowledge points in interactions with internal and external stakeholders
		• Create a culture conducive of learning and knowledge sharing	
		• Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Communication		
COMPETENCY DEFINITION :	**Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome**		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools • Express ideas in a clear and focused manner, but does not always take the audience into consideration • Disseminate and convey information and knowledge adequately	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs • Adapt communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structured written documents	• Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline	• Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical appreciate conversations • Able to coordinate negotiations at different levels within local government and externally

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Results and Quality Focus		
COMPETENCY DEFINITION :	**Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives**		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Understand quality of work but requires guidance in attending to important matters • Show a basic commitment to achieving the correct results • Produce the minimum level of results required in the role • Produce outcomes that is of a good standard • Focus on the quantity of output but requires development in incorporating the quality of work • Produce quality work in general circumstances, but fails to meet expectation when under pressure	• Focus on high-priority actions and does not become distracted by lower-priority activities • Display firm commitment and pride in achieving the correct results • Set quality standards and design processes and tasks around achieving set standards • Produce output of high quality • Able to balance the quantity and quality and quality of results in order to achieve objectives • Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed	• Consistently verify own standards and outcomes to ensure quality output • Focus on the end result and avoids being distracted • Demonstrate a determined and committed approach to achieving results and quality standards • Follow task and projects through to completion • Set challenging goals and objectives to self and team and display commitment to achieving expectations • Maintain a focus on quality outputs when placed under pressure • Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	• Coach and guide others to exceed quality standards and results • Develop challenging, client-focused goals and sets high standards for personal performance • Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required • Work with team to set ambitious and challenging team goals, communicating long- and short term expectations • Take appropriate risks to accomplish goals • Overcome setbacks and adjust action plans to realise goals • Focus people on critical activities that yield a high impact

Personal Development Plan

Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1. FINANCIAL MODELLING	BUDGET FUNDING MATRIX	COURSE ON LG FINANCIAL MODELLING & FUNDING MECHANISMS	TRAINING	31 DEC 2025	INNOVATIVE FUNDING OF BUDGET SOLUTIONS	MM
2.						
3.						

Signed and accepted by the Employee

Date: 30/06/2025

Signed by the Municipal Manager on behalf of the Municipality

Date: 30/06/2025

KOUGA MUNICIPALITY

Performance Agreement
for the financial year 1 July 2025 – 30 June 2026

DIRECTOR PLANNING AND DEVELOPMENT

Performance agreement made and entered into by and between

The Kouga Municipality and represented by **Charl du Plessis**, the Municipal Manager (*herein and after referred as Employer*)

and

Lawrence Ramakuwela, the Director Planning and Development (*herein and after referred as Employee*) for the period 1 July 2025 to 30 June 2026

Where as

a. The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";

b. Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;

c. The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government goals; and

d. The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

1. INTERPRETATION

1.1 In this Agreement the followings terms will have the meaning ascribed thereto:

1.1.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;

1.1.2 "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 60 of the Local Government: Municipal Structures Act 117 of 1998 ("the Structures Act") as represented by its chairperson, the Executive Mayor;

1.1.3 "the Employee" means the Director appointed in terms of Section 56 of the Systems Act;

1.1.4 "the Employer" means the Municipality; and

1.1.5 "the Parties" means the Employer and Employee.

Dir.: _____ MM: _____

2. PURPOSE OF THIS AGREEMENT

2.1 To comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;

2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;

2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);

2.4 To monitor and measure performance against set targeted outputs and outcomes;

2.5 To establish a transparent and accountable working relationship;

2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

3.1 This Agreement will commence on 1 July 2025 and will remain in force until 30 June 2026 where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;

3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason;

3.4 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties, immediately be revised; and

3.5 Any significant amendments or deviations must take cognizance of the requirements of sections 34 and 42 of the Municipal Systems Act and Regulation 4(5) of the Regulations.

Dir.: _____ MM: _____

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out –

4.1.1 The performance objectives and targets that must be met by the Employee;

4.1.2 The timeframes within which those performance objectives and targets must be met; and

4.1.3 The competencies (Annexure B – definitions in terms of Regulation 21 of 17 January 2014) required to operate effectively as senior managers in the local government environment.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:

4.2.1 Key objectives that describe the main tasks that need to be done;

4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved by the employee;

4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and

4.2.4 Weightings showing the relative importance of the key objectives to each other.

4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;

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5.3 The Employer must consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;

5.4 The Employee undertakes to actively focus on the promotion and implementation of the key performance indicators (including special projects relevant to the employee's responsibilities) within the local government framework;

5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Operational Performance and Competencies both of which shall be contained in the Performance Agreement;

5.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee;

5.7 The Competencies will make up the other 20% of the Employee's assessment score. The Competencies are spilt into two groups, leading competencies (indicated in blue on the graph below) that drive strategic intent and direction and core competencies (indicated in green on the graph below), which drive the execution of the leading competencies.

6. PERFORMANCE ASSESSMENT

6.1 The Performance Plan (Annexure A) to this Agreement sets out key performance indicators and competencies that needs to be evaluated in terms of –

6.1.1 The standards and procedures for evaluating the Employee's performance; and

6.1.2 During the intervals for the evaluation of the Employee's performance.

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

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6.4 The Employee's performance will also be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.13 below;

6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;

6.6 Assessment of the achievement of results as outlined in the performance plan:

6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met (qualitative and quantitative) and with due regard to ad-hoc tasks that had to be performed under the KPI;

6.6.2 A rating on the five-point scale described in 6.9 below shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;

6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.

6.7 Assessment of the Competencies:

6.7.1 Each Competency will be assessed in terms of the descriptions provided (Annexure B) during the mid-year and year-end reviews;

6.7.2 A rating on the five-point scale described in 6.10 below shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and

6.7.3 An overall score will be calculated based on the total of the individual scores calculated above.

6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

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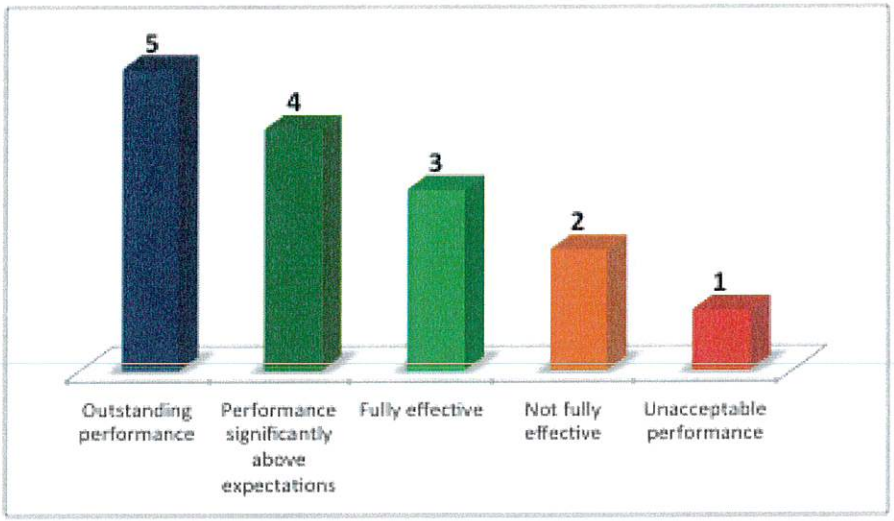
6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs:



Terminology	Description
Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee

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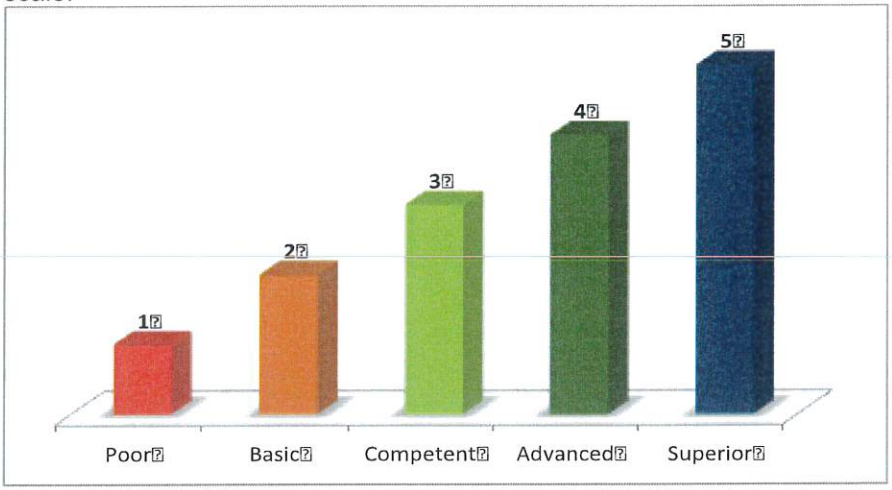
Terminology	Description
	has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.10 The assessment of the competencies will be based on the following rating scale:



Achievement Level	Description
Poor	Do not apply the basic concepts and methods to proof a basic understanding of local government operations and requires extensive supervision and development interventions.
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping strategic direction and change, develops and applies comprehensive concepts and methods.

6.11 For purposes of evaluating the annual performance of the Employee, an evaluation panel constituted of the following persons will be established –

6.11.1 Municipal Manager;

6.11.2 Municipal Manager from another municipality;

6.11.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.11.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.12 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st and 3rd quarters and document a summary of the discussions; and

6.13 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meetings.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed for the following quarters with the understanding that the reviews in the first and the third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	July - September	October 2025
2	October – December	January 2026
3	January – March	April 2026
4	April - June	July 2026
5	Annual Performance Evaluation	December 2026

7.2 The Employer shall keep a record of the year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

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8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 A substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

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11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for acknowledging outstanding performance or correcting unacceptable performance;

11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter;

11.3 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance constituted as follows:

Average Performance Score	Performance Bonus
Between 130% to 149%	Performance bonus range from 5% to 9%
From 150% and above	Performance bonus range from 10% to 14%

11.4 In the event of the Employee terminating his services during the validity period of this Agreement, but only after three months after the start of this agreement's inception date, the Employee's performance will be evaluated for the period during which he/she was employed and he/she will be entitled to a pro-rata performance bonus based on his/her evaluated performance for the period of actual service; and

11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

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12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 Disputes will be dealt with in terms of Section 33 of the Local Government: Municipal Performance Regulations for Municipal Managers and managers directly accountable to Municipal Managers (Regulation 805 of August 2006).

13.2 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement, must be mediated by the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.

13.3 Any disputes about the outcome of the employee's performance evaluation, must be mediated by a member of the municipal council, provided that such member was not part of the evaluation panel, within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Dir.: _____ MM: _____

Thus done and signed at JEFFREYS BAY on the 23 day of June of 2025.

AS WITNESSES:

1. _____

2. _____

_____
MUNICIPAL MANAGER

Thus done and signed at JEFFREYS BAY on the 23 day of June of 2025.

AS WITNESSES:

1. _____

2. _____

_____
DIRECTOR

Performance Plan

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Director: Planning and Development

The Performance Plan sets out:

a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and

b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

Performance should be evaluated:

a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;

b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;

c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;

d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.

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KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
Departmental Performance												
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Town and Regional Planning	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**6.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Land and Property Administration	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**6.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Building Control, Compliance and Outdoor Advertisement	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**6.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient	Manage and achieve 90% of the KPI's of the section: Human Settlements	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**6.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		governance processes										
Departmental Performance total weights												**24**
Managerial Performance												
D365	Municipal Transformation and Institutional Development	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance	Conclude performance agreements with all direct reportees employed staff by 30 July	% of performance agreements concluded	100%	Certificate of completion	**100%**	100%	0%	0%	0%	**6.00**
D366	Municipal Transformation and Institutional Development	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management	Conduct mid-year evaluation of all direct reportees employed staff by 31 January	% of evaluations conducted	100%	Certificate of completion	**100%**	0%	0%	100%	0%	**6.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		practices that align with its objectives, promote innovation, and enhance overall municipal performance										
D367	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Submit inputs for the Annual Report to the PMS Office by 31 July	% of inputs submitted	100%	Proof of submission	**100%**	100%	0%	0%	0%	**6.00**
D368	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Submit inputs for the IDP to the IDP Office by 31 January	% of inputs submitted	100%	Proof of submission	**100%**	0%	0%	100%	0%	**6.00**
D369	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Submit inputs on the Circular 88 indicators to the PMS Office and IDP Office quarterly (Outputs - quarterly & Outcomes - annually)	% of inputs submitted	100%	Proof of submission	**100%**	100%	100%	100%	100%	**6.00**
D370	Municipal Financial Viability and Management	Enhance financial management and the effective	Spend 90% of the grant funding of the department by 30 June	% of the budget spent	90%	Capital expenditure report from SAMRAS	**90%**	0%	40%	60%	90%	**6.00**

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Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		utilization of resources, thereby ensuring the long-term viability and sustainability of the organization										
D371	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Update the SDBIP monthly by the closure date of the system	Number of updates completed by the closure date	8	Proof of submission	**8**	0	2	3	3	**5.00**
D372	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Submit a application to source additional funding/ additional support	Number of funding applications submitted	2	Proof of submission	**2**	0	2	0	0	**6.00**
D373	Good Governance and Public Participation	Create and facilitate a conducive environment, with core focus	Conduct an awareness campaign on a bi-annually	Number of awareness campaigns conducted	2	Publication/ Attendance register/ Notice	**2**	0	1	0	1	**6.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		on tourism, that builds inclusive local economies, sustainable and decent employment										
Managerial Performance total weights												**53**
Strategic (Top Layer) Performance												
TL63	Good Governance and Public Participation	Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive local economies, sustainable and decent employment	Submit the revised Spatial Development Framework (SDF) to Council by 31 May 2026	Spatial Development Framework submitted to Council	1	Proof of submission to Committee Services	**1**	0	0	0	1	**6.00**
TL64	Basic Service Delivery	Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive local economies, sustainable and decent employment	Submit the Final Amended SPLUMA By-law to Council by 30 June 2026	Number of By-laws submitted	0	Proof of item submission	**1**	0	0	0	1	**6.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
TL65	Basic Service Delivery	Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive local economies, sustainable and decent employment	Appoint the service provider for the servicing of sites for Hankey 990 Phase 3 by 31 December 2025	Appointment completed	0	Signed SLA	**1**	0	1	0	0	**6.00**
TL66	Good Governance and Public Participation	Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive local economies, sustainable and decent employment	Review the Land Invasion By-law and submit to Council by 30 June 2026	Land Disposal Policy reviewed	1	Proof of submission to Committee Services	**1**	0	0	0	1	**5.00**
Strategic (Top Layer) Performance total weights												**23**
TOTAL												**100.00**

COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
	LEADING COPETENCIES	
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	1.67
Financial management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes: • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery	1.67
Change leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes: • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation	1.67

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Competency	Definition	Weight
Governance leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes: • Policy formulation • Risk and compliance management • Cooperative governance	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
	TOTAL	**20**

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Competency Framework

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate • Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole • Demonstrate basic understanding of key decision makers	• Give direction to a team in realising the institution's strategic mandate and set objectives • Has a positive impact and influence on the morale, engagement and participation of team members • Develop action plans to execute and guide strategy • Assist in defining performance measures to monitor the progress and effectiveness of the institution • Displays an awareness of institutional structures and political factors • Effectively communicate barriers to execution to relevant parties • Provide guidance to all stakeholders in the achievement of the strategic mandate • Understand the aim and objectives of the institution and relate it to own work	• Evaluate all activities to determine value and alignment to strategic intent • Display in-depth knowledge and understanding of strategic planning • Align strategy and goals across all functional areas • Actively define performance measures to monitor the progress and effectiveness of the institution • Consistently challenge strategic plans to ensure relevance • Understand institutional structures and political factors, and the consequences of actions • Empower others to follow the strategic direction and deal with complex situations • Guide the institution through complex and ambiguous concern • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	• Structure and position the institution to local government priorities • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework • Hold self-accountable for strategy execution and results • Provide impact and influence through building and maintaining strategic relationships • Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions • Integrate various systems into a collective whole to optimise institutional performance management • Uses understanding of competing interests to maneuver successfully to a win/win outcome

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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	People Management		
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Participate in team goalsetting and problem solving • Interact and collaborate with people of diverse backgrounds • Aware of guidelines for employee development, but requires support in implementing development initiatives	• Seek opportunities to increase team contribution and responsibility • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach • Effectively delegate tasks and empower others to increase contribution and execute functions optimally • Apply relevant employee legislation fairly and consistently • Effectively identify capacity requirements to fulfill the strategic mandate	• Identify ineffective team and work processes and recommend remedial interventions • Recognise and reward effective and desired behavior • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development and learning needs within the team • Inspire a culture of performance excellence by giving positive and constructive feedback to the team • Achieve agreement or consensus in adversarial environments • Lead and unite diverse teams across divisions to achieve institutional objectives	• Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of discipline, responsibility and accountability • Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution • Develop comprehensive integrated strategies and approaches to human capital development and management • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Program and Project Management		
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, implications and stakeholder involvement • Understand the rational of projects in relation to the institution's strategic objectives • Document and communicate factors and risk associated with own work • Use results and approaches of successful project implementation as guide	• Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation	• Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource requirements • Modify project scope and budget when required without compromising the quality and objectives of the project • Involve top-level authorities and relevant stakeholders in seeking project buy-in • Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results • Monitor policy implementation and apply procedures to manage risks	• Understand and conceptualise the long-term implications of desired project outcomes • Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives • Influence people in positions of authority to implement outcomes of projects • Lead and direct translation of policy into workable action plans • Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

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CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Financial Management		
COMPETENCY DEFINITION :	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand basic financial concepts and methods as they relate to institutional processes and activities • Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems • Understand the importance of financial accountability • Understand the importance of asset control	• Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a cost-saving approach to financial management • Prepare financial reports based on specified formats • Consider and understand the financial implications of decisions and suggestions • Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	• Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility • Prepare budgets that are aligned to the strategic objectives of the institution • Address complex budgeting and financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management practices • Advise on policies and procedures regarding asset control • Promote National Treasury's regulatory framework for Financial Management	• Develop planning tools to assist in evaluating and monitoring future expenditure trends • Set budget frameworks for the institution • Set strategic direction for the institution on expenditure and other financial processes • Build and nurture partnerships to improve financial management and achieve financial savings • Actively identify and implement new methods to improve asset control • Display professionalism in dealing with financial data and processes

CLUSTER :	LEADING COMPETENCIES
COMPETENCY NAME :	Change Leadership
COMPETENCY DEFINITION :	**Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community**

ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Display an awareness of change interventions and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of local government	• Perform an analysis of the change impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effects of change, resistance factors and how to integrate change • Motivate and inspire others around change initiatives

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Governance Leadership		
COMPETENCY DEFINITION :	**Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships**		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives	• Able to link risk initiatives into key institutional objectives and drivers • Identify, analyse and measure risk, create valid risk forecasts and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives • Demonstrate a thorough understanding of risk retention plans • Identify and implement comprehensive risk management systems and processes • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	• Demonstrate a high level of commitment in complying with governance requirements • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise local government on risk management, best practice interventions and compliance management • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government • Able to shape, direct and drive the formulation of policies on a macro level

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Moral Competence		
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles • Follow basic rules and regulations of the institution • Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	• Conduct self in alignment with the values of local government and the institution • Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver • Actively report fraudulent activity and corruption with local government • Understand and honor the confidential nature of matters without seeking personal gain • Able to deal with situations of conflict of interest promptly and in the best interest of local government	• Identify, develop and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments • Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders • Present values, beliefs and ideas that are congruent with the institution's rules and regulations • Takes an active stance against corruption and dishonesty when noted • Actively promote the value of the institution to internal and external stakeholders • Able to work in unity with a team and not seek personal gain • Apply universal moral principles consistently to achieve moral decisions	• Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption • Set integrity standards and shared accountability measures across the institution to support the objectives of local government • Take responsibility for own actions and decisions, even if the consequences are unfavorable

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Planning and Organising		
COMPETENCY DEFINITION :	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Able to follow basic plans and organise tasks around set objectives • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans and ensure that objectives are met • Focus on short-term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation	• Actively and appropriately organise information and resources required for a task • Recognise the urgency and importance of tasks • Balance short and long-term plans and goals and incorporate into the team's performance objectives • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measures progress and monitor performance results	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation • Identify in advance required stages and actions to complete tasks • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans in light of changing circumstances • Prioritise tasks and projects according to their relevant urgency and importance	• Focus on broad strategies and initiatives when developing plans and actions • Able to protect and forecast short, medium and long term requirements of the institution and local government • Translate policy into relevant projects to facilitate the achievement of institutional objectives

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Analysis and Innovation		
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand the basic operation of analysis, but lack detail and thoroughness • Able to balance independent analysis with requesting assistance from others • Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations • Demonstrate objectivity, insight and thoroughness when analysing problems • Able to break down complex problems into manageable parts and identify solutions • Consult internal and external stakeholders on opportunities to improve processes and service delivery • Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders • Continuously identify opportunities to enhance internal processes • Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	• Coaches team members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analysing and resolving complex problems • Identify solutions on various areas in the institution • Formulate and implement new ideas throughout the institution • Able to gain approval and buy-in for proposed interventions from relevant stakeholders • Identify trends and best practices in process and service delivery and propose institutional application • Continuously engage in research to identify client needs	• Demonstrate complex analytical and problem solving approaches and techniques • Create an environment conducive to analytical and fact-based problem solving • Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence • Create an environment that fosters innovative thinking and follows a learning organisation approach • Be a thought leader on innovative customer service delivery and process optimisation • Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

CLUSTER :	CORE COMPETENCIES
COMPETENCY NAME :	Knowledge and Information Management
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Collect, categorise and track relevant information required for specific tasks and projects • Analyse and interpret information to draw conclusions • Seek new sources of information to increase the knowledge base • Regularly share information and knowledge with internal stakeholders and team members	• Use appropriate information systems and technology to manage institutional knowledge and information sharing • Evaluate data from various sources and use information effectively to influence decisions and provide solutions • Actively create mechanisms and structures for sharing information • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	• Effectively predict future information and knowledge management requirements and systems • Develop standards and processes to meet future knowledge management needs • Share and promote best-practice knowledge management across various institutions • Establish accurate measures and monitoring systems for knowledge and information management • Create a culture conducive of learning and knowledge sharing • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information • Establish partnerships across local government to facilitate knowledge management • Demonstrate a mature approach • Recognise and exploit knowledge points in interactions with internal and external stakeholders

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Communication		
COMPETENCY DEFINITION :	**Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome**		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools • Express ideas in a clear and focused manner, but does not always take the audience into consideration • Disseminate and convey information and knowledge adequately	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs • Adapt communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structured written documents	• Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline	• Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical appreciate conversations • Able to coordinate negotiations at different levels within local government and externally

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Results and Quality Focus		
COMPETENCY DEFINITION :	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand quality of work but requires guidance in attending to important matters • Show a basic commitment to achieving the correct results • Produce the minimum level of results required in the role • Produce outcomes that is of a good standard • Focus on the quantity of output but requires development in incorporating the quality of work • Produce quality work in general circumstances, but fails to meet expectation when under pressure	• Focus on high-priority actions and does not become distracted by lower-priority activities • Display firm commitment and pride in achieving the correct results • Set quality standards and design processes and tasks around achieving set standards • Produce output of high quality • Able to balance the quantity and quality and quality of results in order to achieve objectives • Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed	• Consistently verify own standards and outcomes to ensure quality output • Focus on the end result and avoids being distracted • Demonstrate a determined and committed approach to achieving results and quality standards • Follow task and projects through to completion • Set challenging goals and objectives to self and team and display commitment to achieving expectations • Maintain a focus on quality outputs when placed under pressure • Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	• Coach and guide others to exceed quality standards and results • Develop challenging, client-focused goals and sets high standards for personal performance • Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required • Work with team to set ambitious and challenging team goals, communicating long- and short term expectations • Take appropriate risks to accomplish goals • Overcome setbacks and adjust action plans to realise goals • Focus people on critical activities that yield a high impact

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Personal Development Plan

Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1. MANAGING HOUSING PROJECTS	MASTERS IN PROJECT MANAGEMENT	PROJECT MANAGEMENT	PHYSICAL ATTENDENCE	12 MONTHS	ABILITY TO MANAGE HS PROJECTS	MANAGER HS
2. DESIGN	CERTIFICATE IN AUTOCAD	AUTOCAD	CONTACT MEETINGS	6 MONTHS	ABICITY TO DESIGN LAYOUTS	MANAGER BC.
3.						

Signed and accepted by the Employee

Date: 23-06-2025

Signed by the Municipal Manager on behalf of the Municipality

Date: 23/06/2025

KOUGA MUNICIPALITY

Performance Agreement
for the financial year 1 July 2025 – 30 June 2026

DIRECTOR CIVIL AND WATER SERVICES

Performance agreement made and entered into by and between

The Kouga Municipality and represented by **Charl du Plessis**, the Municipal Manager (*herein and after referred as Employer*)

and

Charles de Kock, the Director Civil and Water Services (*herein and after referred as Employee*) for the period 1 July 2025 to 30 June 2026

Where as

a. The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";

b. Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;

c. The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government goals; and

d. The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

1. INTERPRETATION

1.1 In this Agreement the followings terms will have the meaning ascribed thereto:

1.1.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;

1.1.2 "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 60 of the Local Government: Municipal Structures Act 117 of 1998 ("the Structures Act") as represented by its chairperson, the Executive Mayor;

1.1.3 "the Employee" means the Director appointed in terms of Section 56 of the Systems Act;

1.1.4 "the Employer" means the Municipality; and

1.1.5 "the Parties" means the Employer and Employee.

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2. PURPOSE OF THIS AGREEMENT

2.1 To comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;

2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;

2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);

2.4 To monitor and measure performance against set targeted outputs and outcomes;

2.5 To establish a transparent and accountable working relationship;

2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

3.1 This Agreement will commence on 1 July 2025 and will remain in force until 30 June 2026 where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;

3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason;

3.4 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties, immediately be revised; and

3.5 Any significant amendments or deviations must take cognizance of the requirements of sections 34 and 42 of the Municipal Systems Act and Regulation 4(5) of the Regulations.

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4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out –

4.1.1 The performance objectives and targets that must be met by the Employee;

4.1.2 The timeframes within which those performance objectives and targets must be met; and

4.1.3 The competencies (Annexure B – definitions in terms of Regulation 21 of 17 January 2014) required to operate effectively as senior managers in the local government environment.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:

4.2.1 Key objectives that describe the main tasks that need to be done;

4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved by the employee;

4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and

4.2.4 Weightings showing the relative importance of the key objectives to each other.

4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;

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5.3 The Employer must consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;

5.4 The Employee undertakes to actively focus on the promotion and implementation of the key performance indicators (including special projects relevant to the employee's responsibilities) within the local government framework;

5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Operational Performance and Competencies both of which shall be contained in the Performance Agreement;

5.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee;

5.7 The Competencies will make up the other 20% of the Employee's assessment score. The Competencies are spilt into two groups, leading competencies (indicated in blue on the graph below) that drive strategic intent and direction and core competencies (indicated in green on the graph below), which drive the execution of the leading competencies.

6. PERFORMANCE ASSESSMENT

6.1 The Performance Plan (Annexure A) to this Agreement sets out key performance indicators and competencies that needs to be evaluated in terms of –

6.1.1 The standards and procedures for evaluating the Employee's performance; and

6.1.2 During the intervals for the evaluation of the Employee's performance.

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

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6.4 The Employee's performance will also be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.13 below;

6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;

6.6 Assessment of the achievement of results as outlined in the performance plan:

6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met (qualitative and quantitative) and with due regard to ad-hoc tasks that had to be performed under the KPI;

6.6.2 A rating on the five-point scale described in 6.9 below shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;

6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.

6.7 Assessment of the Competencies:

6.7.1 Each Competency will be assessed in terms of the descriptions provided (Annexure B) during the mid-year and year-end reviews;

6.7.2 A rating on the five-point scale described in 6.10 below shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and

6.7.3 An overall score will be calculated based on the total of the individual scores calculated above.

6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

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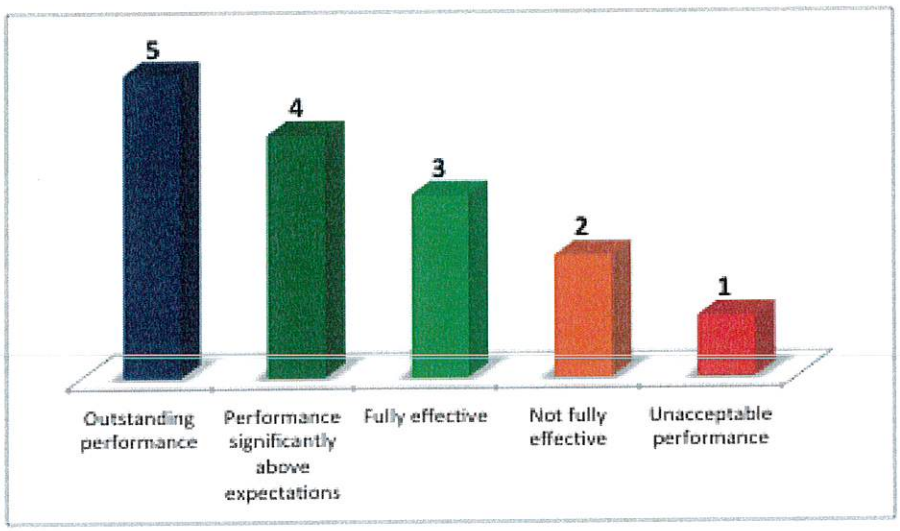
6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs:



Terminology	Description
Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee

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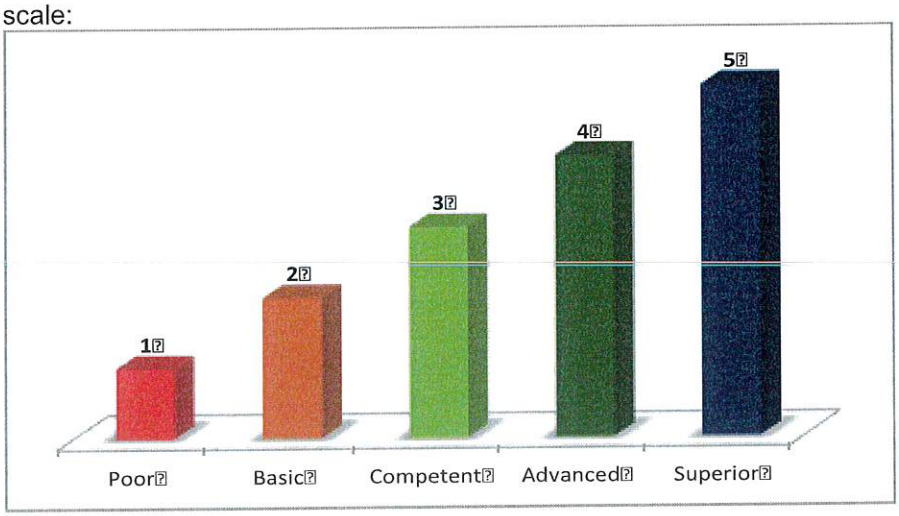
Terminology	Description
	has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.10 The assessment of the competencies will be based on the following rating scale:



Achievement Level	Description
Poor	Do not apply the basic concepts and methods to proof a basic understanding of local government operations and requires extensive supervision and development interventions.
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping strategic direction and change, develops and applies comprehensive concepts and methods.

6.11 For purposes of evaluating the annual performance of the Employee, an evaluation panel constituted of the following persons will be established –

6.11.1 Municipal Manager;

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6.11.2 Municipal Manager from another municipality;

6.11.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.11.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.12 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st and 3rd quarters and document a summary of the discussions; and

6.13 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meetings.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed for the following quarters with the understanding that the reviews in the first and the third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	July - September	October 2025
2	October – December	January 2026
3	January – March	April 2026
4	April - June	July 2026
5	Annual Performance Evaluation	December 2026

7.2 The Employer shall keep a record of the year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

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8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 A substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

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11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for acknowledging outstanding performance or correcting unacceptable performance;

11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter;

11.3 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance constituted as follows:

Average Performance Score	Performance Bonus
Between 130% to 149%	Performance bonus range from 5% to 9%
From 150% and above	Performance bonus range from 10% to 14%

11.4 In the event of the Employee terminating his services during the validity period of this Agreement, but only after three months after the start of this agreement's inception date, the Employee's performance will be evaluated for the period during which he/she was employed and he/she will be entitled to a pro-rata performance bonus based on his/her evaluated performance for the period of actual service; and

11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

Dir.: _____ MM: _____

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 Disputes will be dealt with in terms of Section 33 of the Local Government: Municipal Performance Regulations for Municipal Managers and managers directly accountable to Municipal Managers (Regulation 805 of August 2006).

13.2 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement, must be mediated by the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.

13.3 Any disputes about the outcome of the employee's performance evaluation, must be mediated by a member of the municipal council, provided that such member was not part of the evaluation panel, within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Dir.: _____ MM: _____

Thus done and signed at JEFFREYS BAY on the 30 day of June of 2025.

AS WITNESSES:

1. _____

2. _____

_____
MUNICIPAL MANAGER

Thus done and signed at Jeffreys Bay on the 30th day of June of 2025.

AS WITNESSES:

1. _____

2. _____

_____
DIRECTOR

Performance Plan

Director: Civil and Water Services

The Performance Plan sets out:

a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and

b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

Performance should be evaluated:

a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;

b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;

c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;

d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
Departmental Performance												
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: PMU	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**3.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Roads and Storm Water	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**3.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Water and Sanitation	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**3.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient	Manage and achieve 90% of the KPI's of the section: Water Services Authority	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**3.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		governance processes										
Departmental Performance total weights												**12**
Managerial Performance												
D249	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Conclude performance agreements with all direct reportees by 30 July	% of performance agreements concluded	100%	Certificate of completion	**100%**	100%	0%	0%	0%	**2.00**
D250	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Conduct mid-year evaluation of all direct reportees by 31 January	% of evaluations conducted	100%	Certificate of completion	**100%**	0%	0%	100%	0%	**2.00**
D251	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Submit inputs for the Annual Report to the PMS Office by 31 July	% of inputs submitted	100%	Proof of submission	**100%**	100%	0%	0%	0%	**2.00**
D252	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Submit inputs for the IDP to the IDP Office by 31 January	% of inputs submitted	100%	Proof of submission	**100%**	0%	0%	100%	0%	**2.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
D253	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Submit inputs on the Circular 88 indicators to the PMS Office and IDP Office quarterly (Outputs - quarterly & Outcomes - annually)	% of inputs submitted	100%	Proof of submission	**100%**	100%	100%	100%	100%	**2.00**
D254	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Spend 90% of the original capital budget of the department by 30 June	% of the budget spent	90%	Capital expenditure report from SAMRAS	**90%**	0%	30%	60%	90%	**3.00**
D255	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Update the SDBIP monthly by the closure date of the system	Number of updates completed by the closure date	9	Certificate from the PMS Office of update	**9**	0	3	3	3	**2.00**
D256	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Report monthly to the CFO on the corrective actions implemented in terms of the Audit Action Plan	Number of reports submitted	6	Email of submission	**6**	0	0	3	3	**2.00**
D257	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient	Submit inputs for the departmental tariffs to the Budget Office by 31 December	% of inputs submitted	100%	Certificate from the Budget Office	**100%**	0%	100%	0%	0%	**1.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		governance processes										
D258	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Submit inputs for the Budget to the Budget Office by end of January	% of inputs submitted	100%	Certificate from the Budget Office	**100%**	0%	0%	100%	0%	**1.00**
D259	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Submit Departmental Procurement Plan to the Budget Office by 15 April	Procurement Plan submitted	1	Certificate from the Budget Office of receipt	**1**	0	0	0	1	**1.00**
D260	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Spend 100% of the MDRG grant funding (original budget) by 30 June	% of the budget spent	100%	Capital expenditure report from SAMRAS	**100%**	0%	40%	60%	100%	**5.00**
D261	Municipal Transformation and	Adherence to and implementation of effective and	Spend 100% of the WSIG grant funding (original budget) by 30 June	% of the budget spent	100%	Capital expenditure report from SAMRAS	**100%**	0%	40%	60%	100%	**5.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
	Institutional Development	efficient governance processes										
D262	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Spend 100% of the MIG grant funding (original budget) by 30 June	% of the budget spent	100%	Capital expenditure report from SAMRAS	**100%**	0%	40%	60%	100%	**5.00**
D263	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Spend 100% of the UISP grant funding (original budget) by 30 June	% of the budget spent	100%	Capital expenditure report from SAMRAS	**100%**	0%	40%	60%	100%	**2.00**
Managerial Performance total weights												**37**
Strategic (Top Layer) Performance												
TL27	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	95% of water samples comply with SANS241 micro biological indicators {(Number of water samples that comply with SANS241 indicators/Number of water samples tested)x100}	% of water samples compliant	94.40%	IRIS Report	**95%**	95%	95%	95%	95%	**2.00**
TL28	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Limit non revenue water to less than 35% as at 30 June 2026	% non revenue water	39%	Summary of IWA Report	**35%**	0%	0%	0%	35%	**4.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
TL29	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Achieve a 50% Green Drop compliance for the 2025/26 financial year	% Green Drop compliance	19%	Green Drop Results	**50%**	0%	0%	0%	50%	**5.00**
TL30	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Achieve a 70% Blue Drop Compliance for the 2025/26 financial year	% Blue Drop Compliance	64.95%	Blue Drop Results	**70%**	0%	0%	0%	70%	**5.00**
TL31	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Number of formal residential properties that receive piped water that is connected to the municipal water infrastructure network and billed for the service as at 30 June (Reg 796)	Number of formal residential properties which are billed for water	18 442	Financial System Report	**22366**	22366	22366	22366	22366	**3.00**
TL32	Basic Service Delivery	Facilitate the sustainable incorporation and effective management of human settlements, to provide an equitable, inclusive, and resilient living environment that enhances the quality of	Complete the upgrade of Kwanomzamo Sport Facility by 30 June 2026	Number of upgrades completed	0	Completion certificates	**1**	0	0	0	1	**3.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		life for all residents										
TL33	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Restore the existing roads and stormwater infrastructure for Seekoei Cause Way by 30 June 2026	Number of projects completed	0	Completion certificates	**1**	0	0	0	1	**2.00**
TL34	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Rehabilitate and reseal 20 kilometres of surfaced roads and stormwater in Kouga by 30 June 2026	Number of kilometres of road rehabilitated and resurfaced	0	Practical completion certificate	**20**	5	5	5	5	**2.00**
TL35	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the refurbishment of the Hankey WWTW by 30 June 2026	Project completed	0	Completion certificates	**1**	0	0	0	1	**2.00**
TL36	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the upgrade of the Kwanomzamo WWTW by 30 June 2026	Project completed	0	Practical completion certificate	**1**	0	0	0	1	**3.00**
TL37	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the planning for the beach sewer pumpstation by 30 June 2026	Tender completed	0	Tender document	**1**	0	0	0	1	**2.00**
TL38	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the construction of the Loerie Sewer Pumpstation and rising main by 30 June 2026	Project completed	0	Completion certificates	**1**	0	0	0	1	**2.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
TL39	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Develop new boreholes in St Francis Bay by 30 June 2026	Project completed	0	Completion certificates	**1**	0	0	0	1	**2.00**
TL40	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the provision of basic services in Donkerhoek and Humansdorp by 30 June 2026	Project completed	0%	Completion certificates	**1**	0	0	0	1	**2.00**
TL41	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Number of formal residential properties connected to the municipal waste water sanitation/sewerage network for sewerage service (inclusive of septic tanks), irrespective of the number of water closets (toilets) and billed for the service as at 30 June (Reg 796)	Number of residential properties which are billed for sewerage	14 893	Financial System Report	**19684**	19684	19684	19684	19684	**1.00**
TL42	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the construction of the Gill Marcus Reservoir and feeder line for the Kruisfontein Bulk Water Supply by 30 June 2026	Project completed	0	Practical completion certificate	**1**	0	0	0	1	**2.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
TL43	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the street re-instatement and stormwater infrastructure for Ketse Street, Nanto Street, Meyer Street and Mountain Road by 30 June 2026	Project completed	0	Completion certificate	**1**	0	0	0	1	**2.00**
TL44	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the reinstatement of the Philip Street low level water crossing bridge by 30 June 2026	Project completed	0	Completion certificate	**1**	0	0	0	1	**1.00**
TL45	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the re-instatement of Shirley Street by 30 June 2026	Project completed	0	Completion certificate	**1**	0	0	0	1	**1.00**
TL46	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the re-instatement of Da Gama Road in the Kabeljouws area and stormwater re-instatement by 30 June 2026	Project completed	0	Completion certificate	**1**	0	0	0	1	**1.00**
TL47	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the George Road re-instatement of embankment, water and stormwater network by 30 June 2026	Project completed	0	Completion certificate	**1**	0	0	0	1	**1.00**
TL48	Basic Service Delivery	Provide excellent,	Appoint a consultant for an infrastructure	Consultant appointed	0	Appointment Letter	**1**	1	0	0	0	**1.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		sustainable service delivery to all residents	asset management plan by 30 September 2025									
TL49	Basic Service Delivery	Facilitate the sustainable incorporation and effective management of human settlements, to provide an equitable, inclusive, and resilient living environment that enhances the quality of life for all residents	Complete the formalisation of 5 informal settlements (Kwanomzamo, Ramaphosa Village, Tjoks in Thornhill, Donkerhoek and Oceanview (80 ha)) by 30 June 2026	Consultant appointed	0	General plan registration and detailed engineering designs	**5**	0	0	0	5	**2.00**
Strategic (Top Layer) Performance total weights												**51**
TOTAL												**100.00**

COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
	LEADING COPETENCIES	
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	1.67
Financial management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes: • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery	1.67
Change leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes: • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation	1.67

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Competency	Definition	Weight
Governance leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes: • Policy formulation • Risk and compliance management • Cooperative governance	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
	TOTAL	**20**

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Competency Framework

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate • Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole • Demonstrate basic understanding of key decision makers	• Give direction to a team in realising the institution's strategic mandate and set objectives • Has a positive impact and influence on the morale, engagement and participation of team members • Develop action plans to execute and guide strategy • Assist in defining performance measures to monitor the progress and effectiveness of the institution • Displays an awareness of institutional structures and political factors • Effectively communicate barriers to execution to relevant parties • Provide guidance to all stakeholders in the achievement of the strategic mandate • Understand the aim and objectives of the institution and relate it to own work	• Evaluate all activities to determine value and alignment to strategic intent • Display in-depth knowledge and understanding of strategic planning • Align strategy and goals across all functional areas • Actively define performance measures to monitor the progress and effectiveness of the institution • Consistently challenge strategic plans to ensure relevance • Understand institutional structures and political factors, and the consequences of actions • Empower others to follow the strategic direction and deal with complex situations • Guide the institution through complex and ambiguous concern • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	• Structure and position the institution to local government priorities • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework • Hold self-accountable for strategy execution and results • Provide impact and influence through building and maintaining strategic relationships • Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions • Integrate various systems into a collective whole to optimise institutional performance management • Uses understanding of competing interests to maneuver successfully to a win/win outcome

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate • Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole • Demonstrate basic understanding of key decision makers	• Give direction to a team in realising the institution's strategic mandate and set objectives • Has a positive impact and influence on the morale, engagement and participation of team members • Develop action plans to execute and guide strategy • Assist in defining performance measures to monitor the progress and effectiveness of the institution • Displays an awareness of institutional structures and political factors • Effectively communicate barriers to execution to relevant parties • Provide guidance to all stakeholders in the achievement of the strategic mandate • Understand the aim and objectives of the institution and relate it to own work	• Evaluate all activities to determine value and alignment to strategic intent • Display in-depth knowledge and understanding of strategic planning • Align strategy and goals across all functional areas • Actively define performance measures to monitor the progress and effectiveness of the institution • Consistently challenge strategic plans to ensure relevance • Understand institutional structures and political factors, and the consequences of actions • Empower others to follow the strategic direction and deal with complex situations • Guide the institution through complex and ambiguous concern • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	• Structure and position the institution to local government priorities • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework • Hold self-accountable for strategy execution and results • Provide impact and influence through building and maintaining strategic relationships • Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions • Integrate various systems into a collective whole to optimise institutional performance management • Uses understanding of competing interests to maneuver successfully to a win/win outcome

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	People Management		
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Participate in team goalsetting and problem solving • Interact and collaborate with people of diverse backgrounds • Aware of guidelines for employee development, but requires support in implementing development initiatives	• Seek opportunities to increase team contribution and responsibility • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach • Effectively delegate tasks and empower others to increase contribution and execute functions optimally • Apply relevant employee legislation fairly and consistently • Effectively identify capacity requirements to fulfill the strategic mandate	• Identify ineffective team and work processes and recommend remedial interventions • Recognise and reward effective and desired behavior • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development and learning needs within the team • Inspire a culture of performance excellence by giving positive and constructive feedback to the team • Achieve agreement or consensus in adversarial environments • Lead and unite diverse teams across divisions to achieve institutional objectives	• Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of discipline, responsibility and accountability • Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution • Develop comprehensive integrated strategies and approaches to human capital development and management • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Program and Project Management		
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, implications and stakeholder involvement • Understand the rational of projects in relation to the institution's strategic objectives • Document and communicate factors and risk associated with own work • Use results and approaches of successful project implementation as guide	• Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation	• Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource requirements • Modify project scope and budget when required without compromising the quality and objectives of the project • Involve top-level authorities and relevant stakeholders in seeking project buy-in • Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results • Monitor policy implementation and apply procedures to manage risks	• Understand and conceptualise the long-term implications of desired project outcomes • Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives • Influence people in positions of authority to implement outcomes of projects • Lead and direct translation of policy into workable action plans • Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Financial Management		
COMPETENCY DEFINITION :	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand basic financial concepts and methods as they relate to institutional processes and activities • Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems • Understand the importance of financial accountability • Understand the importance of asset control	• Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a cost-saving approach to financial management • Prepare financial reports based on specified formats • Consider and understand the financial implications of decisions and suggestions • Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	• Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility • Prepare budgets that are aligned to the strategic objectives of the institution • Address complex budgeting and financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management practices • Advise on policies and procedures regarding asset control • Promote National Treasury's regulatory framework for Financial Management	• Develop planning tools to assist in evaluating and monitoring future expenditure trends • Set budget frameworks for the institution • Set strategic direction for the institution on expenditure and other financial processes • Build and nurture partnerships to improve financial management and achieve financial savings • Actively identify and implement new methods to improve asset control • Display professionalism in dealing with financial data and processes

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Change Leadership		
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display an awareness of change interventions and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of local government	• Perform an analysis of the change impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effects of change, resistance factors and how to integrate change • Motivate and inspire others around change initiatives

Personal Development Plan

Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1. CPD training	Adhere to ECSA requirements for prof.	Conferences + CPD training	In person or virtual	2025 - 2026	Compulsory for prof. registration	MM.
2. R + D technology	New technology to be implemented.	Further education (PHD studies)	"	"	Best practice to be implemented for khm	MM.
3.						

Signed and accepted by the Employee

Date: 30/06/2025

Signed by the Municipal Manager on behalf of the Municipality

Date: 30/06/2025

KOUGA MUNICIPALITY

Performance Agreement
for the financial year 1 July 2025 – 30 June 2026

DIRECTOR COMMUNITY SERVICES

Performance agreement made and entered into by and between

The Kouga Municipality and represented by **Charl du Plessis**, the Municipal Manager (*herein and after referred as Employer*)

and

Nomvula Machelesi, the Director Community Services (*herein and after referred as Employee*) for the period 1 July 2025 to 30 June 2026

Where as

a. The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";

b. Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;

c. The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government goals; and

d. The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

1. INTERPRETATION

1.1 In this Agreement the followings terms will have the meaning ascribed thereto:

1.1.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;

1.1.2 "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 60 of the Local Government: Municipal Structures Act 117 of 1998 ("the Structures Act") as represented by its chairperson, the Executive Mayor;

1.1.3 "the Employee" means the Director appointed in terms of Section 56 of the Systems Act;

1.1.4 "the Employer" means the Municipality; and

1.1.5 "the Parties" means the Employer and Employee.

Dir.: _____ MM: _____

2. PURPOSE OF THIS AGREEMENT

2.1 To comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;

2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;

2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);

2.4 To monitor and measure performance against set targeted outputs and outcomes;

2.5 To establish a transparent and accountable working relationship;

2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

3.1 This Agreement will commence on 1 July 2025 and will remain in force until 30 June 2026 where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;

3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason;

3.4 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties, immediately be revised; and

3.5 Any significant amendments or deviations must take cognizance of the requirements of sections 34 and 42 of the Municipal Systems Act and Regulation 4(5) of the Regulations.

Dir.: NM MM:

4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out –

4.1.1 The performance objectives and targets that must be met by the Employee;

4.1.2 The timeframes within which those performance objectives and targets must be met; and

4.1.3 The competencies (Annexure B – definitions in terms of Regulation 21 of 17 January 2014) required to operate effectively as senior managers in the local government environment.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:

4.2.1 Key objectives that describe the main tasks that need to be done;

4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved by the employee;

4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and

4.2.4 Weightings showing the relative importance of the key objectives to each other.

4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;

Dir.: _____ MM: _____

5.3 The Employer must consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;

5.4 The Employee undertakes to actively focus on the promotion and implementation of the key performance indicators (including special projects relevant to the employee's responsibilities) within the local government framework;

5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Operational Performance and Competencies both of which shall be contained in the Performance Agreement;

5.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee;

5.7 The Competencies will make up the other 20% of the Employee's assessment score. The Competencies are spilt into two groups, leading competencies (indicated in blue on the graph below) that drive strategic intent and direction and core competencies (indicated in green on the graph below), which drive the execution of the leading competencies.

6. PERFORMANCE ASSESSMENT

6.1 The Performance Plan (Annexure A) to this Agreement sets out key performance indicators and competencies that needs to be evaluated in terms of –

6.1.1 The standards and procedures for evaluating the Employee's performance; and

6.1.2 During the intervals for the evaluation of the Employee's performance.

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

Dir.: _____ MM: _____

6.4 The Employee's performance will also be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.13 below;

6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;

6.6 Assessment of the achievement of results as outlined in the performance plan:

6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met (qualitative and quantitative) and with due regard to ad-hoc tasks that had to be performed under the KPI;

6.6.2 A rating on the five-point scale described in 6.9 below shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;

6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.

6.7 Assessment of the Competencies:

6.7.1 Each Competency will be assessed in terms of the descriptions provided (Annexure B) during the mid-year and year-end reviews;

6.7.2 A rating on the five-point scale described in 6.10 below shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and

6.7.3 An overall score will be calculated based on the total of the individual scores calculated above.

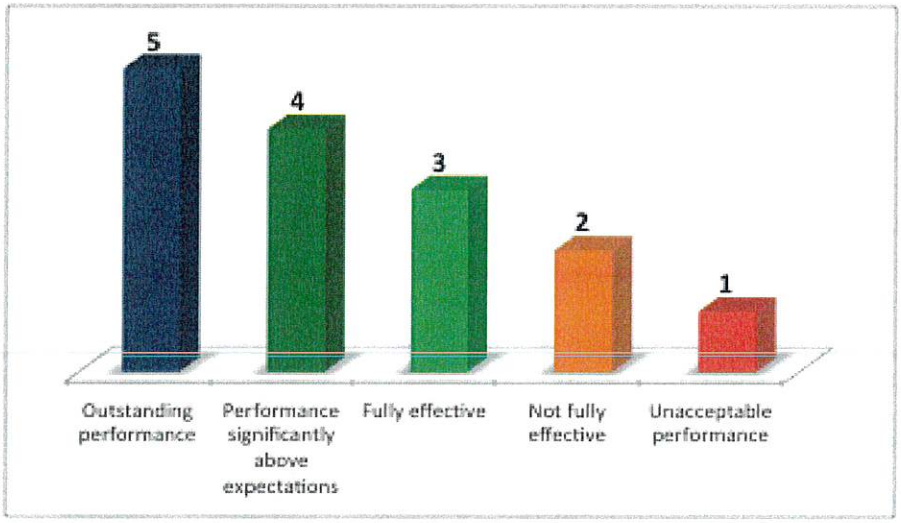
6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

Dir.: _____ MM: _____

6.8.2 Such overall rating represents the outcome of the performance appraisal.

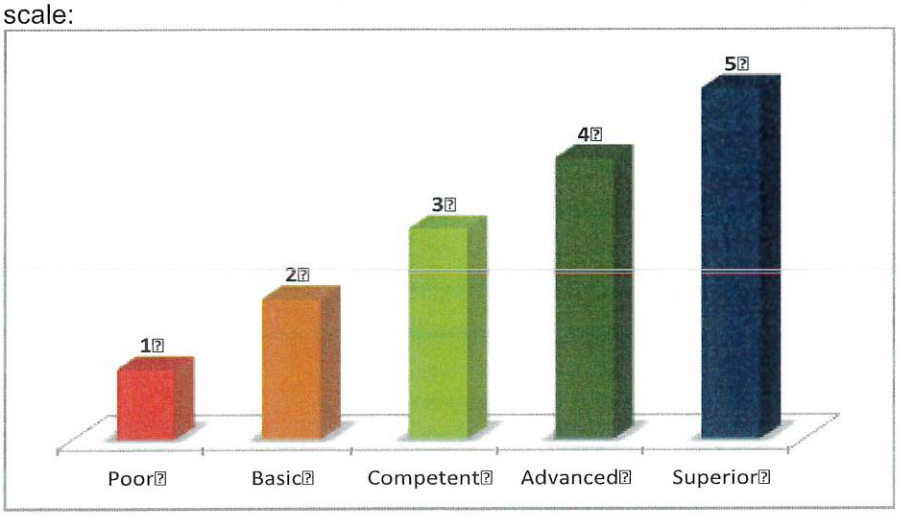
6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs:



Terminology	Description
Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee

Terminology	Description
	has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.10 The assessment of the competencies will be based on the following rating scale:



Achievement Level	Description
Poor	Do not apply the basic concepts and methods to proof a basic understanding of local government operations and requires extensive supervision and development interventions.
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping strategic direction and change, develops and applies comprehensive concepts and methods.

6.11 For purposes of evaluating the annual performance of the Employee, an evaluation panel constituted of the following persons will be established –

6.11.1 Municipal Manager;

6.11.2 Municipal Manager from another municipality;

6.11.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.11.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.12 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st and 3rd quarters and document a summary of the discussions; and

6.13 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meetings.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed for the following quarters with the understanding that the reviews in the first and the third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	July - September	October 2025
2	October – December	January 2026
3	January – March	April 2026
4	April - June	July 2026
5	Annual Performance Evaluation	December 2026

7.2 The Employer shall keep a record of the year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

Dir.: NM MM:

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 A substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

Dir.: MM MM: _____

11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for acknowledging outstanding performance or correcting unacceptable performance;

11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter;

11.3 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance constituted as follows:

Average Performance Score	Performance Bonus
Between 130% to 149%	Performance bonus range from 5% to 9%
From 150% and above	Performance bonus range from 10% to 14%

11.4 In the event of the Employee terminating his services during the validity period of this Agreement, but only after three months after the start of this agreement's inception date, the Employee's performance will be evaluated for the period during which he/she was employed and he/she will be entitled to a pro-rata performance bonus based on his/her evaluated performance for the period of actual service; and

11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

Dir.: _____ MM: _____

12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 Disputes will be dealt with in terms of Section 33 of the Local Government: Municipal Performance Regulations for Municipal Managers and managers directly accountable to Municipal Managers (Regulation 805 of August 2006).

13.2 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement, must be mediated by the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.

13.3 Any disputes about the outcome of the employee's performance evaluation, must be mediated by a member of the municipal council, provided that such member was not part of the evaluation panel, within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Dir.: _____ MM: _____

Thus done and signed at Jeffreys Bay on the 23 day of June of 2025.

AS WITNESSES:

1. _____

2. _____

_____
MUNICIPAL MANAGER

Thus done and signed at _____ on the _____ day of June of 2025.

AS WITNESSES:

1. _____

2. _____

_____
DIRECTOR

Performance Plan

Director: Community Services

The Performance Plan sets out:

a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and

b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

Performance should be evaluated:

a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;

b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;

c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;

d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
Departmental Performance												
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Waste and Environmental Management	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**2.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Parks and Community Amenities	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**2.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Safety and Security	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**2.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient	Manage and achieve 90% of the KPI's of the section: Fire and Disaster Management	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**2.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		governance processes										
Departmental Performance total weights												**8**
Managerial Performance												
D410	Municipal Transformation and Institutional Development	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance	Conclude performance agreements with all direct reportees employed staff by 30 July	% of performance agreements concluded	100%	Certificate of completion	**100%**	100%	0%	0%	0%	**3.00**
D411	Good Governance and Public Participation	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management	Conduct mid-year evaluation of all direct reportees employed staff by 31 January	% of evaluations conducted	100%	Certificate of completion	**100%**	0%	0%	100%	0%	**3.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		practices that align with its objectives, promote innovation, and enhance overall municipal performance										
D412	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Submit inputs for the Annual Report to the PMS Office by 31 July	% of inputs submitted	100%	Proof of submission	**100%**	100%	0%	0%	0%	**3.00**
D413	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Submit inputs for the IDP to the IDP Office by 31 January	% of inputs submitted	100%	Proof of submission	**100%**	0%	0%	100%	0%	**3.00**
D414	Municipal Financial Viability and Management	Adherence to and implementation of effective and efficient governance processes	Submit inputs on the Circular 88 indicators to the PMS Office quarterly (Outputs - quarterly & Outcomes - annually)	% of inputs submitted	100%	Proof of submission	**100%**	100%	100%	100%	100%	**3.00**
D415	Municipal Financial Viability and Management	Enhance financial management and the effective	Spend 90% of the original capital budget of the department by 30 June	% of the budget spent	90%	Capital expenditure report from SAMRAS	**90%**	0%	30%	60%	90%	**6.00**

NM

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		utilization of resources, thereby ensuring the long-term viability and sustainability of the organization										
D416	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Update the SDBIP monthly by the closure date of the system	Number of updates completed by the closure date	8	Dated Screenshot signed-off	**8**	0	2	3	3	**3.00**
D417	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Submit a funding application to source additional funding for Waste Management	Number of funding applications submitted	2	Proof of submission	**2**	0	0	0	2	**8.00**
D418	Basic Service Delivery	Provide excellent, sustainable	Conduct landfill internal audit by 30 June	Percentage of audit completed	100	Audit report received	**100%**	0	0	0	100%	**8.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		service delivery to all residents										
D419	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Host the annual cleanest ward completion by 30 June	Number of cleanest ward competitions hosted	1	Close-out report submitted to the MM	**1**	0	0	0	1	**8.00**
Managerial Performance total weights												**48**
Strategic (Top Layer) Performance												
TL57	Good Governance and Public Participation	Adherence to and implementation of effective and efficient governance processes	Review and submit the Disaster Management Plan to Portfolio Committee by 31 May 2026	Disaster Management Plan reviewed and submitted to Portfolio Committee	0	Proof of submission	**1**	0	0	0	1	**8.00**
TL58	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Number of residential properties for which refuse is removed once per week and billed for the service as at 30 June 2026	Number of residential properties which are billed for refuse removal	18 172	Financial System Report	**24522**	24522	24522	24522	24522	**3.00**
TL59	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	75% emergency response time within 15 minutes from when call is received to areas where the service is available	% response time for fire and emergency incidents	75%	Incident reports	**75%**	75%	75%	75%	75%	**10.00**
TL60	Basic Service Delivery	Provide excellent, sustainable	Appoint the service provider to develop the Environmental Framework and	Service provider appointed	0	Appointment letter	**1**	0	0	0	1	**3.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		service delivery to all residents	submit to Council by 30 June 2026									
TL61	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Develop the costing plan in terms of the Public Safety Plan and submit it to the MM by 30 September 2025	Costing Plan developed and submitted to the MM	0	Proof of submission	**1**	1	0	0	0	**10.00**
TL62	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the beautification of two entrances and report to the MM by 30 June 2026	Number of entrances beautified and reported on	0	Close out reports signed-off by MM	**2**	0	0	0	2	**10.00**
Strategic (Top Layer) Performance total weights												**44**
TOTAL												**100.00**

COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
	LEADING COPETENCIES	
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	1.67
Financial management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes: • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery	1.67
Change leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes: • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation	1.67

Competency	Definition	Weight
Governance leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes: • Policy formulation • Risk and compliance management • Cooperative governance	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
	TOTAL	**20**

Competency Framework

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	**Strategic Direction and Leadership**		
COMPETENCY DEFINITION :	**Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate**		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate • Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole • Demonstrate basic understanding of key decision makers	• Give direction to a team in realising the institution's strategic mandate and set objectives • Has a positive impact and influence on the morale, engagement and participation of team members • Develop action plans to execute and guide strategy • Assist in defining performance measures to monitor the progress and effectiveness of the institution • Displays an awareness of institutional structures and political factors • Effectively communicate barriers to execution to relevant parties • Provide guidance to all stakeholders in the achievement of the strategic mandate • Understand the aim and objectives of the institution and relate it to own work	• Evaluate all activities to determine value and alignment to strategic intent • Display in-depth knowledge and understanding of strategic planning • Align strategy and goals across all functional areas • Actively define performance measures to monitor the progress and effectiveness of the institution • Consistently challenge strategic plans to ensure relevance • Understand institutional structures and political factors, and the consequences of actions • Empower others to follow the strategic direction and deal with complex situations • Guide the institution through complex and ambiguous concern • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	• Structure and position the institution to local government priorities • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework • Hold self-accountable for strategy execution and results • Provide impact and influence through building and maintaining strategic relationships • Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions • Integrate various systems into a collective whole to optimise institutional performance management • Uses understanding of competing interests to maneuver successfully to a win/win outcome

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	People Management		
COMPETENCY DEFINITION :	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Participate in team goalsetting and problem solving • Interact and collaborate with people of diverse backgrounds • Aware of guidelines for employee development, but requires support in implementing development initiatives	• Seek opportunities to increase team contribution and responsibility • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach • Effectively delegate tasks and empower others to increase contribution and execute functions optimally • Apply relevant employee legislation fairly and consistently • Effectively identify capacity requirements to fulfill the strategic mandate	• Identify ineffective team and work processes and recommend remedial interventions • Recognise and reward effective and desired behavior • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development and learning needs within the team • Inspire a culture of performance excellence by giving positive and constructive feedback to the team • Achieve agreement or consensus in adversarial environments • Lead and unite diverse teams across divisions to achieve institutional objectives	• Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of discipline, responsibility and accountability • Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution • Develop comprehensive integrated strategies and approaches to human capital development and management • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Program and Project Management		
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, implications and stakeholder involvement • Understand the rational of projects in relation to the institution's strategic objectives • Document and communicate factors and risk associated with own work • Use results and approaches of successful project implementation as guide	• Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation	• Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource requirements • Modify project scope and budget when required without compromising the quality and objectives of the project • Involve top-level authorities and relevant stakeholders in seeking project buy-in • Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results • Monitor policy implementation and apply procedures to manage risks	• Understand and conceptualise the long-term implications of desired project outcomes • Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives • Influence people in positions of authority to implement outcomes of projects • Lead and direct translation of policy into workable action plans • Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Financial Management		
COMPETENCY DEFINITION :	**Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner**		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Understand basic financial concepts and methods as they relate to institutional processes and activities • Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems • Understand the importance of financial accountability • Understand the importance of asset control	• Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a cost-saving approach to financial management • Prepare financial reports based on specified formats • Consider and understand the financial implications of decisions and suggestions • Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	• Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility • Prepare budgets that are aligned to the strategic objectives of the institution • Address complex budgeting and financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management practices • Advise on policies and procedures regarding asset control • Promote National Treasury's regulatory framework for Financial Management	• Develop planning tools to assist in evaluating and monitoring future expenditure trends • Set budget frameworks for the institution • Set strategic direction for the institution on expenditure and other financial processes • Build and nurture partnerships to improve financial management and achieve financial savings • Actively identify and implement new methods to improve asset control • Display professionalism in dealing with financial data and processes

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Change Leadership		
COMPETENCY DEFINITION :	Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display an awareness of change interventions and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of local government	• Perform an analysis of the change impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effects of change, resistance factors and how to integrate change • Motivate and inspire others around change initiatives

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Governance Leadership		
COMPETENCY DEFINITION :	**Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships**		
ACHIEVEMENT LEVELS			
BASIC	**COMPETENT**	**ADVANCED**	**SUPERIOR**
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives	• Able to link risk initiatives into key institutional objectives and drivers • Identify, analyse and measure risk, create valid risk forecasts and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives • Demonstrate a thorough understanding of risk retention plans • Identify and implement comprehensive risk management systems and processes • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	• Demonstrate a high level of commitment in complying with governance requirements • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise local government on risk management, best practice interventions and compliance management • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government • Able to shape, direct and drive the formulation of policies on a macro level

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Moral Competence		
COMPETENCY DEFINITION :	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles • Follow basic rules and regulations of the institution • Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	• Conduct self in alignment with the values of local government and the institution • Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver • Actively report fraudulent activity and corruption with local government • Understand and honor the confidential nature of matters without seeking personal gain • Able to deal with situations of conflict of interest promptly and in the best interest of local government	• Identify, develop and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments • Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders • Present values, beliefs and ideas that are congruent with the institution's rules and regulations • Takes an active stance against corruption and dishonesty when noted • Actively promote the value of the institution to internal and external stakeholders • Able to work in unity with a team and not seek personal gain • Apply universal moral principles consistently to achieve moral decisions	• Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption • Set integrity standards and shared accountability measures across the institution to support the objectives of local government • Take responsibility for own actions and decisions, even if the consequences are unfavorable

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Planning and Organising		
COMPETENCY DEFINITION :	**Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk**		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Able to follow basic plans and organise tasks around set objectives • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans and ensure that objectives are met • Focus on short-term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation	• Actively and appropriately organise information and resources required for a task • Recognise the urgency and importance of tasks • Balance short and long-term plans and goals and incorporate into the team's performance objectives • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measures progress and monitor performance results	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation • Identify in advance required stages and actions to complete tasks • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans in light of changing circumstances • Prioritise tasks and projects according to their relevant urgency and importance	• Focus on broad strategies and initiatives when developing plans and actions • Able to protect and forecast short, medium and long term requirements of the institution and local government • Translate policy into relevant projects to facilitate the achievement of institutional objectives

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Analysis and Innovation		
COMPETENCY DEFINITION :	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand the basic operation of analysis, but lack detail and thoroughness • Able to balance independent analysis with requesting assistance from others • Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations • Demonstrate objectivity, insight and thoroughness when analysing problems • Able to break down complex problems into manageable parts and identify solutions • Consult internal and external stakeholders on opportunities to improve processes and service delivery • Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders • Continuously identify opportunities to enhance internal processes • Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	• Coaches team members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analysing and resolving complex problems • Identify solutions on various areas in the institution • Formulate and implement new ideas throughout the institution • Able to gain approval and buy-in for proposed interventions from relevant stakeholders • Identify trends and best practices in process and service delivery and propose institutional application • Continuously engage in research to identify client needs	• Demonstrate complex analytical and problem solving approaches and techniques • Create an environment conducive to analytical and fact-based problem solving • Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence • Create an environment that fosters innovative thinking and follows a learning organisation approach • Be a thought leader on innovative customer service delivery and process optimisation • Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Knowledge and Information Management		
COMPETENCY DEFINITION :	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Collect, categorise and track relevant information required for specific tasks and projects • Analyse and interpret information to draw conclusions • Seek new sources of information to increase the knowledge base • Regularly share information and knowledge with internal stakeholders and team members	• Use appropriate information systems and technology to manage institutional knowledge and information sharing • Evaluate data from various sources and use information effectively to influence decisions and provide solutions • Actively create mechanisms and structures for sharing information • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	• Effectively predict future information and knowledge management requirements and systems • Develop standards and processes to meet future knowledge management needs • Share and promote best-practice knowledge management across various institutions • Establish accurate measures and monitoring systems for knowledge and information management • Create a culture conducive of learning and knowledge sharing • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information • Establish partnerships across local government to facilitate knowledge management • Demonstrate a mature approach • Recognise and exploit knowledge points in interactions with internal and external stakeholders

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Communication		
COMPETENCY DEFINITION :	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools • Express ideas in a clear and focused manner, but does not always take the audience into consideration • Disseminate and convey information and knowledge adequately	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs • Adapt communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structured written documents	• Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline	• Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical appreciate conversations • Able to coordinate negotiations at different levels within local government and externally

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Results and Quality Focus		
COMPETENCY DEFINITION :	Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand quality of work but requires guidance in attending to important matters • Show a basic commitment to achieving the correct results • Produce the minimum level of results required in the role • Produce outcomes that is of a good standard • Focus on the quantity of output but requires development in incorporating the quality of work • Produce quality work in general circumstances, but fails to meet expectation when under pressure	• Focus on high-priority actions and does not become distracted by lower-priority activities • Display firm commitment and pride in achieving the correct results • Set quality standards and design processes and tasks around achieving set standards • Produce output of high quality • Able to balance the quantity and quality and quality of results in order to achieve objectives • Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed	• Consistently verify own standards and outcomes to ensure quality output • Focus on the end result and avoids being distracted • Demonstrate a determined and committed approach to achieving results and quality standards • Follow task and projects through to completion • Set challenging goals and objectives to self and team and display commitment to achieving expectations • Maintain a focus on quality outputs when placed under pressure • Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	• Coach and guide others to exceed quality standards and results • Develop challenging, client-focused goals and sets high standards for personal performance • Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required • Work with team to set ambitious and challenging team goals, communicating long- and short term expectations • Take appropriate risks to accomplish goals • Overcome setbacks and adjust action plans to realise goals • Focus people on critical activities that yield a high impact

Personal Development Plan

Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.						
2.						
3.						

Signed and accepted by the Employee

Date: 23/ June/ 2025

Signed by the Municipal Manager on behalf of the Municipality

Date: 23/06/2025

KOUGA MUNICIPALITY

Performance Agreement
for the financial year 1 July 2025 – 30 June 2026

DIRECTOR ELECTRO-MECHANICAL SERVICES

Performance agreement made and entered into by and between

The Kouga Municipality and represented by **Charl du Plessis**, the Municipal Manager (*herein and after referred as Employer*)

and

Theodore Madatt, the Director Electro-Mechanical Services (*herein and after referred as Employee*) for the period 1 July 2025 to 30 June 2026

Where as

a. The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred as "the Parties";

b. Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the Parties to conclude an annual performance agreement;

c. The Parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the Employee to a set of outcomes that will promote local government goals; and

d. The Parties wish to ensure that there is compliance with Sections 57(4B) and 57(5) of the Systems Act.

1. INTERPRETATION

1.1 In this Agreement the followings terms will have the meaning ascribed thereto:

1.1.1 "this Agreement" – means the performance agreement between the Employer and the employee and the Annexures thereto;

1.1.2 "the Executive Authority" – means the Mayoral Committee of the Municipality constituted in terms of Section 60 of the Local Government: Municipal Structures Act 117 of 1998 ("the Structures Act") as represented by its chairperson, the Executive Mayor;

1.1.3 "the Employee" means the Director appointed in terms of Section 56 of the Systems Act;

1.1.4 "the Employer" means the Municipality; and

1.1.5 "the Parties" means the Employer and Employee.

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2. PURPOSE OF THIS AGREEMENT

2.1 To comply with the provisions of Section 57(1)(b),(4B) and (5) of the Systems Act as well as the Contract of Employment entered into between the Parties;

2.2 To specify objectives and targets established for the Employee and to communicate to the Employee the Employer's expectations of the Employee's performance targets and accountabilities;

2.3 To specify accountabilities as set out in the Performance Plan (Annexure A);

2.4 To monitor and measure performance against set targeted outputs and outcomes;

2.5 To establish a transparent and accountable working relationship;

2.6 To appropriately reward the employee in accordance with section 11 of this agreement; and

2.7 To give effect to the Employer's commitment to a performance-orientated relationship with the Employee in attaining improved service delivery.

3. COMMENCEMENT AND DURATION

3.1 This Agreement will commence on 1 July 2025 and will remain in force until 30 June 2026 where-after a new Performance Agreement shall be concluded between the parties for the next financial year or any portion thereof;

3.2 The Parties will conclude a new Performance Agreement that replaces this Agreement at least once a year by not later than 31st of July of the succeeding financial year;

3.3 This Agreement will terminate on the termination of the Employee's contract of employment for any reason;

3.4 If at any time during the validity of the agreement the work environment alters to the extent that the contents of the agreement are no longer appropriate, the contents must by mutual agreement between the parties, immediately be revised; and

3.5 Any significant amendments or deviations must take cognizance of the requirements of sections 34 and 42 of the Municipal Systems Act and Regulation 4(5) of the Regulations.

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4. PERFORMANCE OBJECTIVES

4.1 The Performance Plan (Annexure A) sets out –

4.1.1 The performance objectives and targets that must be met by the Employee;

4.1.2 The timeframes within which those performance objectives and targets must be met; and

4.1.3 The competencies (Annexure B – definitions in terms of Regulation 21 of 17 January 2014) required to operate effectively as senior managers in the local government environment.

4.2 The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include:

4.2.1 Key objectives that describe the main tasks that need to be done;

4.2.2 Key performance indicators that provide the details of the evidence that must be provided to show that a key objective has been achieved by the employee;

4.2.3 Target dates that describe the timeframe in which the targets must be achieved; and

4.2.4 Weightings showing the relative importance of the key objectives to each other.

4.3 The Personal Development Plan (Annexure C) sets out the Employee's personal development requirements in line with the objectives and targets of the Employer; and

4.4 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5. PERFORMANCE MANAGEMENT SYSTEM

5.1 The Employee agrees to participate in the performance management system that the Employer adopted for the employees of the Employer;

5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the employees and service providers to perform to the standards required;

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5.3 The Employer must consult the Employee about the specific performance standards and targets that will be included in the performance management system applicable to the Employee;

5.4 The Employee undertakes to actively focus on the promotion and implementation of the key performance indicators (including special projects relevant to the employee's responsibilities) within the local government framework;

5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, Operational Performance and Competencies both of which shall be contained in the Performance Agreement;

5.6 The Employee's assessment will be based on his performance in terms of the outputs/outcomes (performance indicators) identified as per attached Performance Plan, which are linked to the KPAs, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee;

5.7 The Competencies will make up the other 20% of the Employee's assessment score. The Competencies are spilt into two groups, leading competencies (indicated in blue on the graph below) that drive strategic intent and direction and core competencies (indicated in green on the graph below), which drive the execution of the leading competencies.

6. PERFORMANCE ASSESSMENT

6.1 The Performance Plan (Annexure A) to this Agreement sets out key performance indicators and competencies that needs to be evaluated in terms of –

6.1.1 The standards and procedures for evaluating the Employee's performance; and
6.1.2 During the intervals for the evaluation of the Employee's performance.

6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force;

6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames;

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6.4 The Employee's performance will also be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan (IDP) as described in 6.6 – 6.13 below;

6.5 The Employee will submit quarterly performance reports (SDBIP) and a comprehensive annual performance report at least one week prior to the performance assessment meetings to the Evaluation Panel Chairperson for distribution to the panel members for preparation purposes;

6.6 Assessment of the achievement of results as outlined in the performance plan:

6.6.1 Each KPI or group of KPIs shall be assessed according to the extent to which the specified standards or performance targets have been met (qualitative and quantitative) and with due regard to ad-hoc tasks that had to be performed under the KPI;

6.6.2 A rating on the five-point scale described in 6.9 below shall be provided for each KPI or group of KPIs which will then be multiplied by the weighting to calculate the final score;

6.6.3 The Employee will submit his self-evaluation to the Employer prior to the formal assessment;

6.6.4 In the instance where the employee could not perform due to reasons outside the control of the employer and employee, the KPI will not be considered during the evaluation. The employee should provide sufficient evidence in such instances; and

6.6.5 An overall score will be calculated based on the total of the individual scores calculated above.

6.7 Assessment of the Competencies:

6.7.1 Each Competency will be assessed in terms of the descriptions provided (Annexure B) during the mid-year and year-end reviews;

6.7.2 A rating on the five-point scale described in 6.10 below shall be provided for each Competency which will then be multiplied by the weighting to calculate the final score; and

6.7.3 An overall score will be calculated based on the total of the individual scores calculated above.

6.8 Overall rating

6.8.1 An overall rating is calculated by adding the overall scores as calculated in 6.6.5 and 6.7.3 above; and

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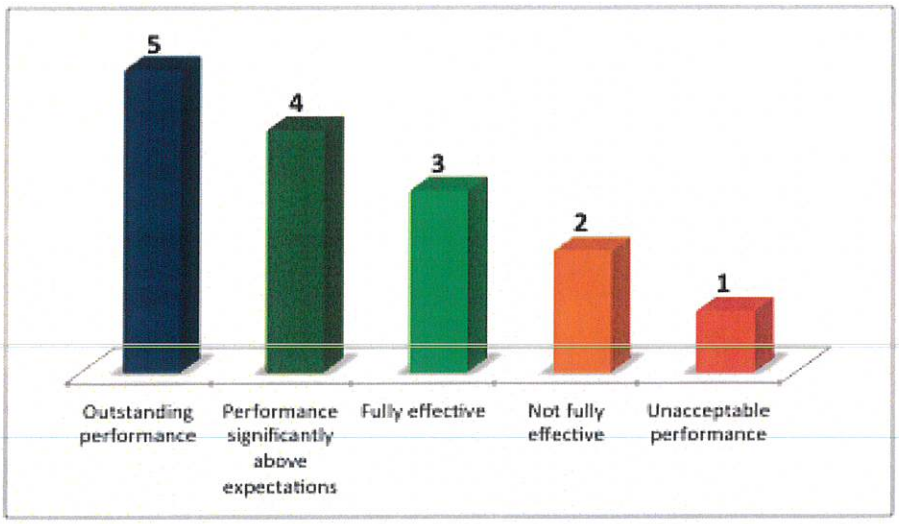
6.8.2 Such overall rating represents the outcome of the performance appraisal.

6.9 The assessment of the performance of the Employee will be based on the following rating scale for KPIs:

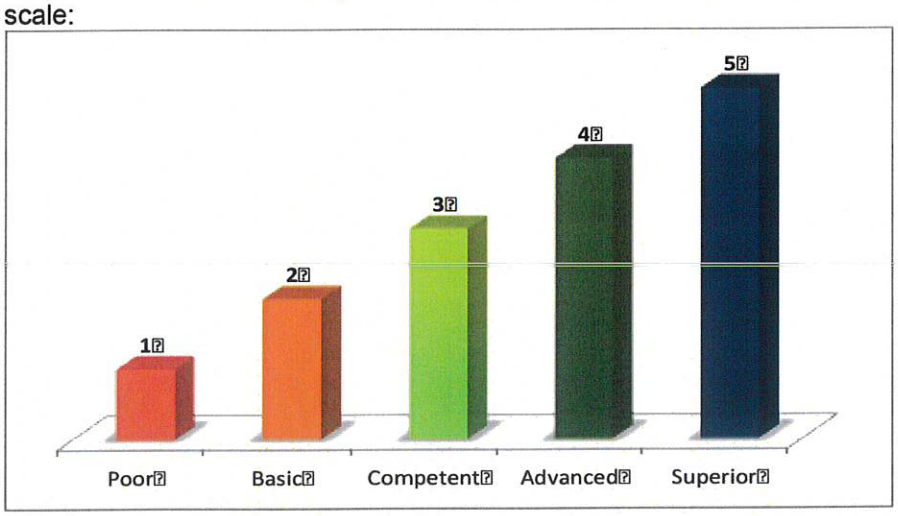


Terminology	Description
Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.
Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.
Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that they employee

Dir.: _____ MM: _____

Terminology	Description
	has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

6.10 The assessment of the competencies will be based on the following rating scale:



Achievement Level	Description
Poor	Do not apply the basic concepts and methods to proof a basic understanding of local government operations and requires extensive supervision and development interventions.
Basic	Applies basic concepts, methods, and understanding of local government operations, but requires supervision and development intervention.
Competent	Develops and applies more progressive concepts, methods and understanding. Plans and guides the work of others and executes progressive analysis.
Advanced	Develops and applies complex concepts, methods and understanding. Effectively directs and leads a group and executes in-depth analysis.
Superior	Has a comprehensive understanding of local government operations, critical in strategic shaping strategic direction and change, develops and applies comprehensive concepts and methods.

6.11 For purposes of evaluating the annual performance of the Employee, an evaluation panel constituted of the following persons will be established –

6.11.1 Municipal Manager;

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6.11.2 Municipal Manager from another municipality;

6.11.3 Chairperson of the Performance Audit Committee or in his/her absence thereof, the Chairperson of the Audit Committee; and

6.11.4 The Member of the Mayoral Committee (Portfolio Chairperson).

6.12 The Municipal Manager will evaluate the performance of the Employee as at the end of the 1st and 3rd quarters and document a summary of the discussions; and

6.13 The Municipal Manager will give performance feedback to the Employee within five (5) working days after each quarterly and annual assessment meetings.

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of the Employee in relation to his performance agreement shall be reviewed for the following quarters with the understanding that the reviews in the first and the third quarter may be verbal if performance is satisfactory:

Quarter	Review Period	Review to be completed by
1	July - September	October 2025
2	October – December	January 2026
3	January – March	April 2026
4	April - June	July 2026
5	Annual Performance Evaluation	December 2026

7.2 The Employer shall keep a record of the year-end assessment meetings;

7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance;

7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure A from time to time for operational reasons. The Employee will be fully consulted before any such change is made; and

7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and/or amended as the case may be. In that case, the Employee will be fully consulted before any such change is made.

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8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure C. Such Plan may be implemented and/or amended as the case may be after each assessment. In that case, the Employee will be fully consulted before any such change or plan is made.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall-

9.1.1 Create an enabling environment to facilitate effective performance by the employee;

9.1.2 Provide access to skills development and capacity building opportunities;

9.1.3 Work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;

9.1.4 On the request of the Employee delegate such powers reasonably required by the Employee to enable him to meet the performance objectives and targets established in terms of this Agreement; and

9.1.5 Make available to the Employee such resources as the Employee may reasonably require from time to time assisting him to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The Employer agrees to consult the Employee timeously where the exercising of its powers will have amongst others-

10.1.1 A direct effect on the performance of any of the Employee's functions;

10.1.2 Commit the Employee to implement or to give effect to a decision made by the Employer; and

10.1.3 A substantial financial effect on the Employer.

10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in clause 12.1 as soon as is practicable to enable the Employee to take any necessary action with delay.

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11. REWARD

11.1 The evaluation of the Employee's performance will form the basis for acknowledging outstanding performance or correcting unacceptable performance;

11.2 The payment of the performance bonus is determined by the performance score obtained during the 4th quarter;

11.3 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the Employee in recognition of outstanding performance constituted as follows:

Average Performance Score	Performance Bonus
Between 130% to 149%	Performance bonus range from 5% to 9%
From 150% and above	Performance bonus range from 10% to 14%

11.4 In the event of the Employee terminating his services during the validity period of this Agreement, but only after three months after the start of this agreement's inception date, the Employee's performance will be evaluated for the period during which he/she was employed and he/she will be entitled to a pro-rata performance bonus based on his/her evaluated performance for the period of actual service; and

11.5 The Employer will submit the total score of the annual assessment and of the Employee, to full Council for purposes of recommending the bonus allocation.

12. MANAGEMENT OF EVALUATION OUTCOMES

12.1 Where the Employer is, any time during the Employee's employment, not satisfied with the Employee's performance with respect to any matter dealt with in this Agreement, the Employer will give notice to the Employee to attend a meeting;

12.2 The Employee will have the opportunity at the meeting to satisfy the Employer of the measures being taken to ensure that his performance becomes satisfactory and any programme, including any dates, for implementing these measures;

12.3 Where there is a dispute or difference as to the performance of the Employee under this Agreement, the Parties will confer with a view to resolving the dispute or difference; and

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12.4 In the case of unacceptable performance, the Employer shall –

12.4.1 Provide systematic remedial or developmental support to assist the Employee to improve his performance; and

12.4.2 After appropriate performance counselling and having provided the necessary guidance and/or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

13. DISPUTE RESOLUTION

13.1 Disputes will be dealt with in terms of Section 33 of the Local Government: Municipal Performance Regulations for Municipal Managers and managers directly accountable to Municipal Managers (Regulation 805 of August 2006).

13.2 Any disputes about the nature of the employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or salary increment in the agreement, must be mediated by the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.

13.3 Any disputes about the outcome of the employee's performance evaluation, must be mediated by a member of the municipal council, provided that such member was not part of the evaluation panel, within thirty (30) days of receipt of a formal dispute from the employee whose decision shall be final and binding on both parties.

14. GENERAL

14.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer; and

14.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the Employee in terms of his contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

Dir.: _____ MM: _____

Thus done and signed at JEFFREYS BAY on the 23rd day of June of 2025.

AS WITNESSES:

1. _____

2. _____

_____
MUNICIPAL MANAGER

Thus done and signed at JEFFREYS BAY on the 23 day of June of 2025.

AS WITNESSES:

1. _____

2. _____

_____
DIRECTOR

Performance Plan

Director: Electro Mechanical Services

The Performance Plan sets out:

a) Key Performance Areas that the employee should focus on, performance objectives, key performance indicators and targets that must be met within a specific timeframe; and

b) The Competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014.

Performance should be evaluated:

a) Quarterly of which the annual evaluation must be done by the panel as constituted in paragraph 6.11 of the agreement;

b) Performance should be assessed on a scale of 1 – 5 as outlined in paragraphs 6.9 – 6.10 of the agreement;

c) In the instance where an indicator do not have a target or is not applicable due to valid reason or where the performance could not be delivered for a valid reason outside of the control of employee, the indicator will not be evaluated, the weighting will be cancelled and the score total will be re-calculated to calculate the final score;

d) The employee must submit his/her assessment of his/her own performance to the employer three days prior to the assessment date.

KEY PERFORMANCE INDICATORS

The key performance areas, the performance objectives, key performance indicators and targets that must be met within the agreed timeframe are described below. The assessment of these performance indicators will account for **eighty percent** of the total employee assessment score.

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
Departmental Performance												
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Electrical Services	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**2.00**
SDBIP Graph	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Manage and achieve 90% of the KPI's of the section: Fleetand Workshop	90% of the KPI's of the section have been met as per Ignite Dashboard report	90%	Updated SDBIP and report	**90%**	90%	90%	90%	90%	**2.00**
Departmental Performance total weights												**4**
Managerial Performance												
D249	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Conclude performance agreements with all direct reportees by 30 July	% of performance agreements concluded	100%	Certificate of completion	**100%**	100%	0%	0%	0%	**4.00**
D250	Municipal Transformation and	Adherence to and implementation	Conduct mid-year evaluation of all direct	% of evaluations conducted	100%	Certificate of completion	**100%**	0%	0%	100%	0%	**4.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
	Institutional Development	of effective and efficient governance processes	reportees by 31 January									
D251	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Submit inputs for the Annual Report to the PMS Office by 31 July	% of inputs submitted	100%	Certificate from the PMS Office of receipt	**100%**	100%	0%	0%	0%	**4.00**
D252	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Submit inputs for the IDP to the IDP Office by 31 January	% of inputs submitted	100%	Certificate from the IDP Office of receipt	**100%**	0%	0%	100%	0%	**4.00**
D253	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Submit inputs on the Circular 88 indicators to the PMS Office and IDP Office quarterly (Outputs - quarterly & Outcomes - annually)	% of inputs submitted	100%	Certificate from the PMS and IDP Offices of receipt	**100%**	100%	100%	100%	100%	**4.00**
D254	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Spend 90% of the original capital budget of the department by 30 June	% of the budget spent	90%	Capital expenditure report from SAMRAS	**90%**	0%	30%	60%	90%	**5.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
D255	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Spend 100% of the INEP grant funding (original budget) by 30 June	% of the budget spent	100%	Capital expenditure report from SAMRAS	**100%**	0%	40%	60%	100%	**5.00**
D256	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Update the SDBIP monthly by the closure date of the system	Number of updates completed by the closure date	9	Certificate from the PMS Office of update	**9**	0	3	3	3	**5.00**
D257	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Report monthly to the CFO on the corrective actions implemented in terms of the Audit Action Plan	Number of reports submitted	6	Email of submission	**6**	0	0	3	3	**5.00**
D258	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Submit inputs for the departmental tariffs to the Budget Office by 31 December	% of inputs submitted	100%	Certificate from the Budget Office	**100%**	0%	100%	0%	0%	**5.00**
D259	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient	Submit inputs for the departmental tariffs to the Budget Office by 31 December	% of inputs submitted	100%	Email submission to NERSA	**100%**	0%	0%	0%	100%	**5.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		governance processes										
D260	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	Submit inputs for the Budget to the Budget Office by end of January	% of inputs submitted	100%	Certificate from the Budget Office	**100%**	0%	0%	100%	0%	**5.00**
D261	Municipal Transformation and Institutional Development	Adherence to and implementation of effective and efficient governance processes	100% of all Bid Specifications are compliant and completely submitted as per the deadlines in the Procurement Plan	% of compliant and complete bid specifications submitted	100%	Certificate from the SCM Office	**100%**	100%	100%	100%	100%	**4.00**
D262	Municipal Financial Viability and Management	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	Submit Departmental Procurement Plan to the Budget Office by 15 April	Procurement Plan submitted	1	Certificate from the Budget Office of receipt	**1**	0	0	0	1	**3.00**
Managerial Performance total weights												**62**
Strategic (Top Layer) Performance												

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
TL50	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Limit unaccounted electricity to less than 18% as at 30 June 2026 {(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold (incl Free basic electricity)) / Number of Electricity Units Purchased and/or Generated) × 100} (rolling twelve month average)	% unaccounted electricity	15.00%	Monthly Distribution Electricity Losses Excel Database	**18%**	18%	18%	18%	18%	**5.00**
TL51	Municipal Transformation and Institutional Development	Provide excellent, sustainable service delivery to all residents	Purchase 3 vehicles to replace redundant vehicles by 30 June 2026	Number of vehicles purchased	40	Lease agreements	**3**	0	0	0	3	**5.00**
TL52	Basic Service Delivery	Facilitate the sustainable incorporation and effective management of human settlements, to provide an equitable, inclusive, and resilient living environment that enhances the quality of	Provide electricity connections in Ocean View Phase 3 to 200 beneficiaries by 30 June 2026	Number of electricity connections provided	169	Completion certificate	**200**	0	0	0	200	**5.00**

Ref No	National KPA	Strategic objectives	Key Performance Indicator (KPI)	Unit of Measurement	Baseline	Portfolio of evidence	Targets					Weight
							Annual	Q1	Q2	Q3	Q4	
		life for all residents										
TL53	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the installation of the SCADA system by 31 December 2025	% of the system installed	0%	Completion certificate	**100%**	0%	100%	0%	0%	**5.00**
TL54	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)(Excluding Eskom areas) and billed for the service as at 30 June (Reg 796)	Number of formal residential properties which are billed for electricity or have pre paid meters (Excluding Eskom areas)	19 471	Financial System Report	**26 507**	26 507	26 507	26 507	26 507	**4.00**
TL55	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the installation of a renewable energy project (battery 5MW) to manage demand in St Francis Bay by 30 June 2026	Project completed	0	Completion certificate	**1**	0	0	0	1	**5.00**
TL56	Basic Service Delivery	Provide excellent, sustainable service delivery to all residents	Complete the construction of 10 High Mast Lights in Kouga by 30 June 2026	Project completed	0	Completion certificate	**10**	0	0	0	10	**5.00**
Strategic (Top Layer) Performance total weights												**34**
TOTAL												**100.00**

COMPETENCIES

The competencies required from employees prescribed in the Regulations on the appointment and conditions of employment of senior managers, R21 of 2014. The assessment of these competencies will account for **twenty percent** of the total employee assessment score.

Annexure B describes the different achievement levels for each Competency and should therefore form part of this section of the Performance Plan.

Competency	Definition	Weight
	LEADING COPETENCIES	
Strategic direction and leadership	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate. It includes: • Impact and influence • Institutional performance management • Strategic planning and management • Organisational awareness	1.67
People management	Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives. It includes: • Human capital planning and development • Diversity management • Employee relations management • Negotiation and dispute management	1.67
Programme and project management	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives. It includes: • Program and project planning and implementation • Service delivery management • Program and project monitoring and evaluation	1.67
Financial management	Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner. It includes: • Budget planning and execution • Financial strategy and delivery • Financial reporting and delivery	1.67
Change leadership	Able to direct and initiate transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community. It includes: • Change vision and strategy • Process design and improvement • Change impact monitoring and evaluation	1.67

Competency	Definition	Weight
Governance leadership	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships. It includes: • Policy formulation • Risk and compliance management • Cooperative governance	1.67
CORE COMPETENCIES		
Moral competence	Able to identify moral triggers, apply reasoning that promotes honesty and integrity and display behaviour that reflects moral competence.	1.67
Planning and organising	Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk.	1.67
Analysis and innovation	Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives.	1.67
Knowledge and information management	Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government	1.67
Communication	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome.	1.67
Results and quality focus	Able to maintain high quality standards, focus on achieving results and objectives while consistency striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives.	1.67
	TOTAL	**20**

480

Competency Framework

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Strategic Direction and Leadership		
COMPETENCY DEFINITION :	Provide and direct a vision for the institution, and inspire and deploy others to deliver on the strategic institutional mandate		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand Institutional and departmental strategic objectives, but lacks the ability to inspire others to achieve set mandate • Describe how specific tasks link to institutional strategies but has limited influence in directing a strategy • Has a basic understanding of institutional performance management, but lacks the ability to integrate systems into a collective whole • Demonstrate basic understanding of key decision makers	• Give direction to a team in realising the institution's strategic mandate and set objectives • Has a positive impact and influence on the morale, engagement and participation of team members • Develop action plans to execute and guide strategy • Assist in defining performance measures to monitor the progress and effectiveness of the institution • Displays an awareness of institutional structures and political factors • Effectively communicate barriers to execution to relevant parties • Provide guidance to all stakeholders in the achievement of the strategic mandate • Understand the aim and objectives of the institution and relate it to own work	• Evaluate all activities to determine value and alignment to strategic intent • Display in-depth knowledge and understanding of strategic planning • Align strategy and goals across all functional areas • Actively define performance measures to monitor the progress and effectiveness of the institution • Consistently challenge strategic plans to ensure relevance • Understand institutional structures and political factors, and the consequences of actions • Empower others to follow the strategic direction and deal with complex situations • Guide the institution through complex and ambiguous concern • Use understanding of power relationships and dynamic tensions among key players to frame communications and develop strategies, positions and alliances	• Structure and position the institution to local government priorities • Actively use in-depth knowledge and understanding to develop and implement a comprehensive institutional framework • Hold self-accountable for strategy execution and results • Provide impact and influence through building and maintaining strategic relationships • Create an environment that facilitates loyalty and innovation. Display a superior level of self-discipline and integrity in actions • Integrate various systems into a collective whole to optimise institutional performance management • Uses understanding of competing interests to maneuver successfully to a win/win outcome

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	**People Management**		
COMPETENCY DEFINITION :	**Effectively manage, inspire and encourage people, respect diversity, optimise talent and build and nurture relationships in order to achieve institutional objectives**		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Participate in team goalsetting and problem solving • Interact and collaborate with people of diverse backgrounds • Aware of guidelines for employee development, but requires support in implementing development initiatives	• Seek opportunities to increase team contribution and responsibility • Respect and support the diverse nature of others and be aware of the benefits of a diverse approach • Effectively delegate tasks and empower others to increase contribution and execute functions optimally • Apply relevant employee legislation fairly and consistently • Effectively identify capacity requirements to fulfill the strategic mandate	• Identify ineffective team and work processes and recommend remedial interventions • Recognise and reward effective and desired behavior • Provide mentoring and guidance to others in order to increase personal effectiveness • Identify development and learning needs within the team • Inspire a culture of performance excellence by giving positive and constructive feedback to the team • Achieve agreement or consensus in adversarial environments • Lead and unite diverse teams across divisions to achieve institutional objectives	• Develop and incorporate best practice people management processes, approaches and tools across the institution • Foster a culture of discipline, responsibility and accountability • Understand the impact of diversity in performance and actively incorporate a diversity strategy in the institution • Develop comprehensive integrated strategies and approaches to human capital development and management • Actively identify trends and predict capacity requirements to facilitate unified transition and performance management

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Program and Project Management		
COMPETENCY DEFINITION :	Able to understand program and project management methodology; plan, manage, monitor and evaluate specific activities in order to deliver on set objectives		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Initiate projects after approval from higher authorities • Understand procedures of program and project management methodology, implications and stakeholder involvement • Understand the rational of projects in relation to the institution's strategic objectives • Document and communicate factors and risk associated with own work • Use results and approaches of successful project implementation as guide	• Establish broad stakeholder involvement and communicate the project status and key milestones • Define the roles and responsibilities of the project team and create clarity around expectations • Find a balance between project deadline and the quality of deliverables • Identify appropriate project resources to facilitate the effective completion of the deliverables • Comply with statutory requirements and apply policies in a consistent manner • Monitor progress and use of resources and make needed adjustments to timelines, steps and resource allocation	• Manage multiple programs and balance priorities and conflicts according to institutional goals • Apply effective risk management strategies through impact assessment and resource requirements • Modify project scope and budget when required without compromising the quality and objectives of the project • Involve top-level authorities and relevant stakeholders in seeking project buy-in • Identify and apply contemporary project management methodology • Influence and motivate project team to deliver exceptional results • Monitor policy implementation and apply procedures to manage risks	• Understand and conceptualise the long-term implications of desired project outcomes • Direct a comprehensive strategic macro and micro analysis and scope projects accordingly to realise institutional objectives • Influence people in positions of authority to implement outcomes of projects • Lead and direct translation of policy into workable action plans • Ensures that programs are monitored to track progress and optimal resource utilisation, and that adjustments are made as needed

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	**Financial Management**		
COMPETENCY DEFINITION :	**Able to compile, plan and manage budgets, control cash flow, institute financial risk management and administer procurement processes in accordance with recognised financial practices. Further to ensure that all financial transactions are managed in an ethical manner**		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand basic financial concepts and methods as they relate to institutional processes and activities • Display awareness into the various sources of financial data, reporting mechanisms, financial governance, processes and systems • Understand the importance of financial accountability • Understand the importance of asset control	• Exhibit knowledge of general financial concepts, planning, budgeting and forecasting and how they interrelate • Assess, identify and manage financial risks • Assume a cost-saving approach to financial management • Prepare financial reports based on specified formats • Consider and understand the financial implications of decisions and suggestions • Ensure that delegation and instructions as required by National Treasury guidelines are reviewed and updated • Identify and implement proper monitoring and evaluation practices to ensure appropriate spending against budget	• Take active ownership of planning, budgeting and forecasting processes and provides credible answers to queries within own responsibility • Prepare budgets that are aligned to the strategic objectives of the institution • Address complex budgeting and financial management concerns • Put systems and processes in place to enhance the quality and integrity of financial management practices • Advise on policies and procedures regarding asset control • Promote National Treasury's regulatory framework for Financial Management	• Develop planning tools to assist in evaluating and monitoring future expenditure trends • Set budget frameworks for the institution • Set strategic direction for the institution on expenditure and other financial processes • Build and nurture partnerships to improve financial management and achieve financial savings • Actively identify and implement new methods to improve asset control • Display professionalism in dealing with financial data and processes

CLUSTER :	LEADING COMPETENCIES
COMPETENCY NAME :	**Change Leadership**
COMPETENCY DEFINITION :	**Able to direct and initiate institutional transformation on all levels in order to successfully drive and implement new initiatives and deliver professional and quality services to the community**

ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display an awareness of change interventions and the benefits of transformation initiatives • Able to identify basic needs for change • Identify gaps between the current and desired state • Identify potential risk and challenges to transformation, including resistance to change factors • Participate in change programs and piloting change interventions • Understand the impact of change interventions on the institution within the broader scope of local government	• Perform an analysis of the change impact on the social, political and economic environment • Maintain calm and focus during change • Able to assist team members during change and keep them focused on the deliverables • Volunteer to lead change efforts outside of own work team • Able to gain buy-in and approval for change from relevant stakeholders • Identify change readiness levels and assist in resolving resistance to change factors • Design change interventions that are aligned with the institution's strategic objectives and goals	• Actively monitor change impact and results and convey progress to relevant stakeholders • Secure buy-in and sponsorship for change initiatives • Continuously evaluate change strategy and design and introduce new approaches to enhance the institution's effectiveness • Build and nurture relationships with various stakeholders to establish strategic alliance in facilitating change • Take the lead in impactful change programs • Benchmark change interventions against best change practices • Understand the impact and psychology of change and put remedial interventions in place to facilitate effective transformation • Take calculated risk and seek new ideas from best practice scenarios and identify the potential for implementation	• Sponsor change agents and create a network of change leaders who support the interventions • Actively adapt current structures and processes to incorporate the change interventions • Mentor and guide team members on the effects of change, resistance factors and how to integrate change • Motivate and inspire others around change initiatives

CLUSTER :	LEADING COMPETENCIES		
COMPETENCY NAME :	Governance Leadership		
COMPETENCY DEFINITION :	Able to promote, direct and apply professionalism in managing risk and compliance requirements and apply a thorough understanding of governance practices and obligations. Further, able to direct the conceptualisation of relevant policies and enhance cooperative governance relationships		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Display a basic awareness of risk, compliance and governance factors but require guidance and development in implementing such requirements • Understand the structure of cooperative government but requires guidance on fostering workable relationships between stakeholders • Provide input into policy formulation	• Display a thorough understanding of governance and risk and compliance factors and implement plans to address these • Demonstrate understanding of the techniques and processes for optimising risk taking decisions within the institution • Actively drive policy formulation within the institution to ensure the achievement of objectives	• Able to link risk initiatives into key institutional objectives and drivers • Identify, analyse and measure risk, create valid risk forecasts and map risk profiles • Apply risk control methodology and approaches to prevent and reduce risk that impede on the achievement of institutional objectives • Demonstrate a thorough understanding of risk retention plans • Identify and implement comprehensive risk management systems and processes • Implement and monitor the formulation of policies, identify and analyse constraints and challenges with implementation and provide recommendations for improvement	• Demonstrate a high level of commitment in complying with governance requirements • Implement governance and compliance strategy to ensure achievement of institutional objectives within the legislative framework • Able to advise local government on risk management, best practice interventions and compliance management • Able to forge positive relationships on cooperative governance level to enhance the effectiveness of local government • Able to shape, direct and drive the formulation of policies on a macro level

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	**Moral Competence**		
COMPETENCY DEFINITION :	**Able to identify moral triggers, apply reasoning that promotes honesty and integrity and consistently display behavior that reflects moral competence**		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Realise the impact of acting with integrity, but requires guidance and development in implementing principles • Follow basic rules and regulations of the institution • Able to identify basic moral situations, but requires guidance and development in understanding and reasoning with moral intent	• Conduct self in alignment with the values of local government and the institution • Able to openly admit own mistakes and weaknesses and seek assistance from others when unable to deliver • Actively report fraudulent activity and corruption with local government • Understand and honor the confidential nature of matters without seeking personal gain • Able to deal with situations of conflict of interest promptly and in the best interest of local government	• Identify, develop and apply measures of self-correction • Able to gain trust and respect through aligning actions with commitments • Make proposals and recommendations that are transparent and gain the approval of relevant stakeholders • Present values, beliefs and ideas that are congruent with the institution's rules and regulations • Takes an active stance against corruption and dishonesty when noted • Actively promote the value of the institution to internal and external stakeholders • Able to work in unity with a team and not seek personal gain • Apply universal moral principles consistently to achieve moral decisions	• Create an environment conducive of moral practices • Actively develop and implement measures to combat fraud and corruption • Set integrity standards and shared accountability measures across the institution to support the objectives of local government • Take responsibility for own actions and decisions, even if the consequences are unfavorable

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CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	**Planning and Organising**		
COMPETENCY DEFINITION :	**Able to plan, prioritise and organise information and resources effectively to ensure the quality of service delivery and build efficient contingency plans to manage risk**		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Able to follow basic plans and organise tasks around set objectives • Understand the process of planning and organising but requires guidance and development in providing detailed and comprehensive plans • Able to follow existing plans and ensure that objectives are met • Focus on short-term objectives in developing plans and actions • Arrange information and resources required for a task, but require further structure and organisation	• Actively and appropriately organise information and resources required for a task • Recognise the urgency and importance of tasks • Balance short and long-term plans and goals and incorporate into the team's performance objectives • Schedule tasks to ensure they are performed within budget and with efficient use of time and resources • Measures progress and monitor performance results	• Able to define institutional objectives, develop comprehensive plans, integrate and coordinate activities and assign appropriate resources for successful implementation • Identify in advance required stages and actions to complete tasks • Schedule realistic timelines, objectives and milestones for tasks and projects • Produce clear, detailed and comprehensive plans to achieve institutional objectives • Identify possible risk factors and design and implement appropriate contingency plans • Adapt plans in light of changing circumstances • Prioritise tasks and projects according to their relevant urgency and importance	• Focus on broad strategies and initiatives when developing plans and actions • Able to protect and forecast short, medium and long term requirements of the institution and local government • Translate policy into relevant projects to facilitate the achievement of institutional objectives

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	**Analysis and Innovation**		
COMPETENCY DEFINITION :	**Able to critically analyse information, challenges and trends to establish and implement fact-based solutions that are innovative to improve institutional processes in order to achieve key strategic objectives**		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand the basic operation of analysis, but lack detail and thoroughness • Able to balance independent analysis with requesting assistance from others • Recommend new ways to perform tasks within own function • Propose simple remedial interventions that marginally challenges the status quo • Listen to the ideas and perspectives of others and explore opportunities to enhance such innovative thinking	• Demonstrate logical problem solving techniques and approaches and provide rationale for recommendations • Demonstrate objectivity, insight and thoroughness when analysing problems • Able to break down complex problems into manageable parts and identify solutions • Consult internal and external stakeholders on opportunities to improve processes and service delivery • Clearly communicate the benefits of new opportunities and innovative solutions and stakeholders • Continuously identify opportunities to enhance internal processes • Identify and analyse opportunities conducive to innovative approaches and propose remedial intervention	• Coaches team members on analytical and innovative approaches and techniques • Engage with appropriate individuals in analysing and resolving complex problems • Identify solutions on various areas in the institution • Formulate and implement new ideas throughout the institution • Able to gain approval and buy-in for proposed interventions from relevant stakeholders • Identify trends and best practices in process and service delivery and propose institutional application • Continuously engage in research to identify client needs	• Demonstrate complex analytical and problem solving approaches and techniques • Create an environment conducive to analytical and fact-based problem solving • Analyse, recommend solutions and monitor trends in key challenges to prevent and manage occurrence • Create an environment that fosters innovative thinking and follows a learning organisation approach • Be a thought leader on innovative customer service delivery and process optimisation • Play an active role in sharing best practice solutions and engage in national and international local government seminars and conferences

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	**Knowledge and Information Management**		
COMPETENCY DEFINITION :	**Able to promote the generation and sharing of knowledge and information through various processes and media, in order to enhance the collective knowledge base of local government**		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Collect, categorise and track relevant information required for specific tasks and projects • Analyse and interpret information to draw conclusions • Seek new sources of information to increase the knowledge base • Regularly share information and knowledge with internal stakeholders and team members	• Use appropriate information systems and technology to manage institutional knowledge and information sharing • Evaluate data from various sources and use information effectively to influence decisions and provide solutions • Actively create mechanisms and structures for sharing information • Use external and internal resources to research and provide relevant and cutting-edge knowledge to enhance institutional effectiveness and efficiency	• Effectively predict future information and knowledge management requirements and systems • Develop standards and processes to meet future knowledge management needs • Share and promote best-practice knowledge management across various institutions • Establish accurate measures and monitoring systems for knowledge and information management • Create a culture conducive of learning and knowledge sharing • Hold regular knowledge and information sharing sessions to elicit new ideas and share best practice approaches	• Create and support a vision and culture where team members are empowered to seek, gain and share knowledge and information • Establish partnerships across local government to facilitate knowledge management • Demonstrate a mature approach • Recognise and exploit knowledge points in interactions with internal and external stakeholders

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	Communication		
COMPETENCY DEFINITION :	Able to share information, knowledge and ideas in a clear, focused and concise manner appropriate for the audience in order to effectively convey, persuade and influence stakeholders to achieve the desired outcome		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Demonstrate an understanding for communication levers and tools appropriate for the audience, but requires guidance in utilising such tools • Express ideas in a clear and focused manner, but does not always take the audience into consideration • Disseminate and convey information and knowledge adequately	• Express ideas to individuals and groups in formal and informal settings in a manner that is interesting and motivating • Able to understand, tolerate and appreciate diverse perspectives, attitudes and beliefs • Adapt communication content and style to suit the audience and facilitate optimal information transfer • Deliver content in a manner that gains support, commitment and agreement from relevant stakeholders • Compile clear, focused, concise and well-structured written documents	• Effectively communicate high-risk and sensitive matters to relevant stakeholders • Develop a well-defined communication strategy • Balance political perspectives with institutional needs when communicating viewpoints on complex issues • Able to effectively direct negotiations around complex • Market and promote the institution to external stakeholders and seek to enhance a positive image of the institution • Able to communicate with the media with high levels of moral competence and discipline	• Regarded as a specialist in negotiations and representing the institution • Able to inspire and motivate others through positive communication that is impactful and relevant • Creates an environment conducive to transparent and productive communication and critical appreciate conversations • Able to coordinate negotiations at different levels within local government and externally

CLUSTER :	CORE COMPETENCIES		
COMPETENCY NAME :	**Results and Quality Focus**		
COMPETENCY DEFINITION :	**Able to maintain high quality standards, focus on achieving results and objectives while consistently striving to exceed expectations and encourage others to meet quality standards. Further, to actively monitor and measure results and quality against identified objectives**		
ACHIEVEMENT LEVELS			
BASIC	COMPETENT	ADVANCED	SUPERIOR
• Understand quality of work but requires guidance in attending to important matters	• Focus on high-priority actions and does not become distracted by lower-priority activities	• Consistently verify own standards and outcomes to ensure quality output	• Coach and guide others to exceed quality standards and results
• Show a basic commitment to achieving the correct results	• Display firm commitment and pride in achieving the correct results	• Focus on the end result and avoids being distracted	• Develop challenging, client-focused goals and sets high standards for personal performance
• Produce the minimum level of results required in the role	• Set quality standards and design processes and tasks around achieving set standards	• Demonstrate a determined and committed approach to achieving results and quality standards	• Commit to exceed the results and quality standards, monitor own performance and implement remedial interventions when required
• Produce outcomes that is of a good standard	• Produce output of high quality	• Follow task and projects through to completion	• Work with team to set ambitious and challenging team goals, communicating long- and short term expectations
• Focus on the quantity of output but requires development in incorporating the quality of work	• Able to balance the quantity and quality and quality of results in order to achieve objectives	• Set challenging goals and objectives to self and team and display commitment to achieving expectations	• Take appropriate risks to accomplish goals
• Produce quality work in general circumstances, but fails to meet expectation when under pressure	• Monitors progress, quality of work and use of resources; provide status updates and make adjustments as needed	• Maintain a focus on quality outputs when placed under pressure	• Overcome setbacks and adjust action plans to realise goals
		• Establishing institutional systems for managing and assigning work, defining responsibilities, tracking, monitoring and measuring success, evaluating and valuing the work of the institution	• Focus people on critical activities that yield a high impact

Personal Development Plan

Skills Performance Gap	Outcomes Expected	Suggested training and /or development activity	Suggested mode of delivery	Suggested Time Frames	Work opportunity created to practice skill/development area	Support Person
1.	NQF 9	MASTERS Progra	Attend Class & Dissirtation	1 Year.	Posible Senior position Reg.	Municipal Manager.
2.	GCC	GCC Subjects.	Attend Classes	3 YEAR.	Responsible Person	Municipal Manager.
3.	Computer Literacy.	Computer Course.	Classes.	1 Year.	Assist with current duties	Municipal Manager.

Signed and accepted by the Employee

Date: 23 JUNE 25

Signed by the Municipal Manager on behalf of the Municipality

Date: 23 JUNE 2025

KOUGA local municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
OFFICE OF THE MUNICIPAL MANAGER
OPEN
DATE: 28 AUGUST 2025
ITEM NO: **25/08/MM5**

DRAFT ANNUAL PERFORMANCE REPORT: 2024/25 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

1. Introduction

The 24/25 Service Delivery and Budget Implementation Plan, draft implementation report is herewith submitted to Council for purposes of oversight and consideration.

The Draft Annual Performance Report on the implementation of the 2024/25 Service Delivery and Budget Implementation Plan is attached as Annexure "A".

2. Background

The Draft Annual Performance Report on the implementation of the 2024/25 Service Delivery and Budget Implementation Plan is submitted to Council in terms of the Performance Management Policy Framework.

3. Discussion

Whereas some of the information is in the process of verification, the information reported is as at 30 June 2025. The information that influences the final report will only be available after the audit.

The following reflects the 2024/25 Annual Performance Targets that have not been achieved:

Key Performance Area: Infrastructure and Basic Service Delivery				
Key Performance Indicator	**Target**	**Achievement**	**Comment**	**Corrective action**
95% of water samples comply with SANS241 micro biological indicators {(Number of water samples that comply with SANS241 indicators/Number of water samples tested) x100}	95%	94.76%		Continuous testing and monitoring to ensure water quality meet the required standards
Limit unaccounted water to less than 35% as at 30 June 2025 {(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold (incl free basic water) / Number of Kilolitres Water Purchased or Purified × 100}	<35%	36.17%	Unaccounted water is at 36,02%. Continuous concerns re meter reading accuracy between KLM meter reading and Metro meter reading remains a reality. Increase in demand over	Meter reading accuracy between KLM and Metro to be addressed

Key Performance Area: Infrastructure and Basic Service Delivery				
Key Performance Indicator	**Target**	**Achievement**	**Comment**	**Corrective action**
			festive seasons has not reflect the same in billing numbers.	
% Green Drop compliance	50%	19%	**Green Drop Results will only be available during November 2025.** The reported 19% achievement reflects results achieved with the previous Green Drop Audit.	Vast amounts of attention as well as expenditure went into preparing for the said Green Drop Audit. Maintenance is continuing without fail.
Complete the upgrade of Kwanomzamo, Loerie and Phillipsville Sport Facilities by 30 June 2025	3	2	Loerie completed. Reason for Kwanomzamo not completed: Original Budget/ Scope completed. Additional funds 2024/25 additional budget. Not enough time to Tender as the deviation rejected/ small works tender will be used	To be completed during the 2025/26 year.
Restore the existing roads and stormwater infrastructure for Nevil Road, Anne Avenue to Ralph Road, Botha Street and Seekoei Cause Way by 30 June 2025	4	3	Seekoei Causeway upgrade could not be completed due to the long time frames for EIA approvals	Project in progress and nearing completion
Complete the construction of Phase 1 of the La Mer Sewer Rising Main by 31 December 2024	1	0	95% Practical completion was achieved prior to the festive season (Dec 2024) Full works could not be completed; services of contractor terminated.	To be completed during the 2025/26 year

Key Performance Area: Infrastructure and Basic Service Delivery				
Key Performance Indicator	**Target**	**Achievement**	**Comment**	**Corrective action**
Complete the refurbishment of the Hankey WWTW by 31 March 2025	1	0	Only 70% could be completed due to the slow progress of Contractor.	To be completed during the 2025/26 year
Spend 95% of the budget allocated for the provision of basic services in Donkerhoek and Humansdorp by 30 June 2025	95%	40%	The full budget could not be spent due to the contract of service provider having to be terminated	To be completed during the 2025/26 year
Provide electricity connections in Ocean View to 169 beneficiaries by 30 June 2025	169	34	Only 34 houses were ready to be electrified by 30 June 25, this KPI is depended on Human settlements delivery of houses.	Remainder of houses will be electrified once houses are completed
Complete the installation of the SCADA system by 30 June 2025	100%	69%	The project is partially completed but standard does not make provision for progress.	Project will continue once adjustment budget is approved in Council – Project to be completed by the 2nd quarter.
Provide free basic electricity to indigent households in terms of the approved tariffs earning up to R4360 as at 30 June 2025	9 917	6 805	Consumer numbers dependant on Indigent Applications	The indigent policy was reviewed and approved by Council in May 2025. The policy had major changes which are being implemented. The impact of the changes will be reported to Council and the current year KPI will then be amended.

Key Performance Area: Financial Viability and Management				
Key Performance Indicator	**Target**	**Achievement**	**Comment**	**Corrective action**
% of the municipal capital budget spent	90%	67.88%	The underspending has resulted from the USIP and MDRG projects not being implemented. The USIP funding was withdrawn by DOHS, which prevented implementation. The MDRG funding was only received in April 2025, and the projects was awarded in June 2025.	The adjustment budget incorporates the changes to the USIP funding and related projects. The MDRG projects will be implemented in the current financial year.
Percentage of capital expenditure against Capital grant funding received (Conditional Grants received by 1 July 2024)	90%	62.24%	The underspending has resulted from the USIP and MDRG projects not being implemented. The USIP funding was withdrawn by DOHS, which prevented implementation. The MDRG funding was only received in April 2025, and the projects was awarded in June 2025.	The adjustment budget incorporates the changes to the USIP funding and related projects. The MDRG projects will be implemented in the current financial year.

The following schedule reflects Capital Budget Expenditure:

FUNDING SOURCE	PROJECT DESCRIPTION	Adjusted Budget 2024/25	Actuals as at 30 June 2025	%	Comment
Internal	PAVING OF MAIN BEACH	176 117	132 088	75,00%	Project completed. Retention fees to be released.
Internal	UPGRADING LOERIE SPORTS FACILITIES	137 788	102 894	74,68%	Project completed. Savings to be redirected through Small Works Tender.
Internal	Upgrading/Improvement of Sport Facilities within Kouga	1 121 050	525 127	46,84%	Deviation Order of R500k rejected fresh formal tender process to be followed. Tender to be advertised in the 25/26 FY. (Crowd control fence, court resurfacing and additional paving)
MIG	UPGRADE OF PHILLIPSVILLE SPORTS FIELD	484 927	464 571	95,80%	Project completed
UISP	Electricity Transfer from NMBM to KLM	62 198	-		Project completed
Borrowing	ROADS INFRASTRUCTURE IN KOUGA	21 739 130	6 808 217	31,32%	Project is on-going and the unspent amount will be rolled over.
MDRG	St Francis Bay - Nevil Road Reconstruction	508 696	508 696	100,00%	Project completed
MDRG	St Francis Bay - Anne Avenue to Ralph Road Reconstruction	1 615 427	1 608 696	99,58%	Project completed
MDRG	Aston Bay to Paradise Beach - Seekoei Estuary Causeway reconstruction	6 478 261	6 172 271	95,28%	Project completed
MDRG	Paradise Beach - Botha Street Stormwater Infrastructure	424 348	424 348	100,00%	Project completed
MIG	UPGRADING KOUGA GRAVEL ROADS	67 681	67 681	100,00%	Project completed
MDRG	Re-instatement of Sherley Street	1 608 696	69 377	4,31%	Consultant appointed as per SDBIP target Set
MDRG	Re-instatement of Mountain Road and upgrade of stormwater culvert	1 565 217	129 091	8,25%	Consultant appointed as per SDBIP target Set
MDRG	Re-instatement of Da Gama Road in the Kabeljous area and	1 086 957	37 997	3,50%	Consultant appointed as

FUNDING SOURCE	PROJECT DESCRIPTION	Adjusted Budget 2024/25	Actuals as at 30 June 2025	%	Comment
	stormwater infrastructure re-instatement				per SDBIP target Set
MDRG	George Road, Re-instatement of Embankment, Water & Stormwater network	782 609	29 217	3,73%	Consultant appointed as per SDBIP target Set
MDRG	Re-instatement of Phillip Street low level water crossing bridge	1 173 913	43 359	3,69%	Consultant appointed as per SDBIP target Set
MDRG	Sea Vista Access ring road damaged pavement layers	800 000	34 040	4,25%	Consultant appointed as per SDBIP target Set
MDRG	Re-instatement of Ketse Street and stormwater infrastructure	1 186 957	48 268	4,07%	Consultant appointed as per SDBIP target Set
MDRG	Re-instatement of Nanto Street and stormwater infrastructure	1 339 130	62 143	4,64%	Consultant appointed as per SDBIP target Set
MDRG	Re-instatement of Meyer Street and stormwater infrastructure	1 047 826	45 006	4,30%	Consultant appointed as per SDBIP target Set
UISP	Apiesdraai Pump Station	1 980 261	105 774	5,34%	Consultant appointed as per SDBIP target Set
UISP	Phase 1 Upgrade of Thornhill Sewer Treatment Works	331 320	138 393	41,77%	The USIP funding was withdrawn by DOHS, which prevented implementation.
UISP	Kruisfontein Bulk Sewer - Link Line	1 395 837	276 540	19,81%	The USIP funding was withdrawn by DOHS, which prevented implementation.
UISP	Kwanomzamo Bulk Sanitation -Pump Station & Rising Main	4 511 687	547 490	12,13%	The USIP funding was withdrawn by DOHS, which prevented implementation.
UISP	DESIGN: UPGRADING WESTON WWTW OUTFALL AND RETICULATION	167 175	166 306	99,48%	Project completed
Internal	KWANOMZAMO SEWERAGE PUMP STATION	508 609	-	0,00%	Contract delayed because of community issues on electrical connections in the area
Internal	HANKEY WWTW	5 331 662	2 943 579	55,21%	Project in practical completion phase, Snag list items to be

FUNDING SOURCE	PROJECT DESCRIPTION	Adjusted Budget 2024/25	Actuals as at 30 June 2025	%	Comment
					addressed within current financial year.
Internal	LA MER NEW SEWER RISING MAIN	4 763 577	3 952 428	82,97%	Project will be concluded within next FY.
MIG	DESIGN: UGRADING JEFFREYS BAY SEWER PIPE IN OCEANVIEW	80 500	80 500	100,00%	Project completed
MIG	UPGRADING KWANOMZAMO WWTW	29 174 457	29 174 066	100,00%	Project completed
MIG	DESIGN: LA MER NEW SEWER RISING MAIN	200 000	200 000	100,00%	Project completed
WSIG	Beach Sewer Pump Station and New Sewer Bypass	140 000	-	0,00%	Completion of the planning phase will be completed in the current financial year.
WSIG	Loerie Sewer Pump Station upgrade and new sewer rising main	20 000	20 000	100,00%	Project completed
UISP	Ramaphosa Village New Reservoir	735 065	164 850	22,43%	Concept & Viability Report approved. Will go out on Tender for construction during 2025/26
UISP	Kwanomzamo Bulk Water : New Pipeline	3 047 557	551 175	18,09%	The USIP funding was withdrawn by DOHS, which prevented implementation.
UISP	Kruisfontein Bulk Water - Gill Marcus Reservoir and pipeline upgrade	3 196 225	694 478	21,73%	The USIP funding was withdrawn by DOHS, which prevented implementation.
DOHS-FOIS	Humansdorp: Upgrading of informal settlements in Kwanomzamo (Bungalows, Polar Parks & Shukushukuma)	8 118 775	-	0,00%	DOHS-FOIS Funding
DOHS-FOIS	Jeffreys Bay: Upgrading of Oceanview Informal Settlements	4 125 000	635 402	15,40%	DOHS-FOIS Funding
DOHS-FOIS	Patensie: Upgrading of Informal Settlement (Cyril Ramaphosa)	2 629 602	-	0,00%	DOHS-FOIS Funding
DOHS-FOIS	Humansdorp: Upgrading of Kruisfontein Settlement (Donkerhoek)	1 898 033	-	0,00%	DOHS-FOIS Funding
DOHS-FOIS	Thornhill : Upgrading of Informal Settlement	1 399 200	-	0,00%	DOHS-FOIS Funding
UISP	New Reservoir on Pnt 2 of the Farm Thornhill	2 440 926	970 638	39,77%	The USIP funding was withdrawn by DOHS, which prevented implementation.

FUNDING SOURCE	PROJECT DESCRIPTION	Adjusted Budget 2024/25	Actuals as at 30 June 2025	%	Comment
Internal	JILL MARCUS WATER SUPPLY	4 347 000	4 238 325	97,50%	Project completed
Internal	Construction of Civil Services in Donkerhoek & Humansdorp	3 000 000	2 121 654	70,72%	Internal Funding
Internal	HUMANSDORP GROUNDWATER SUPPLY	637 410	-	0,00%	Internal Funding
WSIG	ST FRANCIS BAY: BOREHOLES	8 940 388	6 538 570	73,14%	WSIG Funding
WSIG	RETICULATION REPLACE PIPELINES	3 478 260	3 391 778	97,51%	Project completed
WSIG	Replace Ageing Water Infrastructure in St Francis Bay	80 000	80 000	100,00%	Project completed
WSIG	Replace Main Waterline Sout Rivier Bridge Crossing	100 000	100 000	100,00%	Project completed
WSIG	PARADISE BEACH WATER TOWER	2 021 548	2 021 548	100,00%	Project completed
WSIG	MIMOSA STREET PIPELINE REPLACEMENT	3 575 354	2 905 664	81,27%	Project is in practical completion phase and will be concluded in current financial year
		145 782 356	**79 332 244**	**54,42%**	
DISTRICT	Fire Services - Vehicle (DISTRICT)	1 391 304	889 821	63,96%	Project completed, final payment in process
Internal	Computer Equipment - Operatons Room	242 320	208 874	86,20%	Project completed
		1 633 624	**1 098 696**	**67,26%**	
UISP	Oceanview Substation Upgrade	9 913 043	6 201 573	62,56%	The USIP funding was withdrawn by DOHS, which prevented implementation.
UISP	Kwanomzamo Bulk Electrical - Boskloof Secondary Feeder line & substation	18 347 420	18 699 262	101,92%	Project completed
UISP	Computer Equipment (UISP FUNDING)	217 391	-	0,00%	The USIP funding was withdrawn by DOHS, which prevented implementation.
INEP	OCEAN VIEW 1250 ELECTRIFICATION	2 845 480	2 541 522	89,32%	The MV infrastructure has been completed, the low voltage reticulation has been completed and the connections to houses are

FUNDING SOURCE	PROJECT DESCRIPTION	Adjusted Budget 2024/25	Actuals as at 30 June 2025	%	Comment
					delayed due to construction progress. Contractor will re-establish site once top structures are completed.
Internal	Electrical Oil circuit breakers replacement with vacuum SCADA ready breakers	5 000 000	3 439 835	68,80%	Internal Funding
MIG	DESIGN: HIGH MAST LIGHTS	100 000	100 000	100,00%	Project completed
Finance Lease	Vehicle	51 005 878	51 005 878	100,00%	Project completed
		87 429 212	**81 988 070**	**93,78%**	
Internal	AIR CONDITIONERS-WHOLE OF MUNICIPALITY	377 517	375 922	99,58%	Project completed
Internal	Township Economy Support (Agriculture)	100 000	99 471	99,47%	Project completed
Internal	Office Furniture	106 453	65 892	61,90%	Internal Funding
Internal	Computer Equipment	22 477	-	0,00%	Internal Funding
Internal	Computer Equipment	385 414	360 283	93,48%	Project completed
		991 861	**901 568**	**90,90%**	
Internal	Furniture & Equipment	28 000	26 896	96,06%	Project Completed
		28 000	**26 896**	**96,06%**	
Internal	Foyer - Furniture & Equipment	90 000	87 537	97,26%	Project Completed
Internal	Ward Offices - Furniture & Equipment	150 000	147 952	98,63%	Project Completed
Internal	Furniture & Equipment	80 000	76 574	95,72%	Project Completed
Internal	Computer Equipment	1 412 789	1 408 269	99,68%	Project Completed
Internal	Furniture & Equipment	50 000	49 980	99,96%	Project Completed
Internal	DMM Office furniture	150 000	146 061	97,37%	Project Completed
		1 932 789	**1 916 373**	**99,15%**	
Internal	HOMELESS SHELTER	1 400 000	-	0,00%	Internal Funding
DOHS	HANKEY 990-PHASE 2	16 346 963	11 050 492	67,60%	DOHS Funding
DOHS	HANKEY 990-PHASE 3	4 208 993	-	0,00%	SLA awaited from ECDHS for project to commence
		21 955 956	**11 050 492**	**50,33%**	

FUNDING SOURCE	PROJECT DESCRIPTION	Adjusted Budget 2024/25	Actuals as at 30 June 2025	%	Comment
	Total	**259 753 798**	**176 314 340**	**67,88%**	

4. **Financial Implications**

Completed by BTO -	None
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	

5. **Applicable Legislation**

In terms of the provisions of National Treasury Circular 13 dated 31 January 2005 is the SDBIP required to define quarterly implementation targets relevant to the adopted IDP to allow monitoring and oversight of progress and achievements.

In terms of the provisions of paragraph 10.2 of the Performance Management Policy Framework must quarterly SDBIP implementation reports be submitted. MFMA Circular 129 dated 10 December 2024 provides as follows regarding adjustments to the Service Delivery and Budget Implementation Plan:

"***7.2. Adjustments to the SDBIP***

Municipalities adjust KPIs during the financial year, generally following adjustments budgets under Section 28 of the MFMA. While these KPI adjustments may be necessary to respond to unforeseen circumstances, underperformance of revenue or policy changes, some municipalities use this process to manipulate original KPIs to avoid accountability for underperformance. This practice undermines transparency, as original KPIs are excluded from Section 52(d) reports or Annual Performance Reports (APRs), compromising the municipal council's role to exercise oversight, and limiting stakeholders' ability to assess actual performance against initial KPIs and targets.

Amended SDBIP Targets are thus reflected in the 2024/25 Annual Performance Report for purposes of transparency on the amendment of the 2024/25 Service Delivery and Budget Implementation Plan Targets.

6. **Legal Implications**

Non-compliance to legislative provisions may give rise to adverse audit findings.

7. **Other Implications**

No other implications foreseen.

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Item noted.

8.2 **Director: Planning & Development**

Noted

8.3 **Director: Civil & Water Services**

Item noted.

8.4 **Director: Electro-Mechanical Services**

Item noted.

8.5 **Director: Community Services**

Noted

8.6 **Deputy Municipal Manager**

Noted

8.7 **Municipal Manager**

For consideration by Council. It must be noted that information is as at 30 June 2025.

Any corrections resulting from scrutiny by the Municipal Public Accounts Committee and/or the Auditor General shall be made in the Draft 2024/25 Annual Report to be submitted to Council by 31 January 2026.

Regarding MDRG funding an amount was of R10 591 305 was allocated with the adjustments budget of which SDBIP targets set required the appointment of consultants/service providers, target which were all achieved, only R498 498 or 4.7% could be spent all projects to be implemented during the 2025/26 financial year.

Regarding UISP and DOHS-FOIS funding.

A Service Level Agreement was signed for R83 million for bulk service provision and R68 million for internal services.

Only R30 million was received from the agreed R83 million while the R63 million was rolled back for a period of 3 years.

The above reflects negatively on the overall capital budget expenditure as well as grant funded capital budget expenditure.

9. **Delegated Authority**

Council.

10. **Recommendations**

10.1 That the Draft Annual Performance Report on the implementation of the 2024/25 Service Delivery and Budget Implementation Plan be noted by Council.

10.2 That the Draft Annual Performance Report on the implementation of the 2024/25 Service Delivery and Budget Implementation Plan be submitted to the Municipal Public Accounts Committee and the Kouga Audit Committee for purposes of oversight and recommendations to Council.

Item prepared by the: Manager PMS

Item approved by the Municipal Manager:

ANNEXURE "A"

KOUGA
local municipality
Good Governance through Service Excellence

2024/25

DRAFT

ANNUAL PERFORMANCE REPORT

ON THE IMPLEMENTATION OF THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

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1. INCOME - BUDGETS

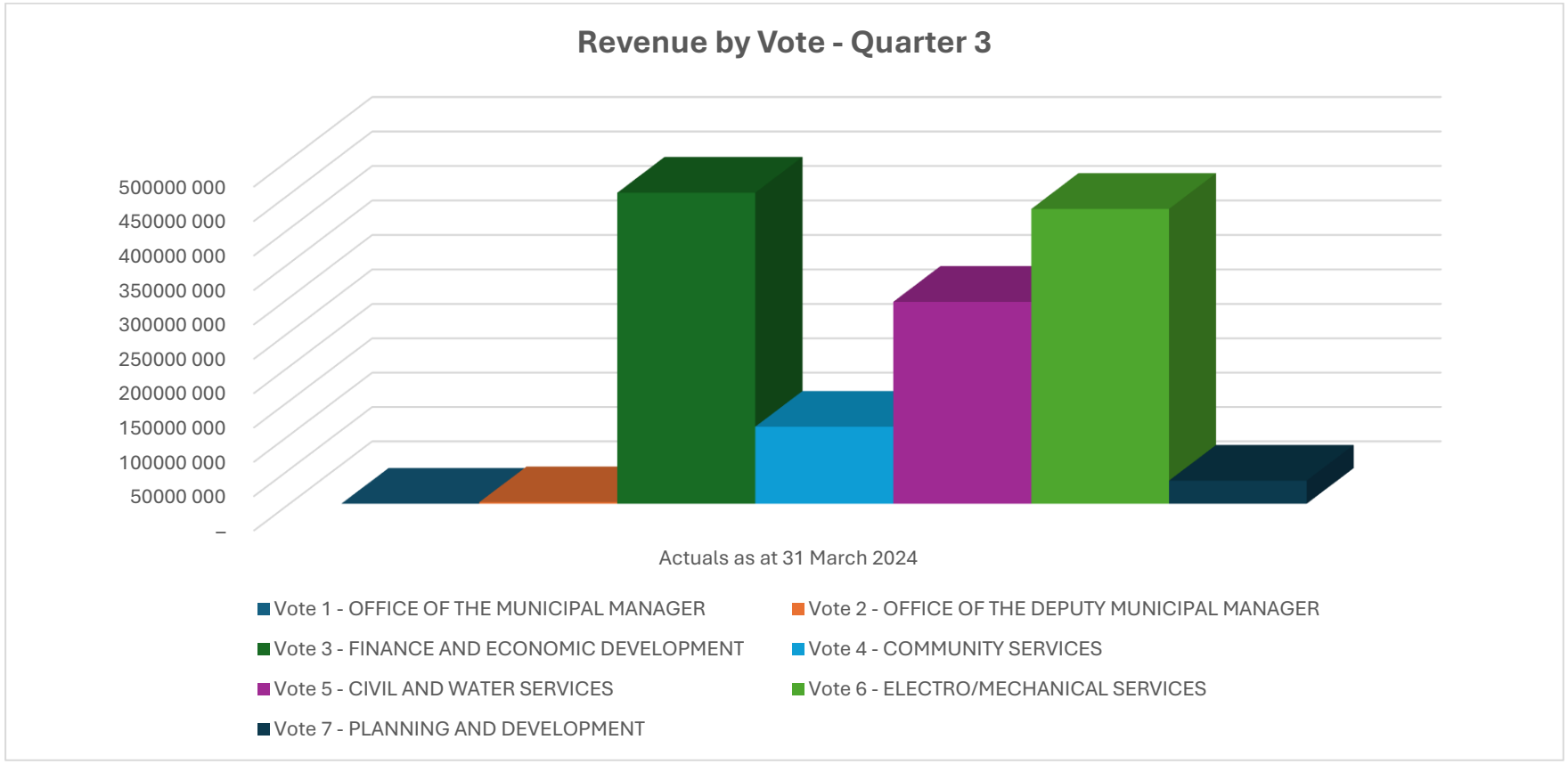
1.1 Revenue by Source

Description	Budget 2024/25			Quarter 1		Quarter 2		Quarter 3		Quarter 4		
R thousands	Budget Year	Adjusted Budget	YearTD actual	Adjusted Budget	YearTD actual	Adjusted Budget	YearTD actual	Adjusted Budget	YearTD actual	Adjusted Budget	YearTD actual	% of budget
Revenue												
Exchange Revenue												
Service charges - Electricity	397 583	425 559	411 348	98 603	109 809	187 016	210 296	319 169	311 621	425 559	411 348	96,66%
Service charges - Water	127 202	138 057	104 555	39 395	28 989	76 247	54 054	103 543	80 903	138 057	104 555	75,73%
Service charges - Waste Water Management	68 446	76 014	66 118	19 277	16 783	35 137	33 448	57 011	49 243	76 014	66 118	86,98%
Service charges - Waste Management	71 123	62 146	58 681	15 971	16 690	26 414	32 200	46 610	43 905	62 146	58 681	94,42%
Sale of Goods and Rendering of Services	9 533	9 533	6 660	2 096	1 246	3 899	3 025	7 150	4 530	9 533	6 660	69,87%
Agency services	4 554	4 554	–	1 115	–	1 962	–	3 416	–	4 554	–	0,00%
Interest earned from Receivables	32 335	32 335	22 147	9 184	7 625	15 142	15 108	24 251	18 259	32 335	22 147	68,49%
Interest earned from Current and Non-Current Assets	13 998	15 498	13 167	3 574	3 280	7 641	7 000	11 623	9 549	15 498	13 167	84,96%
Rental from Fixed Assets	3 187	3 187	4 050	735	810	1 677	2 413	2 390	3 348	3 187	4 050	127,11%
Licence and permits	2 851	2 851	2 303	626	548	1 268	1 135	2 138	1 680	2 851	2 303	80,79%
Operational Revenue	1 955	2 523	7 177	430	1 345	910	1 778	1 466	4 046	2 523	7 177	284,46%
Non-Exchange Revenue												
Property rates	297 076	298 309	298 529	119 607	116 090	177 791	176 230	223 732	237 030	298 309	298 529	100,07%
Fines, penalties and forfeits	143 343	43 859	1 243	19 734	165	21 305	340	32 894	828	43 859	1 243	2,83%
Licences or permits	11 772	11 772	9 058	3 195	3 161	6 328	6 072	8 829	8 236	11 772	9 058	76,95%
Transfer and subsidies - Operational	202 153	210 720	205 382	84 078	81 868	155 568	148 326	202 153	200 361	210 720	205 382	97,47%
Interest	5 510	5 510	3 214	1 240	1 388	2 743	3 214	4 133	2 084	5 510	3 214	58,32%
Operational Revenue	–	19 658	19 242		8 335	9 784	11 979	14 744	15 639	19 658	19 242	97,88%
Total Revenue (excluding capital transfers and contributions)	**1 392 621**	**1 362 086**	**1 232 875**	**418 862**	**398 132**	**730 833**	**706 618**	**1 065 251**	**991 262**	**1 362 086**	**1 232 875**	**90,51%**

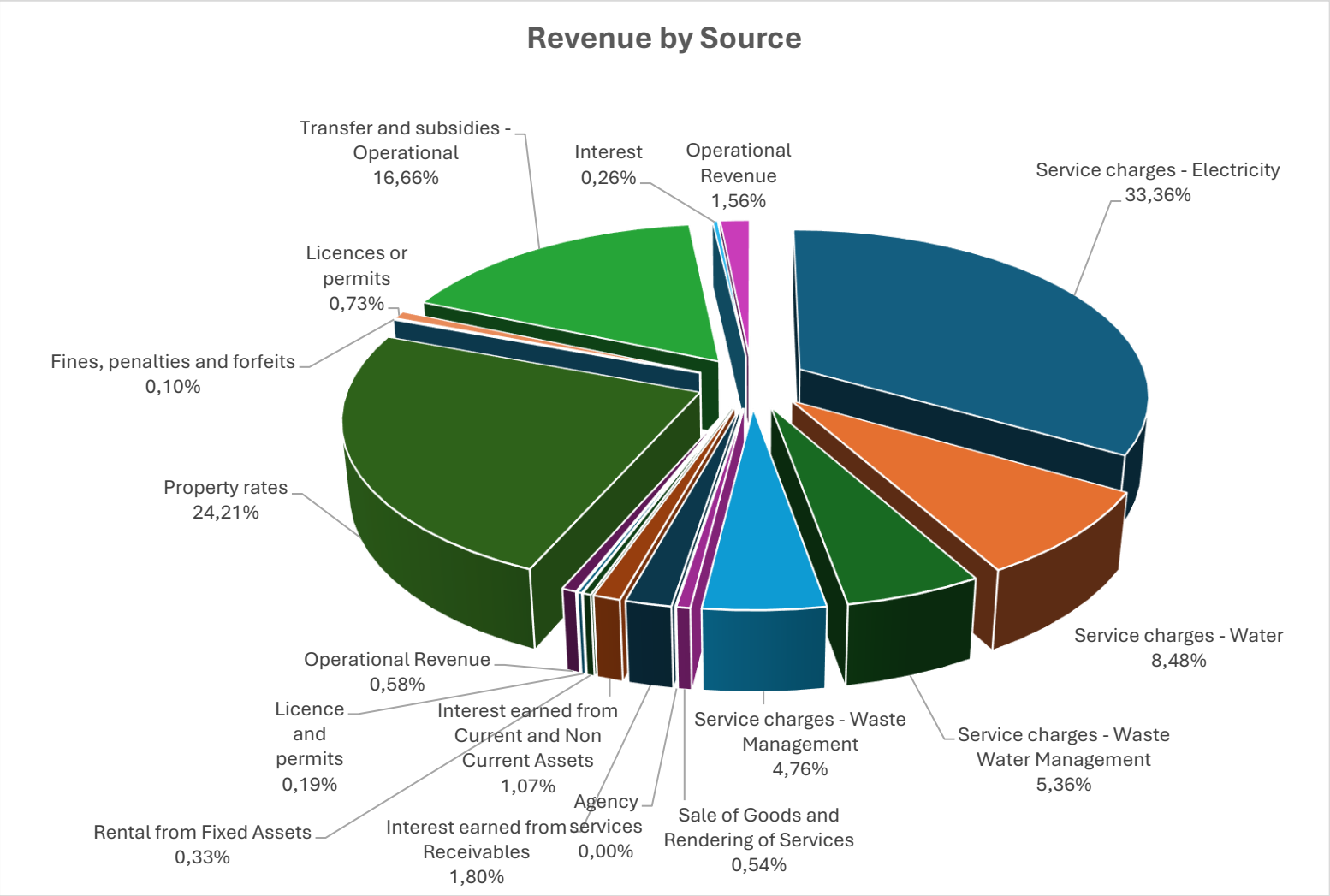
1.2 Revenue by Vote

Vote Description	Budget 2024/25			Quarter 1		Quarter 2		Quarter 3		Quarter 4		
R thousand	Budget Year	Adjusted Budget	YearTD actual	Adjusted Budget	YearTD actual	Adjusted Budget	YearTD actual	Adjusted Budget	YearTD actual	Adjusted Budget	YearTD actual	% of budget
Revenue by Vote												
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER	–	–	–	–	–	–	–	–	–	–	–	
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER	1 115	1 683	2 193	120	729	120	1 145	836	1 703	1 683	2 193	130,31%
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT	446 890	454 924	451 970	185 528	143 264	348 902	276 113	373 038	389 528	454 924	451 970	99,35%
Vote 4 - COMMUNITY SERVICES	276 782	168 477	112 110	46 623	46 916	68 019	69 517	129 248	86 970	168 477	112 110	66,54%
Vote 5 - CIVIL AND WATER SERVICES	314 671	361 609	293 786	102 669	95 720	155 509	159 708	278 439	214 894	361 609	293 786	81,24%
Vote 6 - ELECTRO/MECHANICAL SERVICES	409 586	443 139	428 429	112 933	119 529	191 266	222 889	342 462	327 753	443 139	428 429	96,68%
Vote 7 - PLANNING AND DEVELOPMENT	77 392	110 171	33 638	27 689	3 758	51 075	18 386	82 628	26 180	110 171	33 638	30,53%
Total Revenue by Vote	**1 526 437**	**1 540 002**	**1 322 126**	**475 562**	**409 915**	**814 893**	**747 758**	**1 206 651**	**1 047 028**	**1 540 002**	**1 322 126**	**85,85%**

1.3 Revenue by Vote



1.4 Revenue by Source



2. EXPENDITURE – BUDGET

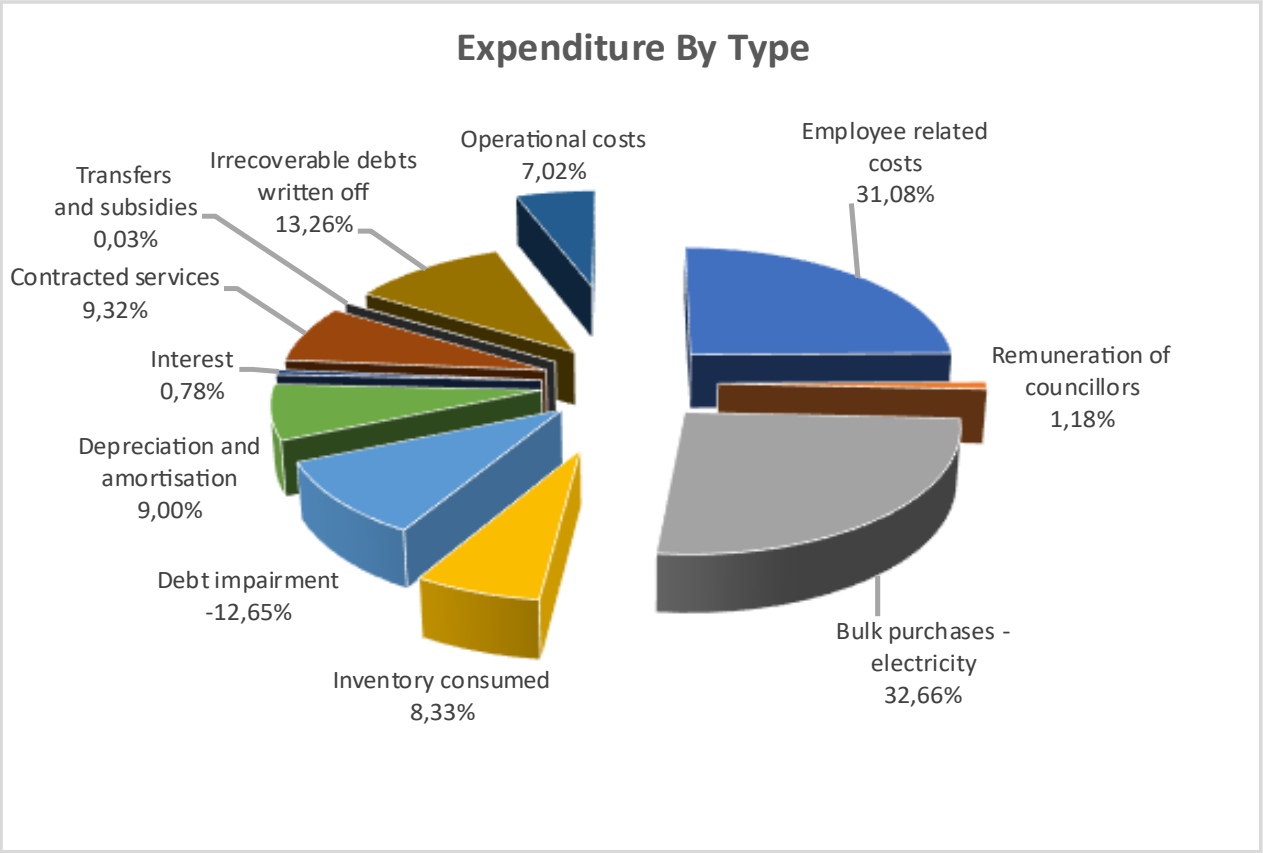
2.1 Operating Expenditure by Vote

Vote Description	Budget 2024/25			Quarter 1		Quarter 2		Quarter 3		Quarter 4		
R thousand	Budget Year	Adjusted Budget	YearTD actual	Adjusted Budget	YearTD actual	Adjusted Budget	YearTD actual	Adjusted Budget	YearTD actual	Adjusted Budget	YearTD actual	% of budget
Expenditure by Vote ***to be appropriated***												
Vote 1 - OFFICE OF THE MUNICIPAL MANAGER	31 456	31 803	28 524	5 757	6 045	13 666	16 273	23 853	21 842	31 803	28 524	89,69%
Vote 2 - OFFICE OF THE DEPUTY MUNICIPAL MANAGER	128 955	127 824	119 880	26 670	22 780	56 325	52 259	94 689	87 038	127 824	119 880	93,79%
Vote 3 - FINANCE AND ECONOMIC DEVELOPMENT	141 869	136 835	100 299	17 361	22 182	37 814	48 935	93 992	72 789	136 835	100 299	73,30%
Vote 4 - COMMUNITY SERVICES	386 594	291 128	234 636	39 443	48 276	90 687	113 092	146 843	218 788	291 128	234 636	80,60%
Vote 5 - CIVIL AND WATER SERVICES	316 288	325 759	294 342	80 917	56 009	152 388	136 312	240 071	326 646	325 759	294 342	90,36%
Vote 6 - ELECTRO/MECHANICAL SERVICES	466 160	507 837	502 031	125 202	155 060	235 789	261 906	371 459	378 010	507 837	502 031	98,86%
Vote 7 - PLANNING AND DEVELOPMENT	34 152	38 579	29 082	7 221	5 736	15 894	12 914	28 934	20 359	38 579	29 082	75,38%
Total Expenditure by Vote	**1 505 474**	**1 459 766**	**1 308 794**	**302 572**	**316 089**	**602 565**	**641 692**	**999 842**	**1 125 471**	**1 459 766**	**1 308 794**	**89,66%**

2.2 Operating Expenditure by Type

Description	Budget 2024/25			Quarter 1		Quarter 2		Quarter 3		Quarter 4		
R thousands	Budget Year	Adjusted Budget	YearTD actual	Adjusted Budget	YearTD actual	Adjusted Budget	YearTD actual	Adjusted Budget	YearTD actual	Adjusted Budget	YearTD actual	% of budget
Expenditure												
Employee related costs	471 743	479 710	406 720	86 483	92 746	187 163	202 714	362 541	308 320	479 710	406 720	84,78%
Remuneration of councillors	15 594	15 594	15 451	4 237	3 613	7 995	8 021	11 696	11 797	15 594	15 451	99,08%
Bulk purchases - electricity	386 299	413 349	427 463	126 997	141 368	214 847	231 276	310 012	326 694	413 349	427 463	103,41%
Inventory consumed	108 619	106 550	109 065	24 998	12 246	50 741	43 410	78 392	78 215	106 550	109 065	102,36%
Debt impairment	158 246	(108 015)	(165 578)	–	–	–	–	–	–	(108 015)	(165 578)	153,29%
Depreciation and amortisation	117 798	117 798	117 798	29 450	29 450	58 900	58 899	88 349	88 349	117 798	117 798	100,00%
Interest	17 404	13 002	10 214	3 244	1 222	6 587	2 824	9 751	5 578	13 002	10 214	78,56%
Contracted services	125 772	145 466	121 976	16 006	17 669	59 314	42 080	109 524	73 829	145 466	121 976	83,85%
Transfers and subsidies	400	400	347	–	–	–	–	–	14	400	347	86,86%
Irrecoverable debts written off	9 359	177 229	173 523	2 677	–	5 749	6 746	7 559	167 151	177 229	173 523	97,91%
Operational costs	94 240	98 683	91 813	20 060	17 775	41 536	45 722	73 583	65 524	98 683	91 813	93,04%
Total Expenditure	**1 505 474**	**1 459 766**	**1 308 794**	**314 151**	**316 089**	**632 832**	**641 692**	**1 051 405**	**1 125 471**	**1 459 766**	**1 308 794**	**89,66%**

2.3 Expenditure by Type



3. CAPITAL EXPENDITURE

3.1 CAPITAL PROGRAMME 2024/25

DEPARTMENT	FUNDING SOURCE	PROJECT DESCRIPTION	Adjusted Budget 2024/25	Actuals as at 30 June 2025	%
CIVIL AND WATER SERVICES					
PROJECT MANAGEMENT UNIT (PMU)	Internal	PAVING OF MAIN BEACH	176 117	132 088	75,00%
PROJECT MANAGEMENT UNIT (PMU)	Internal	UPGRADING LOERIE SPORTS FACILITIES	137 788	102 894	74,68%
PROJECT MANAGEMENT UNIT (PMU)	Internal	Upgrading/Improvement of Sport Facilities within Kouga	1 121 050	525 127	46,84%
PROJECT MANAGEMENT UNIT (PMU)	MIG	UPGRADE OF PHILLIPSVILLE SPORTS FIELD	484 927	464 571	95,80%
PROJECT MANAGEMENT UNIT (PMU)	UISP	Electricity Transfer from NMBM to KLM	62 198	-	
ROADS AND STORMWATER	Borrowing	ROADS INFRASTRUCTURE IN KOUGA	21 739 130	6 808 217	31,32%
ROADS AND STORMWATER	MDRG	St Francis Bay - Nevil Road Reconstruction	508 696	508 696	100,00%
ROADS AND STORMWATER	MDRG	St Francis Bay - Anne Avenue to Ralph Road Reconstruction	1 615 427	1 608 696	99,58%
ROADS AND STORMWATER	MDRG	Aston Bay to Paradise Beach - Seekoei Estuary Causeway reconstruction	6 478 261	6 172 271	95,28%
ROADS AND STORMWATER	MDRG	Paradise Beach - Botha Street Stormwater Infrastructure	424 348	424 348	100,00%
ROADS AND STORMWATER	MIG	UPGRADING KOUGA GRAVEL ROADS	67 681	67 681	100,00%
ROADS AND STORMWATER	MDRG	Re-instatement of Sherley Street	1 608 696	69 377	4,31%
ROADS AND STORMWATER	MDRG	Re-instatement of Mountain Road and upgrade of stormwater culvert	1 565 217	129 091	8,25%
ROADS AND STORMWATER	MDRG	Re-instatement of Da Gama Road in the Kabeljous area and stormwater infrastructure re-instatement	1 086 957	37 997	3,50%
ROADS AND STORMWATER	MDRG	George Road, Re-instatement of Embankment, Water & Stormwater network	782 609	29 217	3,73%
ROADS AND STORMWATER	MDRG	Re-instatement of Phillip Street low level water crossing bridge	1 173 913	43 359	3,69%
ROADS AND STORMWATER	MDRG	Sea Vista Access ring road damaged pavement layers	800 000	34 040	4,25%
ROADS AND STORMWATER	MDRG	Re-instatement of Ketse Street and stormwater infrastructure	1 186 957	48 268	4,07%
ROADS AND STORMWATER	MDRG	Re-instatement of Nanto Street and stormwater infrastructure	1 339 130	62 143	4,64%
ROADS AND STORMWATER	MDRG	Re-instatement of Meyer Street and stormwater infrastructure	1 047 826	45 006	4,30%
SEWERAGE	UISP	Apiesdraai Pump Station	1 980 261	105 774	5,34%
SEWERAGE	UISP	Phase 1 Upgrade of Thornhill Sewer Treatment Works	331 320	138 393	41,77%
SEWERAGE	UISP	Kruisfontein Bulk Sewer -Link Line	1 395 837	276 540	19,81%
SEWERAGE	UISP	Kwanomzamo Bulk Sanitation -Pump Station & Rising Main	4 511 687	547 490	12,13%
SEWERAGE	UISP	DESIGN: UPGRADING WESTON WWTW OUTFALL AND RETICULATION	167 175	166 306	99,48%
SEWERAGE	Internal	KWANOMZAMO SEWERAGE PUMP STATION	508 609	-	0,00%
SEWERAGE	Internal	HANKEY WWTW	5 331 662	2 943 579	55,21%
SEWERAGE	Internal	LA MER NEW SEWER RISING MAIN	4 763 577	3 952 428	82,97%
SEWERAGE	MIG	DESIGN: UGRADING JEFFREYS BAY SEWER PIPE IN OCEANVIEW	80 500	80 500	100,00%
SEWERAGE	MIG	UPGRADING KWANOMZAMO WWTW	29 174 457	29 174 066	100,00%
SEWERAGE	MIG	DESIGN: LA MER NEW SEWER RISING MAIN	200 000	200 000	100,00%

DEPARTMENT	FUNDING SOURCE	PROJECT DESCRIPTION	Adjusted Budget 2024/25	Actuals as at 30 June 2025	%
CIVIL AND WATER SERVICES					
SEWERAGE	WSIG	Beach Sewer Pump Station and New Sewer Bypass	140 000	-	0,00%
SEWERAGE	WSIG	Loerie Sewer Pump Station upgrade and new sewer rising main	20 000	20 000	100,00%
WATER	UISP	Ramaphosa Village New Reservoir	735 065	164 850	22,43%
WATER	UISP	Kwanomzamo Bulk Water : New Pipeline	3 047 557	551 175	18,09%
WATER	UISP	Kruisfontein Bulk Water -Gill Marcus Reservoir and pipeline upgrade	3 196 225	694 478	21,73%
WATER	DOHS-FOIS	Humansdorp: Upgrading of informal settlements in Kwanomzamo (Bungalows, Polar Parks & Shukushukuma)	8 118 775	-	0,00%
WATER	DOHS-FOIS	Jeffreys Bay: Upgrading of Oceanview Informal Settlements	4 125 000	635 402	15,40%
WATER	DOHS-FOIS	Patensie: Upgrading of Informal Settlement (Cyril Ramaphosa)	2 629 602	-	0,00%
WATER	DOHS-FOIS	Humansdorp: Upgrading of Kruisfontein Settlement (Donkerhoek)	1 898 033	-	0,00%
WATER	DOHS-FOIS	Thornhill : Upgrading of Informal Settlement	1 399 200	-	0,00%
WATER	UISP	New Reservoir on Pnt 2 of the Farm Thornhill	2 440 926	970 638	39,77%
WATER	Internal	JILL MARCUS WATER SUPPLY	4 347 000	4 238 325	97,50%
WATER	Internal	Construction of Civil Services in Donkerhoek & Humansdorp	3 000 000	2 121 654	70,72%
WATER	Internal	HUMANSDORP GROUNDWATER SUPPLY	637 410	-	0,00%
WATER	WSIG	ST FRANCIS BAY: BOREHOLES	8 940 388	6 538 570	73,14%
WATER	WSIG	RETICULATION REPLACE PIPELINES	3 478 260	3 391 778	97,51%
WATER	WSIG	Replace Ageing Water Infrastructure in St Francis Bay	80 000	80 000	100,00%
WATER	WSIG	Replace Main Waterline Sout Rivier Bridge Crossing	100 000	100 000	100,00%
WATER	WSIG	PARADISE BEACH WATER TOWER	2 021 548	2 021 548	100,00%
WATER	WSIG	MIMOSA STREET PIPELINE REPLACEMENT	3 575 354	2 905 664	81,27%
			145 782 356	**79 332 244**	**54,42%**

DEPARTMENT	FUNDING SOURCE	PROJECT DESCRIPTION	Adjusted Budget 2024/25	Actuals as at 30 June 2025	%
COMMUNITY SERVICES					
FIRE SERVICES	DISTRICT	Fire Services - Vehicle (DISTRICT)	1 391 304	889 821	63,96%
LAW ENFORCEMENT	Internal	Computer Equipment - Operatons Room	242 320	208 874	86,20%
			1 633 624	**1 098 696**	**67,26%**
ELECTRO/MECHANICAL SERVICES					
ELECTRICITY	UISP	Oceanview Substation Upgrade	9 913 043	6 201 573	62,56%
ELECTRICITY	UISP	Kwanomzamo Bulk Electrical - Boskloof Secondary Feeder line & substation	18 347 420	18 699 262	101,92%
ELECTRICITY	UISP	Computer Equipment (UISP FUNDING)	217 391	-	0,00%
ELECTRICITY	INEP	OCEAN VIEW 1250 ELECTRIFICATION	2 845 480	2 541 522	89,32%
ELECTRICITY	Internal	Electrical Oil circuit breakers replacement with vacuum SCADA ready breakers	5 000 000	3 439 835	68,80%
ELECTRICITY	MIG	DESIGN: HIGH MAST LIGHTS	100 000	100 000	100,00%
FLEET AND WORKSHOP	Finance Lease	Vehicle	51 005 878	51 005 878	100,00%
			87 429 212	**81 988 070**	**93,78%**
FINANCE AND ECONOMIC DEVELOPMENT					
ASSET MANAGEMENT	Internal	AIR CONDITIONERS-WHOLE OF MUNICIPALITY	377 517	375 922	99,58%
LOCAL ECONOMIC DEVELOPMENT	Internal	Township Economy Support (Agriculture)	100 000	99 471	99,47%
REVENUE	Internal	Office Furniture	106 453	65 892	61,90%
REVENUE	Internal	Computer Equipment	22 477	-	0,00%
SUPPLY CHAIN MANAGEMENT	Internal	Computer Equipment	385 414	360 283	93,48%
			991 861	**901 568**	**90,90%**
OFFICE OF THE MUNICIPAL MANAGER					
RISK AND INTERNAL AUDIT UNITY	Internal	Furniture & Equipment	28 000	26 896	96,06%
			28 000	**26 896**	**96,06%**
OFFICE OF THE DEPUTY MUNICIPAL MANAGER					
ADMINISTRATION AND AUXILIARY SERVICES	Internal	Foyer - Furniture & Equipment	90 000	87 537	97,26%
COUNCIL	Internal	Ward Offices - Furniture & Equipment	150 000	147 952	98,63%
HUMAN RESOURCES	Internal	Furniture & Equipment	80 000	76 574	95,72%
INFORMATION TECHNOLOGY	Internal	Computer Equipment	1 412 789	1 408 269	99,68%
LEGAL SERVICES	Internal	Furniture & Equipment	50 000	49 980	99,96%
OFFICE OF THE DMM	Internal	DMM Office furniture	150 000	146 061	97,37%
			1 932 789	**1 916 373**	**99,15%**
PLANNING AND DEVELOPMENT					
HUMAN SETTLEMENT	Internal	HOMELESS SHELTER	1 400 000	-	0,00%
HUMAN SETTLEMENT	DOHS	HANKEY 990-PHASE 2	16 346 963	11 050 492	67,60%
HUMAN SETTLEMENT	DOHS	HANKEY 990-PHASE 3	4 208 993	-	0,00%
			21 955 956	**11 050 492**	**50,33%**
		Total	**259 753 798**	**176 314 340**	**67,88%**

4 INSTITUTIONAL SCOREDCARD

Key Performance Area	Number of KPI's 2024/25	Number of KPI's Achieved 2024/25	Percentage Achievement 2024/25	2022/23 Score	2023/24 Score	2024/25 Score
KPA 1: Infrastructure and Basic Service Delivery	55	44	80%	88.2%	70%	80%
KPA 2: Institutional Development and Transformation	5	5	100%	66.6%	100%	100%
KPA 3: Local Economic Development	1	1	100%	75%	85.71%	100%
KPA 4: Financial Viability and Management	16	12	75%	60%	83.33%	75%
KPA 5: Good Governance and Public Participation	8	8	100%	88.8%	100%	100%
Overall Institutional Performance	**75**				**78.76%**	

4.1 PERFORMANCE PER KEY PERFORMANCE AREA

4.2 KEY PERFORMANCE AREA INFRASTRUCTURE AND BASIC SERVICE DELIVERY

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
~~I5~~ 1	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	~~*Achieve water quality compliance as per SAN 241:2015 by 30 June 2025*~~ *95% of water samples comply with SANS241 micro biological indicators {(Number of water samples that comply with SANS241 indicators/Number of water samples tested)x100}*	Output	~~*Percentage of drinking water samples complying to SANS241 (Annual Target)*~~ % of water samples compliant	94.5%	95%	95%	94.76%		Continuous testing and monitoring to ensure water quality meet the required standards	CWS
Reason for Change	SDBIP KPI and Unit of measurement amended to ensure clarity in interpretation, baseline inserted.													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
~~I6~~ 2	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	~~*Limit water network losses to less than 35% measured annually*~~ Limit unaccounted water to less than 35% as at 30 June 2025 {(Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold (incl free basic water) / Number of Kilolitres Water Purchased or Purified × 100}	Outcome	~~*Percentage of water losses at 30 June 2025*~~ % unaccounted water	~~45%~~ 39%	<35%	<35%	36.12%	Unaccounted water is at 36,02%. Continuous concerns re meter reading accuracy between KLM meter reading and Metro meter reading remains a reality. Increase in demand over festive seasons has not reflect the same in billing numbers.		CWS
Reason for Change	SDBIP KPI and Unit of measurement amended to ensure clarity in interpretation, baseline corrected.													
~~I11~~ 3	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	~~*Green Drop compliance*~~ Achieve a 50% Green Drop compliance for the 2024/25 financial year	Output	*% Green Drop compliance*	19%	**75%**	50%	19%	Green Drop Results only due during November 2025, The reported 19% achievement reflects results achieved with the previous Green Drop Audit.		CWS
Reason for Change	SDBIP KPI amended to ensure clarity in interpretation.													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
~~I12~~ 4	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	~~*Achieve water quality compliance (Blue Drop Compliance)*~~ Achieve a 70% Blue Drop Compliance for the 2024/25 financial year	Output	*% Blue Drop Compliance*	64.95%	75%	70%	74.93%	Assessed in 2023 and 74,93% was achieved.		CWS
Reason for Change	SDBIP KPI amended to ensure clarity in interpretation. Target is an annual target and targets for quarter 1, 2 and 3 removed.													
~~I7~~ 5	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	~~*households with access to potable water*~~ Number of formal residential properties that receive piped water that is connected to the municipal water infrastructure network and billed for the service as at 30 June (Reg 796)	Output	~~*Number of formal residential with access to potable water (Based on Residential Account Holders)*~~ Number of formal residential properties which are billed for water	~~24 500~~ 18 442	~~24 488~~ 18 442	~~24 488~~ 18 442	22 366			CWS
Reason for Change	SDBIP KPI and Unit of measurement amended to ensure clarity in interpretation, baseline corrected, and quarterly targets corrected to align with financial system information.													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
6	IBSD	Facilitate the sustainable incorporation and effective management of human settlements, to provide an equitable, inclusive, and resilient living environment that enhances the quality of life for all residents	**Provide excellent, sustainable service delivery to all residents**	SO2	Complete the upgrade of Kwanomzamo, Loerie and Phillipsville Sport Facilities by 30 June 2025	Output	Number of upgrades completed	0	3	3	2	Loerie completed. Reason for Kwanomzamo not completed: Original Budget/ Scope completed. Additional funds 2024/25 additional budget. Not enough time to Tender as the deviation rejected/ small works tender will be used	To be completed during the 2025/26 year.	CWS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
7	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Restore the existing roads and stormwater infrastructure for Nevil Road , Anne Avenue to Ralph Road , Botha Street and Seekoei Cause Way by 30 June 2025	Output	Number of projects completed	0	4	4	**3**	Seekoei Causeway upgrade could not be completed due to the long time frames for EIA approvals	Project in progress and nearing completion	CWS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
8	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Complete the planning for the upgrade of gravel roads in Kouga by 30 June 2025	Output	*Tender completed*	0	1	1	1			CWS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
9	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Appoint a service provider for the rehabilitation and reseal of surfaced roads and stormwater in Kouga by 30 June 2025	Output	Service provider appointed	0	1	1	1			CWS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
10	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Reseal and rehabilitate 5.2 km of roads by 30 June 2025	Output	Number of kilometres of road resealed and rehabilitated	0	5.2	5.2	12.2Km			CWS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
11	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Complete the construction of Phase 1 of the La Mer Sewer Rising Main by 31 December 2024	Output	Project completed	0	1	1	0	95% Practical completion was achieved prior to the festive season (Dec 2024) Full works could not be completed, services of contractor terminated.	To be completed during the 2025/26 year	CWS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
12	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Complete the refurbishment of the Hankey WWTW by 31 March 2025	Output	Project completed	0	1	1	0	Only 70% could be completed due to the slow progress of Contractor	To be completed during the 2025/26 year	CWS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
13	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Spend 95% of the budget approved for the upgrade of the Kwanomzamo WWTW by 30 June 2025	Output	% of budget spent	0	95	95	100%			

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	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
14	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Complete the planning for the beach sewer pumpstation by 30 June 2025	Output	Tender completed	0	1	1	1			CWS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
15	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Construction of 3 new boreholes in St Francis Bay by 30 June 2025	Output	Number of boreholes constructed	0	3	3	3			CWS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
16	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Upgrade of Jill Marcus Water Treatment Plant by 31 December 2024	Output	*Project completed*	0	1	1	1			CWS

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	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
17	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Replace water main in Mimosa Street by 30 June 2025	Output	*Project completed*	0	1	1	1			CWS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
18	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Spend 95% of the budget allocated for the provision of basic services in Donkerhoek and Humansdorp by 30 June 2025	Output	% of the budget spent	0	95	95	40%	The full budget could not be spent contract of service provider terminated	To be completed during the 2025/26 year	CWS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
~~18~~ 19	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	~~*Number of formal residential households with access to sanitation services*~~ Number of formal residential properties connected to the municipal wastewater sanitation/sewerage network for sewerage service (inclusive of septic tanks), irrespective of the number of water closets (toilets) and billed for the service as at 30 June (Reg 796)	Output	~~*Number of formal residential households with access to sanitation services (Based on Residential Account Holders)*~~ Number of residential properties which are billed for sewerage	~~24 500~~ 14 893	~~24 500~~ 14 893	~~24 500~~ 14 893	19 684			CWS
Reason for Change		SDBIP KPI and Unit of measurement amended to ensure clarity in interpretation, baseline corrected and quarterly targets corrected to align with financial system information.												
20	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Appoint contractor for Phase 1 of the upgrade of the Thornhill Sewer Treatment Works by 30 June 2025	Output	Contractor appointed	0	1	1	1			CWS

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	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
21	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Appoint contractor for the upgrade of the Kruisfontein Bulk Sewer Outfall (Link line) by 30 June 2025	Output	Contractor appointed	0	1	1	1			CWS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
22	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Appoint contractor for the construction of the Kwanomzamo pump station and rising main by 30 June 2025	Output	Contractor appointed	0	1	1	1			CWS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
23	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Appoint contractor for Upgrade the Kwanomzamo bulk water pipeline by 30 June 2025	Output	Contractor appointed	0	1	1	1			CWS

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	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
24	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Appoint contractor for Construction the Gill Marcus Reservoir and feeder line for the Kruisfontein Bulk Water Supply by 30 June 2025	Output	Contractor appointed	0	1	1	1			CWS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
25	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Appoint contractor for the construction of a reservoir on portion 2 of the Farm Thornhill by 30 June 2025	Output	Contractor appointed	0	1	1	1			CWS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
26	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Appoint contractor for the construction the Ramaphosa Reservoir in Patensie by 30 June 2025	Output	Contractor appointed				1			CWS

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
27	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Appoint contractor for the upgrading of the Apiesdraai Pump Station in Oceanview by 30 June 2025	Output	Contractor appointed	0	1	1	1			CWS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Appoint Consultant for the design of the street re-instatement and stormwater infrastructure for Ketse Street, Nanto Street, Meyer Street and Mountain Road by 30 June 2025	Output	Consultant appointed	0	1	1	1			CWS
Reason for change	Additional KPI added following adjustments budget													

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	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Appoint Consultant for the design of the reinstatement of the Philip Street low level water crossing bridge by 30 June 2025	Output	Consultant appointed	0	1	1	1			CWS
Reason for change	Additional KPI added following adjustments budget													
	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Appoint Consultant for the reinstatement of Shirley Street by 30 June 2025	Output	Consultant appointed	0	1	1	1			CWS
Reason for change	Additional KPI added following adjustments budget													
	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Appoint Consultant for the re-instatement of Da Gama Road in the Kabeljouws area and stormwater re-instatement by 30 June 2025	Output	Consultant appointed	0	1	1	1			CWS
Reason for change	Additional KPI added following adjustments budget													

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	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**		Appoint Consultant for the George Road re-instatement of embankment, water and stormwater network by 30 June 2025	**Output**	Consultant appointed	0	1	1	1			CWS
Reason for change	Additional KPI added following adjustments budget													
~~I4~~ 30	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	**SO2**	~~*Households for which refuse is removed once per week*~~ Number of residential properties for which refuse is removed once per week and billed for the service as at 30 June 2025	**Output**	~~*Number of formal residential properties for which refuse is removed once per week (Based on Residential Account Holders)*~~ Number of residential properties which are billed for refuse removal	~~24 488~~ 18 172	~~24 488~~ 18 172	~~24 488~~ 18 172	24 522			CS
Reason for Change	SDBIP KPI and Unit of measurement amended to ensure clarity in interpretation, baseline corrected, and quarterly targets corrected to align with financial system information.													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
32	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**		Spend 90% of the capital budget allocated for computers equipment for Operations Room by 30 June 2025 ((Total Actual Training Expenditure/ Total personnel Budget) x100))	**Output**	% budget spent	0	90	90	98.78%			CS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
33	IBSD	To render integrated community services to enhance community developmen t in general and promote a clean and safe environmen t	**Establish and maintain a robust safety and security framework for municipal assets, protecting critical infrastructure, resources and information**	**SO4**	*Establish a Kouga Community Safety Forum*	**Output**	*Number of Kouga Community Safety Forums established by 31 December 2024*	New	**1**	1	1	Established 2 October 2024		CS

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	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
34	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	Provide excellent, sustainable service delivery to all residents		Spend 90% of the allocated capital budget for ICT by 30 June 2025 {(Total actual capital expenditure /Total capital amount budgeted) x100}	**Output**	% budget spent	0	**90**	90	100%			DMM
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
~~I10~~ 40	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	**SO2**	~~*total electricity losses*~~ Limit unaccounted electricity to less than 18% as at 30 June 2025 {(Number of Electricity Units Purchased and/or Generated - Number of Electricity Units Sold (incl Free basic electricity)) / Number of Electricity Units Purchased and/or Generated) × 100} (rolling twelve month average)	**Output**	~~*Percentage total electricity losses*~~ % unaccounted electricity	14.79%	**<16%**	<18%	14%			ETM
Reason for change	SDBIP KPI and Unit of measurement amended to ensure clarity in interpretation, target decreased for reason that no dedicated funding is available to fully address the matter													

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	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
41	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Purchase 40 vehicles to replace redundant vehicles by 30 June 2025	Output	Number of vehicles purchased	0	**40**	40	65	65 vehicles were procured by 30 June 2025		ETM
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
42	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Provide electricity connections in Ocean View to 169 beneficiaries by 30 June 2025	Output	Number of electricity connections provided	0	**169**	169	34	Only 34 houses were ready to be electrified by 30 June 25, this KPI is depended on Human settlements delivery of houses.	Remainder of houses will be electrified once houses are completed	ETM
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
43	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Complete the installation of the SCADA system by 30 June 2025	Output	% of the system installed	0	**100**	100	69%	The project is partially completed but standard does not make provision form progress.		ETM
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													

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	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
44	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Complete the upgrade of the Ocean View substation by 30 June 2025	Output	Project completed	0	**1**	1	1			ETM
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
45	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Complete the upgrade of the Kwanomzamo Bulk Electrical - Boskloof Secondary Feeder Line and Substation by 30 June 2025	Output	Project completed	0	**1**	1	1			ETM
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													

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	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
~~I9~~ 46	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	~~*households with access to electricity*~~ Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering) (Excluding Eskom areas) and billed for the service as at 30 June (Reg 796)	Output	~~*% of households with access to electricity (Based on Residential Account Holders)*~~ Number of formal residential properties which are billed for electricity or have pre-paid meters (Excluding Eskom areas)	~~100%~~ 19 471	~~100%~~ 19 471	~~100%~~ 19 471	26 507			ETM
Reason for change		SDBIP KPI and Unit of measurement amended to ensure clarity in interpretation, baseline corrected, and quarterly targets corrected to align with financial system information.												
47	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Provide free basic water to indigent households in terms of the approved tariffs earning up to R4360 per household as at 30 June 2025	Outcome	Number of indigent households receiving free basic water	5 592	**5 592**	5 592	7 104			FED
Reason for change		New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives												

48	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	**SO2**	Provide free basic electricity to indigent households in terms of the approved tariffs earning up to R4360 as at 30 June 2025	**Outcome**	Number of indigent households receiving free basic electricity	9 917	**9 917**	9 917	6 805	A full assessment of indigent accountholders were performed resulting in number of accountholders not meeting the criteria of being an indigent. These accountholders were removed from the Indigent register. Also, data cleansing was performed on the basic charges charged on indigent customer accounts resulting in the indigent numbers decreasing for services due to services being jointly connected and not individually. A review of the Indigent Policy (approved by Council in May 2025) was performed which changes the qualifying criteria that will increase		FED

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	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
												the number of indigents by an estimated number of 3060.		
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													

49	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	**SO2**	Provide free basic sanitation to indigent households in terms of the approved tariffs earning up to R4360 as at 30 June 2025	**Outcome**	Number of indigent households receiving free basic sanitation	4 627	**4 627**	4 627	5 639	A full assessment of indigent accountholders were performed resulting in number of accountholders not meeting the criteria of being an indigent. These accountholders were removed from the Indigent register. Also, data cleansing was performed on the basic charges charged on indigent customer accounts resulting in the indigent numbers decreasing for services due to services being jointly connected and not individually. A review of the Indigent Policy (approved by Council in May 2025) was performed which changes the qualifying criteria that will increase		FED

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
												the number of indigents by an estimated number of 3060.		
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
50	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	**SO2**	Provide free basic refuse removal to indigent households in terms of the approved tariffs earning up to R4360 as at 30 June 2025	**Outcome**	Number of indigent households receiving free basic refuse removal	5 895	**5 895**	5 895	7 111			FED
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
~~MT3~~ 66	IBSD	Facilitate the sustainable incorporation and effective management of human settlements, to provide an equitable, inclusive, and resilient living environment that enhances the quality of life for all residents	**To manage and provide planning services in order to ensure the economic upliftment, growth and development of the municipal area**	SO3	~~*Submit revised Municipal Spatial Development Framework to Council*~~ Submit the First Draft revised Spatial Development Framework (SDF) to Council by 30 June 2025	**Output**	~~*Number of revised of the Spatial Development Framework completed by 30 June 2025*~~ First Draft Spatial Development Framework submitted to Council	1	**1**	1	1			PD
Reason for change		KPI redefined to ensure clarity in interpretation.												

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
68	IBSD	Facilitate the sustainable incorporation and effective management of human settlements, to provide an equitable, inclusive, and resilient living environment that enhances the quality of life for all residents	**To manage and provide planning services in order to ensure the economic upliftment, growth and development of the municipal area**	SO3	Service 477 sites in Hankey 990 Phase 2 by 30 June 2025	Output	Number of sites serviced	0	**477**	477	447			PD
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
69	IBSD	Facilitate the sustainable incorporation and effective management of human settlements, to provide an equitable, inclusive, and resilient living environment that enhances the quality of life for all residents	**To manage and provide planning services in order to ensure the economic upliftment, growth and development of the municipal area**	SO3	Complete Service Level Agreement for the servicing of 113 sites Hankey 990 Phase 3 by 30 June 2025	Output	Service Level Agreement concluded	0	**1**	1	1			PD
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
I1	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	SO2	Capital Grant Funding Expenditure	Output	*% Expenditure of MIG Capital Grant funding*	100%	90%	90%	99.93%			CWS

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
I2	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	**SO2**	11	**Output**	*% Expenditure of WSIG Capital Grant funding*	100%	90%	90%	83.03%			CWS
I3	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	**SO2**	Capital Grant Funding Expenditure	**Output**	*% Expenditure of DMRE Capital Grant funding*	100%	90%	90%	100%	R 1.6m reduced from the original award, the remainder was spend on the bulk installations.		ETM
~~I15~~	~~IBSD~~	~~To manage and ensure the provision of basic municipal services and the reduction of backlogs~~	~~**Provide excellent, sustainable service delivery to all residents**~~	~~**SO2**~~	~~*Ensure Indigent Resident have access to Basic Service*~~	~~**Output**~~	~~*% of residents as per the Indigent Register with access to free basic Services*~~	~~100%~~	~~**90%**~~	~~90%~~				~~CWS/ ETM /CS~~
Reason for change	KPI split into different basic services. New SDBIP reference numbers 47 = Water, 48 = Electricity, 49 = Sanitation, 50 = Refuse													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
I16	IBSD	To manage and ensure the provision of basic municipal services and the reduction of backlogs	**Provide excellent, sustainable service delivery to all residents**	**SO2**	*Repairs and Maintenance*	**Output**	*% Expenditure of repairs and maintenance budget provisions*	New	**85%**	80%	83.58%			CWS/ ETM/ CS/D MM
MT1	IBSD	To render integrated community services to enhance community developmen t in general and promote a clean and safe environmen t	**Establish and maintain a robust safety and security framework for municipal assets, protecting critical infrastructure, resources and information**	**SO4**	*Ensure 75% of emergency response time is within 15min from when called received to areas where service is available*	**Output**	*% Response time for fire and emergency incidents*	75%	**75%**	75%	85%			CS

4.3 KEY PERFORMANCE AREA 2: LOCAL ECONOMIC DEVELOPMENT

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
~~L1~~ 56	LED	To manage and promote financial services	Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive local economies, sustainable and decent employment	SO6	~~*Create number of work opportunities through EPWP*~~ The number of FTE's created through the EPWP programme by 30 June 2025	Output	*Number of temporary work opportunities created through Public Employment Programmes (EPWP)* Number of FTE's created through the EPWP programme	134	**500**	~~300~~ 400	463			FED
Reason for change		Target increased												
~~L2~~	~~LED~~	~~To manage and promote financial services~~	~~Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive local economies, sustainable and decent employment~~	~~SO6~~	~~Spend 90% of EPWP Grant funding~~	~~Output~~	~~*% Expenditure of the EPWP grant funding received*~~	~~100%~~	~~**90%**~~	~~90%~~				~~FED~~
Reason for change		KPI removed, EPWP target included as job opportunities created through the EPWP programme SDBIP reference number 56												

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
~~L4~~	~~LED~~	~~To manage and promote financial services~~	~~Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive local economies, sustainable and decent employment~~	~~SO6~~	~~*Days from the point of advertising to BAC award per 80/20 procurement process*~~	~~Output~~	~~*Average number of days from the point of advertising to BAC award per 80/20 procurement process*~~	~~New~~	~~90~~	~~90~~				~~FED~~
Reason for change	Cascaded down to Departmental SDBIP													

4.4 KEY PERFORMANCE AREA 3: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
51	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1	Financial viability measured in terms of the municipality's ability to meet its service debt obligations as at 30 June 2025	Outcome	% of debt coverage	0	**45**	45	**14.7%**			FED
Reason for change		New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives and legislative compliance												
F8	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1	*Cost coverage*	Output	*Cash/Cost coverage ratio (Annual Target)*	0.06:1	**0.75:1**	0.25:1	**0.74**			FED

~~F12~~ 54	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	**SO1**	~~Submit Annual Financial Statements to the Auditor General by 31 August~~ Submit the approved financial statements for 2023/24 to the Auditor-General by 31 August 2024	**Output**	~~*Number of Annual Financial Statements Submitted to the Auditor General by 31 August*~~ Approved financial statements for 2023/24 submitted to the AG	1	**1**	1	1	Submitted 31 August 2024		FED
Reason for change		KPI redefined to ensure clarity in interpretation												
~~F14~~ 55	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	**SO1**	*Creditor Payments*	**Output**	*% Creditors payment paid within 30 days of receipt of a compliant invoice*	100%	**95**	~~90~~ 95	**97.6%**			FED
Reason for change		KPI redefined, target increased												
~~F9~~ 57	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	**SO1**	~~*Current ratio*~~ Current ratio of 1:1 for the 2024/25 financial year (Current assets/Current liabilities)	**Output**	*Current ratio* ~~*(current assets/current liabilities) (Annual Target)*~~	0.95:1	**1.5:1**	~~0.9:1~~ 1:1	**1.38:1**			FED
Reason for change		KPI redefined, target increased												

~~F10~~ 58	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	**SO1**	~~*Liquidity ratio*~~ Liquidity ratio of 0.5:1 for the 2024/25 financial year (Cash and cash equivalents/Current liabilities)	**Output**	*Liquidity ratio ~~(Annual Target)~~*	0.04:1	**0.6:1**	~~0.2:1~~ 0.5:1	**0.68:1**			FED
Reason for change		KPI redefined, target increased												
~~F13~~ 59	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	**SO1**	~~Submit Final Budget to Council for approval by legislated deadline~~ Submit Final Budget to Council for approval by 31 May 2025	**Output**	~~*Number of Final Annual Budgets approved by Council by the legislated deadline*~~ Final Annual Budget submitted	1	**1**	1	1	Submitted 29 May 2025		FED
Reason for change		SDBIP KPI and Unit of measurement amended to ensure clarity in interpretation												
~~F13~~ 60	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	**SO1**	~~Submit adjustments Budget to Council for approval by legislated deadline~~ Submit Adjustments Budget to Council for approval by the end of February 2025	**Output**	~~*Number of Adjustments Budgets approved by Council by the legislated deadline*~~ Adjustments Budget submitted to Council	1	**1**	1	1	Submitted 29 January 2025		FED
Reason for change		SDBIP KPI and Unit of measurement amended to ensure clarity in interpretation												

~~F2~~ 64	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1	~~Capital expenditure against internally funded capital budget provisions~~ The percentage of the municipal capital budget spent on capital projects as at 30 June 2025	Output	~~*Percentage expenditure against capital budget provisions for internally funded projects*~~ % of the municipal capital budget spent	55.48%	**90%**	90%	67.88%			MM
Reason for change		KPI redefined to ensure clarity in interpretation.												
F1	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1	Operating expenditure against total budget	Output	*Percentage of operating expenditure against total budget (excluding non-cash items)*	89.5%	**90%**	90%	**92.95%**			FED
F3	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1	Capital grant expenditure	Output	*Percentage of capital expenditure against Capital grant funding received (Conditional Grants received by 1 July 2024)*	100%	**90%**	90%	62.24%			MM
F4	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	SO1	FMG Grant funding expenditure	Output	*% Expenditure of the FMG grant funding received*	100%	**90%**	90%	**100%**			FED

F5	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	**SO1**	*Cash and cash equivalent*	**Output**	*Percentage change in cash and cash equivalent (short term) between approved budget versus actual (Annual Target)*	New	**50%**	5%	**35.3%**			FED
Reason for change		Previous year ended on R143 mil on cash and cash equivalent initial target set at R43 million, target revised to realistic level												
~~F6~~	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	**SO1**	*expenditure on remuneration*	**Output**	*Percentage of total operating expenditure on remuneration (Excluding Councillors and non-cash items) (Annual Target)*	34%	**35%**	35%	31.07%			DMM
F7	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	**SO1**	*Revenue Growth excluding capital grants*	**Output**	*Percentage of Revenue Growth excluding capital grants (Annual Target)*	New	**CPIX + 0.5%**	CPIX + 0.5%	**5%**			FED
F11	MFVM	To manage and provide financial foundation, maximize	Enhance financial management and the effective utilization of resources, thereby ensuring the long-term viability and sustainability of the organization	**SO1**	*Revenue Collection*	**Output**	*% Revenue collected against revenue raised on municipal service accounts*	95%	**95%**	95%	**91.38%**			FED

4.5 KEY PERFORMANCE AREA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
28	GGPP	To render integrated community services to enhance community development in general and promote a clean and safe environment	**Establish and maintain a robust safety and security framework for municipal assets, protecting critical infrastructure, resources and information**	SO4	Review and submit the Public Safety Plan to Council 31 December 2024	Output	Public Safety Plan Submitted	0	1	1	1	Approved 31 October 2024		CS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Service Delivery Objectives													
29	GGPP	To render integrated community services to enhance community development in general and promote a clean and safe environment	**Adherence to and implementation of effective and efficient governance processes**	SO4	Review and submit the Disaster Management Plan to Portfolio Committee by 31 May 2025	Output	Disaster Management Plan reviewed and submitted to the Portfolio Committee	1	1	1	1	Submitted to Portfolio Committee on 4 February 2025		CS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Service Delivery Objectives													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
31	GGPP	Adherence to and implementation of effective and efficient governance processes	Create and facilitate a conducive environment, with core focus on tourism, that builds inclusive local economies, sustainable and decent employment		Appoint Consultant for the review of the Coastal Management Programme by 31 March 2025	Output	Number of Consultants appointed for the review of the Coastal Management Programmes	0	1	1	1	Appointed 29 January 2025		CS
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
~~G1~~ 61	GGPP	To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution	Adherence to and implementation of effective and efficient governance processes	SO7	~~*Obtain and maintain a unqualified audit opinion on Annual Financial Statements*~~ Obtain and maintain a unqualified audit opinion on Annual Financial Statements for the 2024/25 financial year	Output	~~*Number of Unqualified Audits achieved on the Annual Financial Statements*~~ Audit opinion received on the Annual Financial Statements for 2024/25	1	**1**	1	1	Unqualified Audit Opinion received		MM
Reason for change	SDBIP KPI and Unit of measurement amended to ensure clarity in interpretation													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
62	GGPP	To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution	Adherence to and implementation of effective and efficient governance processes	SO7	Compile a Risk Based Audit Plan (RBAP) and submit to the Audit Committee by 30 June 2025	Output	RBAP submitted to the Audit Committee	0	**1**	1	1	Serve at Audit Committee on 20 June 2025		MM
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													
~~G9~~ 63	GGPP	To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution	Adherence to and implementation of effective and efficient governance processes	SO7	~~*Review and prioritize Risk Register*~~ Compile a strategic risk register and submit to the Audit Committee by 31 May 2025	Output	~~*Number of Risk Registers reviewed by 30 June 2025*~~ Strategic risk report submitted to the Audit Committee	1	**1**	1	1	Serve at Audit Committee on 20 June 2025		MM
Reason for change	SDBIP KPI and Unit of measurement amended to ensure clarity in interpretation													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
67	GGPP	Facilitate the sustainable incorporation and effective management of human settlements, to provide an equitable, inclusive, and resilient living environment that enhances the quality of life for all residents	**To manage and provide planning services in order to ensure the economic upliftment, growth and development of the municipal area**	SO3	Complete the audit on the Municipal Owned Land (anomalies) and submit to Council by 30 June 2025	Output	Audit Report submitted to Council	0	**1**	1	1			PD
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
70	GGPP	Facilitate the sustainable incorporation and effective management of human settlements, to provide an equitable, inclusive, and resilient living environment that enhances the quality of life for all residents	**To manage and provide planning services in order to ensure the economic upliftment, growth and development of the municipal area**	SO3	Submit and review Land Disposal Policy to Council by 30 June	Output	Land Disposal Policy reviewed	0	**1**	1	1			PD
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
~~G10~~	~~GGPP~~	~~To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution~~	~~Adherence to and implementation of effective and efficient governance processes~~	~~SO7~~	~~*Functional performance audit measured by means of meetings where the Audit Committee dealt with performance reports*~~	~~Output~~	~~*Number of meetings where the Audit Committee considered Institutional Performance Reports*~~	~~4~~	~~2~~	~~2~~				~~MM~~
Reason for change		Cascaded down to Departmental SDBIP												
~~G11~~	~~GGPP~~	~~To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution~~	~~Adherence to and implementation of effective and efficient governance processes~~	~~SO7~~	~~*Submit Final Annual Report and Oversight Report to Council before legislated deadlines*~~		~~*Number of Final Annual Report and Oversight Report to Council before legislated deadlines*~~	~~1~~	~~1~~	~~1~~				~~MM~~
Reason for change		Cascaded down to Departmental SDBIP												

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
~~G12~~	~~GGPP~~	~~To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution~~	~~Adherence to and implementation of effective and efficient governance processes~~	~~SO7~~	~~*Approval of IDP/Budget Process Plan by 31 August*~~	~~Output~~	~~*Number of IDP/Budget Process Plans approved by Council by 31 August*~~	~~1~~	~~1~~	~~1~~				~~MM~~
Reason for change	Cascaded down to Departmental SDBIP													
~~G13~~	~~GGPP~~	~~To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution~~	~~Adherence to and implementation of effective and efficient governance processes~~	~~SO7~~	~~*Submit the Draft IDP to Council by 31 March 2025*~~	~~Output~~	~~*Number of Draft IDP submitted to Council by 31 March 2025*~~	~~1~~	~~1~~					
Reason for change	Cascaded down to Departmental SDBIP													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
~~G14~~	~~GGPP~~	~~To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution~~	~~Adherence to and implementation of effective and efficient governance processes~~	~~SO7~~	~~*Submit the final reviewed IDP to Council by 30 June 2025*~~	~~Output~~	~~*Number of IDP's approved by Council 30 June 2025*~~	~~1~~	~~1~~	~~1~~				~~MM~~
Reason for change	Cascaded down to Departmental SDBIP													
~~G2~~	~~GGPP~~	~~To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution~~	~~Adherence to and implementation of effective and efficient governance processes~~	~~SO7~~	~~*Institutional SDBIP approved by the Executive Mayor within 28 days after Annual Budget Approval*~~	~~Output~~	~~*Number of days for the approval of the Institutional SDBIP by the Executive Mayor after annual budget approval*~~	~~28~~	~~28~~	~~28~~				~~MM~~
Reason for change	Cascaded down to Departmental SDBIP													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
~~G3~~	~~GGPP~~	~~To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution~~	~~Adherence to and implementation of effective and efficient governance processes~~	~~SO7~~	~~*Timeous development and conclusion of Section 57 Performance Agreements*~~		~~*% of signed Section 57 Manager Performance Agreements by 31 July 2024*~~	~~100%~~	~~**100%**~~	~~100%~~				~~MM~~
Reason for change	Cascaded down to Departmental SDBIP													
~~G4~~	~~GGPP~~	~~To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution~~	~~Adherence to and implementation of effective and efficient governance processes~~	~~SO7~~	~~*Timeous development and conclusion of Section 57 Performance Agreements*~~		~~*% of signed Section 56Manager Performance Agreements by 31 July 2024*~~	~~100%~~	~~**100%**~~	~~100%~~				~~MM~~
Reason for change	Cascaded down to Departmental SDBIP													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
~~G5~~	~~GGPP~~	~~To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution~~	~~Adherence to and implementation of effective and efficient governance processes~~	~~SO7~~	~~*Formal evaluation of the performance of Section 57 Employees*~~		~~*Number of formal performance evaluations conducted per Section 57 Employee*~~	~~4~~	~~2~~	~~1~~				~~MM~~
Reason for change	Cascaded down to Departmental SDBIP													
~~G6~~	~~GGPP~~	~~To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution~~	~~Adherence to and implementation of effective and efficient governance processes~~	~~SO7~~	~~*Formal evaluation of the performance of Section 56 Employees*~~	~~Output~~	~~*Number of formal performance evaluations conducted per Section 56 Employee*~~	~~4~~	~~2~~	~~1~~				~~MM~~
Reason for change	Cascaded down to Departmental SDBIP													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
~~G7~~	~~GGPP~~	~~To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution~~	~~Adherence to and implementation of effective and efficient governance processes~~	~~SO7~~	~~*Informal evaluation of the performance of Section 57 Employees*~~	~~Output~~	~~*Number of informal performance evaluations conducted per Section 57 Employee*~~	~~2~~	~~2~~	~~1~~				~~MM~~
Reason for change	Cascaded down to Departmental SDBIP													
~~G8~~	~~GGPP~~	~~To ensure that municipal services are administered with the objectives of local government as prescribed in Chapter 7 of the Constitution~~	~~Adherence to and implementation of effective and efficient governance processes~~	~~SO7~~	~~*Informal evaluation of the performance of Section 56 Employees*~~	~~Output~~	~~*Number of informal performance evaluations conducted per Section 56 Employee*~~	~~2~~	~~2~~	~~1~~				~~MM~~
Reason for change	Cascaded down to Departmental SDBIP													

4.6 KEY PERFORMANCE AREA 5: MUNICIPAL INSITUTUTIONAL TRANSFORMATION AND DEVELOPMENT

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
35	MTID	To transform the institution into high performanc e organisation with a skilled and diverse workforce.	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance	SO8	Review the HR Strategy and Plan and submit to Local Labour Forum by 30 June 2025	Output	HR Strategy and Plan reviewed and submitted to Local Labour Forum by 30 June 2024	0	**1**	1	1			DMM
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
~~MT4~~ 36	MTID	To transform the institution into high performanc e organisation with a skilled and diverse workforce.	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance	SO8	*Spend 90% of Skills Development Training Budget*	Output	*%Expenditure of Skills Development Training Budget*	86%	90%	90%	100%			DMM
Reason for change	KPI Changed to ensure alignment with the prescribed indicators (Reg 796)													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
~~MTS~~ 37	MTID	To transform the institution into high performanc e organisation with a skilled and diverse workforce.	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance	SO8	~~*Limit the vacancy rate to less than 10% of funded posts*~~ Limit vacancy rate to 10% of funded posts by 30 June 2025 {(Number of funded posts vacant divided by budgeted funded posts) x100}	Output	~~*Staff Vacancy Rate*~~ (Number of funded posts vacant divided by budgeted funded posts) x100	2.4%	**10%**	10%	3%			DMM
Reason for change	SDBIP KPI and Unit of measurement amended to ensure clarity in interpretation, target changed to annual target													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
38	MTID	To transform the institution into high performanc e organisation with a skilled and diverse workforce.	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance	SO8	Review the Workplace Skills Plan and submit plan to the LGSETA by 30 April 2025	Output	Workplace Skills Plan submitted to LGSETA by 30 April 2025	1	**1**	1	1			DMM
Reason for change	New Additional Key Performance Indicator included to ensure SDBIP Alignment with Budget and Service Delivery Objectives and legislative compliance													

SDBIP REF	NATIONAL STRATEGIC LINK	MUNICIPAL STRATEGIC LINK			MUNICIPAL PLANNED DELIVERY						ACTUAL DELIVERY			Directorate
	National Key Performance Area	Predetermined Objective	Strategic Objective	SO Ref	Key Performance Indicator	Indicator Type	Unit of Measurement	Baseline	MEDIUM TERM TARGET 2024-2027	2024/25 TARGET	Actual	Comment	Corrective Action	
~~MTS~~ 39	MTID	To transform the institution into high performanc e organisation with a skilled and diverse workforce.	Attract, develop, and retain a highly skilled and motivated workforce for the municipality, ensuring effective talent management practices that align with its objectives, promote innovation, and enhance overall municipal performance	SO8	~~*The number of people from employment equity target groups employed*~~ Report on the number of people from previously disadvantaged groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan	Output	~~*Number of appointments made in the top three layers of employment in compliance with the Employment Equity Plan*~~ Number of reports on the EE Candidates employed in the three highest levels of management and report submitted to the Municipal Manager quarterly	~~4~~ 1	~~3~~ **1**	4	24			DMM
Reason for change	KPI redefined to ensure clarity in interpretation and to ensure reporting to Department of Labour.													

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
OFFICE OF THE MUNICIPAL MANAGER
OPEN
DATE: 28 AUGUST 2025
ITEM NO: **25/08/MM6**

REQUEST FOR COUNCIL TO INVESTIGATE THE ALLEGED BREACH OF CODE OF CONDUCT – CLLR OLIPHANT

1. **Introduction**

The purpose of the item is to request Council's approval for the referral of the alleged breach of the Code of Conduct to the Rules and Ethics Committee for investigation, as per the provisions of Schedule 7 of the Local Government: Municipal Structures Act 117 of 1998, as amended in respect of the alleged breach committed by Councillor Oliphant.

2. **Background**

It is alleged that on 18 June 2025, Councillor Oliphant disrupted the Municipal Demarcation Board public consultation meeting held on 18 June 2025 at the Kruisfontein Civic Centre, Humansdorp. It is alleged that he has breached several provisions of the Code of Conduct for Councillors in terms of Schedule 7 of the Local Government: Municipal Structures Act 117 of 1998, as amended.

It is alleged that Councillor Oliphant engaged in a disruptive manner and inappropriate conduct in that he:

(a) Harassed and intimidated Municipal staff, including the officials tasked with facilitating the meeting;
(b) Issuing unauthorised instructions to remove official Municipal branding from the venue;
(c) Creating a hostile and disorderly environment that undermined the objectives of the public consultative meeting and reflected negatively on the Municipality.

3. **Discussion**

It is alleged that Councillor Oliphant has acted in breach of Item 2(a) and (b) and Item 12.

The correspondence dated 11 July 2025 and attached as Annexure A hereto circulated on 14 July 2025, was put to Councillor Oliphant, setting out the allegation. Councillor Oliphant did not formally respond to the allegation set out above.

As stated in the Standing Rules and Procedures: *"If the Councillor elects not to comment, or after receipt of the comments of the Councillor or investigator, the Speaker is of the opinion that there are indeed grounds to continue with a disciplinary hearing, he or she must refer the matter to the Rules and Ethics Committee as soon as possible but in any case, within 30 calendar days, and inform the Municipal Manager*".

Item 15 of the Code makes provision that if the Speaker of the Municipal Council, on reasonable suspicion, is of the opinion that a provision of the Code of Conduct has been breached the Speaker must authorise an investigation of the facts and circumstances of the alleged breach and give the councillor reasonable opportunity to reply in writing regarding the alleged breach and report the matter to a meeting of the Municipal Council.

Item 16(1)(b) of the Code provides that Council may establish a special committee to investigate and make findings on any alleged breach of the Code of Conduct and make appropriate recommendations to the Council.

4. **Financial Implications**

Completed by BTO -	Not applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	

5. **Applicable Legislation**

Local Government: Municipal Structures Act 117 of 1998, as amended – Schedule 7.

Promotion of Administrative Justice Act 3 of 2000.

Standing Rules and Orders for the meeting of Council and all its Committees of Council.

The Policy on Standing Rules and Procedures with regard to Disciplinary Matters against Kouga Municipal Councillors as approved by Council.

6. **Legal Implications**

The Municipal Council established a Rules and Ethics Committee to investigate alleged contraventions of the Code of Conduct and Standing Rules and Orders of Council. The Council can resolve that the said Committee investigate the alleged breach in line with the approved Terms of Reference for the Rules and Ethics Committee.

Should the Committee find that the Councillor is in breach of the Code of Conduct, the Council may:

(a) Issue a formal written warning to the Councillor;
(b) Reprimand the Councillor;
(c) Request that the MEC for Local Government in the province suspend the Councillor for a certain period.

(d) Fine the Councillor;
(e) Request the MEC to remove the Councillor from office.

The Speaker must inform the MEC concerned within fourteen (14) days of the finding and sanction decided on by Council.

Any investigation in terms of Item 16 must be in accordance with Section 3 of the Promotion of Administrative Justice Act 3 of 2000 and the natural rules of justice.

The Policy on the Standing Rules and Procedures with regard to disciplinary matters against Kouga Municipal Councillors provides for the procedure to act in respect of the alleged contravention of Standing Rules and Orders for the meetings of Council and all its Committees.

7. **Other Implications**

None.

8. **Comments by Directorates:**

The recommendations for this item do not require comments from the Directors.

9. **Delegated Authority**

Council.

10. **Recommendations**

10.1 That Council approves the request for the Rules and Ethics Committee to investigate and recommend an appropriate finding and sanction on the alleged breach of the Code of Conduct as well as the alleged contraventions of the Standing Rules and Orders for the meetings of Council and all its Committees for Councillors by Councillor Oliphant.

10.2 That the Rules and Ethics Committee submit its recommendations following its sitting, to Council.

Item prepared by the: Manager: Legal Services 

Item approved by the: Deputy Municipal Manager 

Item endorsed by the Municipal Manager: 

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11 July 2025

Dear, Councillor Oliphant

IN RE: ALLEGED BREACH OF THE CODE OF CONDUCT OF COUNCILLORS AS CONTAINED IN SCHEDULE 7 OF THE LOCAL GOVERNMENT MUNICIPAL STRUCTURES ACT 117 OF 1998, AS AMENDED

The above matter refers.

The correspondence serves as a written notice as contemplated in the Policy on the Standing Rules and Procedures regarding Disciplinary Matters against Kouga Municipal Councillors.

You are reminded of the statutory functions of the Speaker, as stipulated in Section 37 of the Local Government Municipal Structures Act 117 of 1998, as amended, provides that the Speaker must ensure compliance in Council and Council Committees with the Code of Conduct. The Speaker of Council is responsible for the ethics and accountability of the Municipal Council.

Allegation 1:

It is alleged that on 18 June 2025, you disrupted the Municipal Demarcation Board public consultation meeting held on 18 June 2025 at the Kruisfontein Civic Centre, Humansdorp. It alleged that you have breached several provisions of the Code of Conduct for Councillors in terms of Schedule 7 of the Local Government: Municipal Structures Act 117 of 1998,as amended.

It is alleged that you have engaged in a disruptive manner and inappropriate conduct in that you:

(a) Harassed and intimidated Municipal staff, including the officials tasked with facilitating the meeting;
(b) Issuing unauthorised instructions to remove official Municipal branding from the venue;
(c) Creating a hostile and disorderly environment that undermined the objectives of the public consultative meeting and reflected negatively on the Municipality.

The above conduct constitutes a breach of the Code of Conduct stipulated in terms of Schedule 7 of the Act:

Item 2 - General conduct of Councillors of the Code of Conduct for Councillors:

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- Item 2(a), in that you have allegedly failed to perform the functions of office in good faith, honestly and in a transparent manner.

- Item 2(b), You also allegedly failed to act in the best interest of the Municipality and as a result of your actions you have compromised the credibility and integrity of the Municipality.

Item 12 – Interference of administration

- A Councillor may not, except as provided by law: -

(a) interfere in the management or administration of any department of the Municipal Council unless mandated by council.

(b) give or purport to give any instruction to any employee of the Council except when authorised to do so.

You are hereby requested to give written responses in respect to the allegations set out herein within **seven (7) calendar days** from the date of receipt hereof.

COUNCILLOR L MAREE
SPEAKER OF COUNCIL

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KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
OFFICE OF THE MUNICIPAL MANAGER
OPEN
DATE: 28 AUGUST 2025
ITEM NO: **25/08/MM7**

REQUEST FOR COUNCIL TO INVESTIGATE THE ALLEGED BREACH OF CODE OF CONDUCT – CLLR PETERSEN

1. **Introduction**

The purpose of the item is to request Council's approval for the referral of the alleged breach of the Code of Conduct to the Rules and Ethics Committee for investigation, as per the provisions of Schedule 7 of the Local Government: Municipal Structures Act 117 of 1998, as amended in respect of alleged breach committed by Councillor Petersen.

2. **Background**

Allegation 1:

It is alleged that on 21 May 2025, Councillor Petersen posted a live video on his social media account (Facebook) directed to the Executive Mayor H Borman by uttering aggressive(violent) and insulting remarks towards him. In this live video, he also makes reference to the word "gemors(te)". It is alleged that his actions are in breach of the Code of Conduct for Councillors as outlined in Schedule 7 of the Local Government: Municipal Structures Act 117 of 1998, as amended.

Allegation 2:

It is alleged that on 18 June 2025, Councillor Petersen disrupted the Municipal Demarcation Board public consultation meeting held on 18 June 2025 at the Kruisfontein Civic Centre, Humansdorp. It alleged that he has breached several provisions of the Code of Conduct for Councillors in terms of Schedule 7 of the Local Government: Municipal Structures Act 117 of 1998, as amended.

It is alleged that he engaged in a disruptive manner and inappropriate conduct in that he:

(d) Harassed and intimidated Municipal staff, including the officials tasked with facilitating the meeting;
(e) Issuing unauthorised instructions to remove official Municipal branding from the venue;
(f) Creating a hostile and disorderly environment that undermined the objectives of the public consultative meeting and reflected negatively on the Municipality.

Allegation 3:

It is alleged that during the virtual Council meeting held on 26 June 2025, Councillor Petersen made insulting utterances towards Councillor Shena Ruth by uttering "when you attack someone personally you get cancer, and then you wonder why". By making these utterance Councillor Ruth felt violated.

It is also alleged that he regularly mislead the Council with information that is not factual. It is alleged that during the Council meeting, he insinuated that the Municipality makes a huge profit from residents off electricity.

Allegation 4:

It is alleged that during the Ordinary Confidential Council Meeting, Coucillor Petersen made racist remarks towards Councillor Willem Gertenbach. The Speaker of Council requested him to retract the previous remark stating that it is inappropriate and should not have been made, he refused to do so. Alderman Benson stated that if Councillor Petersen refused to retract the statement, he recommended that disciplinary measures be considered. Councillor Petersen stated that he will not withdraw the remark, and he proceeded to make inappropriate comments directed at Alderman Benson.

At 14:50, the Speaker referred Councillor Petersen to the Rules and Ethics Committee and requested him to be placed in the waiting room for the duration of the item under discussion due to disruptive behaviour.

3. **Discussion**

It is alleged that Councillor Petersen has acted in breach of Item 2(a) and (b) and Item 12.

The correspondence dated 11 July 2025 and attached as Annexure A hereto, was put to Councillor Petersen, setting out the allegations. Councillor Petersen did not formally respond to the allegations set out above.

As stated in the Standing Rules and Procedures: *"If the Councillor elects not to comment, or after receipt of the comments of the Councillor or investigator, the Speaker is of the opinion that there are indeed grounds to continue with a disciplinary hearing, he or she must refer the matter to the Rules and Ethics Committee as soon as possible but in any case, within 30 calendar days, and inform the Municipal Manager*".

Item 15 of the Code makes provision that if the Speaker of the Municipal Council, on reasonable suspicion, is of the opinion that a provision of the Code of Conduct has been breached the Speaker must authorise an investigation of the facts and circumstances of the alleged breach and give the councillor reasonable opportunity to reply in writing regarding the alleged breach and report the matter to a meeting of the Municipal Council.

Item 16(1)(b) of the Code provides that Council may establish a special committee to investigate and make findings on any alleged breach of the Code of Conduct and make appropriate recommendations to the Council.

4. **Financial Implications**

Completed by BTO -	Not applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	

5. **Applicable Legislation**

Local Government: Municipal Structures Act 117 of 1998, as amended – Schedule 7.

Promotion of Administrative Justice Act 3 of 2000.

Standing Rules and Orders for the meeting of Council and all its Committees of Council.

The Policy on Standing Rules and Procedures with regard to Disciplinary Matters against Kouga Municipal Councillors as approved by Council.

6. **Legal Implications**

The Municipal Council established a Rules and Ethics Committee to investigate alleged contraventions of the Code of Conduct and Standing Rules and Orders of Council. The Council can resolve that the said Committee investigate the alleged breach in line with the approved Terms of Reference for the Rules and Ethics Committee.

Should the Committee find that the Councillor is in breach of the Code of Conduct, the Council may:

(f) Issue a formal written warning to the Councillor;
(g) Reprimand the Councillor;
(h) Request that the MEC for Local Government in the province suspend the Councillor for a certain period;
(i) Fine the Councillor;
(j) Request the MEC to remove the Councillor from office.

The Speaker must inform the MEC concerned within fourteen (14) days of the finding and sanction decided on by Council.

Any investigation in terms of Item 16 must be in accordance with Section 3 of the Promotion of Administrative Justice Act 3 of 2000 and the natural rules of justice.

The policy on the Standing Rules and Procedures with regard to disciplinary matters against Kouga Municipal Councillors provides for the procedure to act in respect of the alleged contravention of the Standing Rules and Order for the meetings of Council and all its committee.

7. **Other Implications**

None.

8. **Comments by Directorates:**

The recommendations for this item do not require comments from the Directors.

9. **Delegated Authority**

Council.

10. **Recommendations**

10.1 That Council approves the referral to the Rules and Ethics Committee to investigate and recommend an appropriate finding and sanction on the alleged breach of the Code of Conduct as well as the alleged contraventions of the Standing Rules and Order for the meetings of Council and all its Committees for Councillors by Councillor Petersen.

10.2 That the Rules and Ethics Committee submit its recommendations following its sitting, to Council.

Item prepared by the: Manager: Legal Services

Item approved by the: Deputy Municipal Manager

Item endorsed by the Municipal Manager:

ANNEXURE A

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11 July 2025

Dear, Councillor W Petersen

IN RE: ALLEGED BREACH OF THE CODE OF CONDUCT OF COUNCILLORS AS CONTAINED IN SCHEDULE 7 OF THE LOCAL GOVERNMENT MUNICIPAL STRUCTURES ACT 117 OF 1998, AS AMENDED

The above matter refers.

The correspondence serves as a written notice as contemplated in the Policy on the Standing Rules and Procedures regarding Disciplinary Matters against Kouga Municipal Councillors.

You are reminded of the statutory functions of the Speaker, as stipulated in Section 37 of the Local Government Municipal Structures Act 117 of 1998, as amended, provides that the Speaker must ensure compliance in Council and Council Committees with the Code of Conduct. The Speaker of Council is responsible for the ethics and accountability of the Municipal Council.

Allegation 1:

It is alleged that on 21 May 2025, you (Councillor Petersen) posted a live video on your social media account (Facebook) directed to the Executive Mayor H Borman by uttering aggressive(violent) and insulting remarks towards him. In this live video, you also make reference to the word "gemors(te)". It is alleged that you are in breach of the Code of Conduct as outlined in Schedule 7 of the Local Government: Municipal Structures Act 117 of 1998, as amended.

Item 2 - General conduct of Councillors of the Code of Conduct for Councillors:

- Item 2(a), in that you have allegedly failed to perform the functions of office in good faith, honestly and in a transparent manner.

- Item 2(b), You also allegedly failed to act in the best interest of the municipality and as a result of your actions you have compromised the credibility and integrity of the Municipality.

Allegation 2:

It is alleged that on 18 June 2025, you disrupted the Municipal Demarcation Board public consultation meeting held on 18 June 2025 at the Kruisfontein Civic Centre, Humansdorp. It alleged that you have breached several provisions of the Code of

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Conduct for Councillors in terms of Schedule 7 of the Local Government: Municipal Structures Act 117 of 1998,as amended.

It is alleged that you have engaged in a disruptive manner and inappropriate conduct in that you:

(a) Harassed and intimidated Municipal staff, including the officials tasked with facilitating the meeting;
(b) Issuing unauthorised instructions to remove official Municipal branding from the venue;
(c) Creating a hostile and disorderly environment that undermined the objectives of the public consultative meeting and reflected negatively on the Municipality.

The above conduct constitutes a breach of the Code of Conduct stipulated in terms of Schedule 7 of the Act:

Item 2 - General conduct of Councillors of the Code of Conduct for Councillors:

- Item 2(a), in that you have allegedly failed to perform the functions of office in good faith, honestly and in a transparent manner.

- Item 2(b), You also allegedly failed to act in the best interest of the Municipality and as a result of your actions you have compromised the credibility and integrity of the Municipality.

Item 12 – Interference of administration

- A Councillor may not, except as provided by law: -

(a) interfere in the management or administration of any department of the Municipal Council unless mandated by council.

(b) give or purport to give any instruction to any employee of the Council except when authorised to do so.

Allegation 3:

It is alleged that during the virtual Council meeting held on 26 June 2025, you made insulting utterances towards Councillor Shena Ruth by uttering "when you attack

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someone personally you get cancer, and then you wonder why". By making these utterance Councillor Shena felt violated.

It is also alleged that you regularly mislead the Council with information that is not factual. It is alleged that during the Council meeting, you insinuated that the Municipality makes a huge profit from residents off of electricity.

Item 2 - General conduct of Councillors of the Code of Conduct for Councillors:

- Item 2(a), in that you have allegedly failed to perform the functions of office in good faith, honestly and in a transparent manner.

- Item 2(b), You also allegedly failed to act in the best interest of the Municipality and as a result of your actions you have compromised the credibility and integrity of the Municipality.

Allegation 4:

It is alleged that during the Ordinary Confidential Council Meeting, you made racist remarks towards Councillor Willem Gertenbach. The Speaker of Council requested you to retract the previous remark stating that is inappropriate and should not have been made, you refused to do so. Alderman Benson stated that if Councillor Petersen refused to retract the statement, he recommended that disciplinary measures be considered. You stated that you will not withdraw the remark and you proceeded to make inappropriate comments directed at Alderman Benson.

At 14:50, the Speaker referred you to the Rules and Ethics Committee and requested you to be placed in the waiting room for the duration of the item under discussion.

Item 2 - General conduct of Councillors of the Code of Conduct for Councillors:

- Item 2(a), in that you have allegedly failed to perform the functions of office in good faith, honestly and in a transparent manner.

- Item 2(b), You also allegedly failed to act in the best interest of the Municipality and as a result of your actions you have compromised the credibility and integrity of the Municipality.

You are hereby requested to give written responses in respect to the allegations set out herein within **seven (7) calendar days** from the date of receipt hereof.

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COUNCILLOR L MAREE
SPEAKER OF COUNCIL

REPORTS BY THE OFFICE OF THE DEPUTY MUNICIPAL MANAGER

KOUGA
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KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
OFFICE OF THE DEPUTY MUNCIPAL MANAGER
OPEN
DATE: 28 AUGUST 2025
ITEM NO: **25/08/DMM1**

REPLACEMENT OF PATRIOTIC ALLIANCE COUNCILLOR ON THE COMMITTEES OF COUNCIL

1. **Introduction**

The purpose of the item is for Council to approve the replacement of the previous Patriotic Alliance Councillor on the current Committees of Council.

2. **Background**

Cllr Claudette Pietersen of the Patriotic Alliance (PA) was sworn in on the 7th of August 2025 as a PR Councillor of the Kouga Local Municipality Council. Cllr Pietersen replaces previous PA Councillor Mr. Bazil Human.

3. **Discussion**

Following these changes, Cllr Pietersen replaces the previous PA Councillor Mr Bazil Human on the existing Section 80, 79 and 79(A) committees.

4. **Financial Implications**

Completed by BTO	Not applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	

5. **Applicable Legislation**

The Local Government: Municipal Structures Act 117 of 1998, as amended.

6. **Legal Implications**

Should the Council resolve on the recommendations below, the new PR Councillor for the Patriotic Alliance (PA) shall serve on the Committees as indicated, as replacement for the previously nominated PA Councillor.

7. **Other Implications**

None

8. **Comments by Directorates:**

The recommendations for this item do not require comments from the Directors.

9. **Delegated Authority**

Council.

10. **Recommendations**

10.1 That Council resolve that Cllr C Pietersen replace Mr. B Human on the on the respective Section 79 committees as follows:

Disciplinary Committee (Rules and Ethics Committee):

Committee Members
Chairperson : Cllr W van der Linde
Cllr M Nicholls
Cllr C August
Cllr F Heystek
Cllr B Dhludhlu
Cllr G Stuurman
Cllr N Ntshota
Cllr M van Niekerk
Cllr C Pietersen
Cllr M Mbandana
Cllr L Nkilishane

Municipal By-laws and Policy Committee:

Committee Members
Chairperson: Cllr F Heystek
Ald B Williams
All D Benson
Cllr R Foley
Cllr H Murray
Cllr G Stuurman
Cllr T Mbuqu
Cllr K Ndzelani
Cllr C Pietersen
Cllr W van der Linde
Cllr L Nkilishane

Monitoring and Evaluation Committee:

Committee Members
Chairperson: Cllr B Dhludhlu

Cllr S Ruth
Cllr F Heystek
Cllr M van Niekerk
Cllr M Nicholls
Cllr G Stuurman
Cllr M Valgee
Cllr K Ndzelani
Cllr C Pietersen
Cllr W van der Linde
Cllr L Nkilishane

10.2 That Council resolve that Cllr C Pietersen replace Mr B Human on the composition of members for the Section 79A committee as follows:

Municipal Public Accounts Committee:

Committee Members
Chaperon : Cllr M van Niekerk
Cllr H Murray
Cllr C August
Cllr G Stuurman
Cllr W Gertenbach
Cllr F Heystek
Cllr V Zana
Cllr P Oliphant
Cllr C Pietersen
Cllr W van der Linde
Cllr L Nkilishane

10.3 That Council resolve that Cllr C Pietersen replace Mr B Human on the composition of members for the Section 80 committees as follows:

Corporate & Communication Services Portfolio Committee:

Committee Members	**Alternate members:**
Chairperson: Cllr M Nicholls	Cllr B Dhludhlu
Ald D Benson	Cllr S Ruth
Cllr M van Niekerk	Cllr K Ndzelani
Cllr H Murray	
Cllr G Stuurman	
Cllr V Gunuza	
Cllr M Mbandana	
Cllr C Pietersen	
Cllr W van der Linde	
Cllr L Nkilishane	

Planning and Development Portfolio Committee:

Committee Members	**Alternate members:**
Chairperson: Cllr T Jantjes	Cllr M Nicholls
Cllr M van Niekerk	Cllr J Alexander

Cllr R Foley	Cllr V Zana
Cllr C August	
Cllr G Stuurman	
Cllr M Yali	
Cllr W Petersen	
Cllr C Pietersen	
Cllr W van der Linde	
Cllr L Nkilishane	

Civil & Water Services Portfolio Committee:

Committee Members	**Alternate members:**
Chairperson: Cllr R Foley	Cllr B Williams
Cllr B Dhludhlu	Cllr M Nicholls
Cllr S Ruth	Cllr M Mbandana
Cllr W Gertenbach	
Cllr J Alexander	
Cllr V Zana	
Cllr P Oliphant	
Cllr C Pietersen	
Cllr W van der Linde	
Cllr L Nkilishane	

Electro-Mechanical Services Portfolio Committee:

Committee Members	**Alternate members:**
Chairperson: J Alexander	Cllr B Dhludhlu
Cllr S Ruth	Cllr H Murray
Cllr B Williams	Cllr M Yali
Cllr W Gertenbach	
Cllr M Nicholls	
Cllr M Valgee	
Cllr Ntshota	
Cllr C Pietersen	
Cllr W van der Linde	
Cllr L Nkilishane	

Finance & Economic Development Portfolio Committee:

Committee Members	**Alternate members:**
Chairperson: Cllr S Ruth	Cllr H Murray
Cllr B Williams	Cllr R Foley
Cllr B Dhludhlu	Cllr M Yali
Cllr F Heystek	
Cllr W Gertenbach	
Cllr P Oliphant	
Cllr W Petersen	
Cllr C Pietersen	
Cllr W van der Linde	
Cllr L Nkilishane	

Community and Safety Services Portfolio Committee:

Committee Members	Alternate members:
Chairperson: Ald D Benson	Cllr S Ruth
Cllr G Stuurman	Cllr J Alexander
Cllr C August	Cllr V Zana
Cllr F Heystek	
Cllr M Murray	
Cllr E Mbuqu	
Cllr K Ndzelani	
Cllr C Pietersen	
Cllr W van der Linde	
Cllr L Nkilishane	

Item prepared by: Manager Administration & Auxiliary Services

Item approved by the Deputy Municipal Manager:

Item supported by the Municipal Manager :

MATTERS DEALT WITH IN TERMS OF DELEGATED AUTHORITY BY THE EXECUTIVE MAYOR

KOUGA
local municipality
Good Governance through Service Excellence

REPORTS BY THE EXECUTIVE MAYOR

KOUGA
local municipality
Good Governance through Service Excellence

REPORTS BY THE PORTFOLIO CHAIRPERSON: FINANCE AND ECONOMIC DEVELOPMENT

KOUGA
local municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
FINANCE & ECONOMIC DEVELOPMENT
OPEN
DATE: 28 AUGUST 2025
ITEM NO: **25/08/FED1**

SUPPLY CHAIN MANAGEMENT: ANNUAL IMPLEMENTATION REPORT FOR THE OF THE 2024-2025 FINANCIAL YEAR ENDING 30 JUNE 2025

1. **Introduction**

The purpose of this item is to report on the Supply Chain Management activities for the 2024/ 2025 Financial Year starting 01 June 2024 and ending 30 June 2025.

2. **Background**

In terms of paragraph 6 of the Supply Chain Management Policy, the Council must maintain oversight over the implementation of this policy to ensure that the Accounting Officer implements all Supply Chain Management activities in accordance therewith.

3. **Discussion**

The Annual Supply Chain Management Implementation Report for the 2024-2025 Financial year, is attached as "**Annexure A".**

4. **Financial Implications**

Completed by BTO -	Not applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	
BTO Signature	

5. **Applicable Legislation**

Kouga Municipality Supply Chain Management Policy, as approved by Council Municipal Supply Chain Regulations, Gazette No. 27636 dated 30 May 2005

6. **Legal Implications**

None

7. **Other Implications**

None

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Recommendation supported.

8.2 **Director: Planning & Development**

Noted

8.3 **Director: Civil & Water Services**

Item noted.

8.4 **Director: Electro-Mechanical Services**

Item noted.

8.5 **Director: Community Services**

Noted

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Noted.

9. **Delegated Authority**

Council

10. **Recommendations**

10.1 That Council approves the Annual Supply Chain Management Report for the 2024/25 financial year.

Item prepared by the Manager SCM:

Item approved by the Chief Financial Officer:

Item endorsed by the Municipal Manager:

Item noted by the Portfolio Councillor:

"Annexure A":

A. Compliance and Reporting

1. National Treasury Centralised Supplier Database

The municipality is registered on the National Treasury Centralised Supplier database, with the supplier number **MAAA0214163**. The centralised database and the Municipal Supply Chain Database are used to vet companies that are doing business with the municipality, in checking their compliance for doing business with the state.

2. Bid Committees

The committees mentioned below are established and functioning in accordance with the SCM Policy

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

3. Training: Supply Chain/Stores Section

Some officials attended class for MFMA training. Various information sessions were held through the Pink Forum for Municipal Finance Officials.

A PSIRA Workshop was held on 19 November and attended by Demand Management.

Information Session o Transversal Tenders was held on 28 November 2024.

Informal virtual session was held by CIDB 28 May 2025.

a Virtual Infrastructure procurement workshop was held through the Department of Eastern Public Works and Infrastructure on 23 and 26 June 2025.

4. Monthly / Weekly Reports

Weekly reports are submitted to the Chief Financial Officer.

Monthly Deviation reports are submitted in terms of the SCM policy for the procurement of goods and services.

Monthly reports are submitted through the Chief Financial Officer to the various committees and where required, to Council. These reports are submitted in terms of Paragraph 6 of the Supply Chain Policy.

5. SCM Policy Implementation changes

The revised Supply Chain Policy was workshopped on 21 October 2024 and approved by Council on13 December 2024.

New appointment letters were issued for Bid Adjudication members incorporating rules and responsibilities in the first quarter of the financial year.

An updated memorandum and deviation template was circulated in line with audit requirements in August 2024.

New Bid Specification Committee members were appointed on 2 June 2025 and appointment letters were issued incorporating rules and responsibilities.
Standard Operating Procedures was issued for Bid Evaluations procedures for formal and informal tenders on 2 June 2025 with membership information.
The Standard Operating Procedure for Bid Specification Procedures was issued with templates on 18 June 2025.

6. Seven Day Notices (Price Quotations) Awarded

The following table reflects the Informal tenders advertised, awarded and cancelled for the 2024-2025 Financial year.

Tender Notice	Tender Description	Date of Advert	Date of Clarification / Site Meeting	Closing Date	Service Provider	Date Of Award	Amount/ Cancelled	Workdays Completion of Evaluation
134 / 2024	Subdivision, Closure and Rezoning of Public Open Space of a Portion of Erf 170 Jeffreys Bay to Private Open Space	**21-Jun-24**	28-Jun-24	05-Jul-24	**Skywave (Pty) Ltd**	18-Jul-24	R 74 776,00	7 Working days
137 / 2024	Appointment of Service Provider for the Review of 2023/2024 Annual Financial Statements of Kouga Municipality	**21-Jun-24**	01-Jul-24	05-Jul-24	**Altimax Pty Ltd**	12-Jul-24	R 33 350,00	5 Working days
155/2024	Subdivision, Closure and Rezoning, Consolidation & Consent use of properties	**26-Jul-24**	01-Aug-24	08-Aug-24	**Skywave (Pty) Ltd**	22-Aug-24	R 101 680,00	7 Working days
162/2024	Repairs to Bell TLB Rear Boom and Slider and service	**19-Aug-24**	26-Aug-24	02-Sep-24	**Phakamisa Fleet Services (Pty) Ltd**	05-Sep-24	R 75 898,84	2 Working days

163/2024	Complete Engine Overhaul of a Shanti Bulldozer	**19-Aug-24**	26-Aug-24	02-Sep-24	**Phakamisa Fleet Services (Pty) Ltd**	09-Sep-24	R 299 977,50	3 Working days
166/2024	Supply, Delivery and Off-Loading of 1100Litre Industrial Water Heater	**23-Aug-24**	n/a	03-Sep-24	**East Cape Combustion Pty Ltd**	10-Sep-24	R 133 057,85	10 Working days
168/2024	Complete Engine Overhaul of a Toyota Double Cab FCW797EC	**27-Aug-24**	03-Sep-24	n/a	**n/a**	n/a	n/a	Bid Re-advertised-no attendance at Site meeting
174/2024	Supply, Delivery and Off-Loading of Festive Lights	**30-Aug-24**	n/a	10-Sep-24	**Memotek Trading CC**	13-Sep-24	Various Rates	3 Working days
186/2024	Re-advertisement: Complete Engine Overhaul of a Toyota Double Cab FCW797EC	**04-Sep-24**	10-Sep-24	17-Sep-24	**Phakamisa Fleet Services (Pty) Ltd**	23-Sep-24	R 99 350,00	4 Working days
200/2024	Body and Mechanical Repairs to JSJ826EC, IVECO Fire fighter Vehicle	**01-Oct-24**	08-Oct-24	15-Oct-24	**Phakamisa Fleet Services (Pty) Ltd**	18-Oct-25	R 126 799,98	2 Working days
203/2024	Supply and Delivery and Off-loading of tablets for a period ending 30 June 2025	**08-Oct-24**	n/a	17-Oct-24	**Systems Services Group Pty Ltd**	4 Nov. 2024	R 95 823,75	12 Working days

207/2024	Supply and Delivery of various vacuum sewerage suction pump parts and vacuum exhauster pumps for a period of 6 months	**14-Oct-24**	n/a	23-Oct-24	**Rencor Engineering Pty Ltd**	25-Oct-24	Various Rates	2 Working days
210/2024	Appointment of Service Provider for Festive Lights	**22-Oct-24**	n/a	31-Oct-24	**Echo Elektries**	13-Nov-24	Various Rates	6 Working days
214/2024	Appointment of service Provider for the branding of traffic and law enforcement and Security Vehicles	**28-Oct-24**	01-Nov-24	08-Nov-24	**Fabkomp Pty ltd**	14-Nov-24	Various rates	4 Working days
219/2024	Appointment of service Provider for the Facilitation of training Interventions **(Unit Standards 242766 & 259181)**	**31-Oct-24**	n/a	11-Nov-24	**Effective Human Interventions Pty Ltd**	20-Nov-25	1, R17224,24 per delegate 2, R4306,06 per delegate	7 Working days
244/2024	Supply and Delivery of new Original Shantui Bulldozer Radiator	**03-Dec-24**	n/a	12-Dec-24	**SKV Group Pty Ltd (terminated)**	24-Jan-25	R 95 000,00	26 Working days (include shutdown- actual is 8)
245/2024	Supply, Delivery and Installation (where required) of Agricultural Livestock Equipment.	**03-Dec-24**	n/a	12-Dec-24	**Avile Amakhozi Projects**	08-Jan-25	Various Rates	17 Working days (include shutdown)
249/2024	Supply and Delivery and off-loading of all-weather bitumen based cold Asphalt	**03-Dec-24**	n/a	12-Dec-24	**not finalised- to be cancelled**	n/a	n/a	Working days

250/2024	Supply, Delivery of Transmission gum poles for the Kouga Wastewater, Water purification Treatment Works and others	**05-Dec-24**	n/a	13-Dec-24	**Heico Project Management 1 Pty Ltd**	15-Jan-25	Various Rates	19 Working days (include shutdown-actual is 2)
4/2025	Hiring of mulching and shredding equipment and staff to perform mulching and shredding of vegetation on public spaces and private plots in and around Jeffreys bay, St Francis Bay and Humansdorp	**14-Jan-25**	n/a	23-Jan-25	**Nu Plant Projects Pty Ltd**	30-Jan-25	various rates	3 Working days
12/2025	Refurbishment of trailer mounted cherry picker	**17-Jan-25**	23-Jan-25	31-Jan-25	**Phakamisa Fleet Services (Pty) Ltd**	25-Feb-25	R 89 033,00	17 Working days
13/2025	Supply and delivery of personal protective clothing for Kouga municipal workshop	**17-Jan-25**	n/a	28-Jan-25	**Premier Pipe Supply Pty Ltd**	14-Feb-25	Various Rates	13 Working days
18/2025	Engine overhaul and body refurbishment of Isuzu LDV	**24-Jan-25**	30-Jan-25	07-Feb-25	**Phakamisa Fleet Services (Pty) Ltd**	14-Feb-25	R 158 000,00	5 Working days

26/2025	Complete Engine overhaul and of Hino Super Engine	**10-Feb-25**	14-Feb-25	21-Feb-25	**Phakamisa Fleet Services (Pty) Ltd**	03-Mar-25	R 282 900,00	5 Working days
27/2025	Supply and delivery and Off-loading of Solar LED Streetlights with cameras	**12-Feb-25**	n/a	21-Feb-25	**Memotek trading CC**	28-Feb-25	R 9 182,64	2 Working days
31/2025	Facilitation of various training interventions	**19-Feb-25**	n/a	28-Feb-25	**Hudisa Business School Pty Ltd Tonex Management Solutions**	25-Apr-25	R2070, 00 per delegate R1874,50 per delegate	37 Working days
34/2025	Tourism Trade Show stand- World travel Market 2025	**05-Mar-25**	10-Mar-25	17-Mar-25	**Scan Display Solutions Pty Ltd**	26-Mar-25	291415,12	5 Working days
36/2025	Body refurbishment of various Isuzu LDV's **(FKM533EC, FKM884EC)**	**28-Feb-25**	07-Mar-25	14-Mar-25	**Sky metro Equipment Pty Ltd**	19-Mar-25	R780074,50 R97704,00	2 Working days
38/2025	Procurement of heavy-duty LED Module floodlight fittings	**05-Mar-25**	n/a	14-Mar-25	**Brackell Enterprises Pty Ltd**	26-Mar-25	R7043,75 per unit	7 Working days
39/2025	Procurement of $6m^3$ Skips for drop off sites and informal areas	**05-Mar-25**	n/a	14-Mar-25	**Nu Plant Projects**	18-Mar-25	R 21 850,00	2 Working days

41/2025	Body Refurbishment of Light delivery Vehicles **(FKM545EC, FKM556EC, FKM571EC)**	**05-Mar-25**	10-Mar-25	17-Mar-25	**Sky metro Equipment Pty Ltd**	25-Mar-25	R48 900,00 Per Unit	3 Working days
43/2025	Supply and Delivery of Grass cutting Equipment	**12-Mar-25**	n/a	24-Mar-25	**Premier Attractions t/a ZJS Distributors Premier Pipe Supply Pty Ltd Tume Construction**	10-Apr-25	various rated	12 Working days
44/2025	Appointment of Service Provider for plant vegetation on Dunes	**14-Mar-25**	n/a	25-Mar-25	**Libistax Pty Ltd**	27-Mar-25	R 242 500,00	2 Working days
45/2025	Re- advertisement: Supply and Delivery of a new Original Shantui bulldozer Radiator	**13-Mar-25**	n/a	24-Mar-25	**Memotek Trading CC**	27-Mar-24	R 89 991,64	3 Working days
49/2025	Repairs to DBS643EC, FLF 753EC and FJP 574 EC Cherry picker Trucks and prepare for Annual COF trust	**17-Mar-25**	24-Mar-25	31-Mar-25	**Phakamisa Fleet Services (Pty) Ltd**	07-Apr-25	Various Rates	5 Working Days
50/2025	Supply and Delivery of Bell TLB 315 SL, 4X4 Parts	**19-Mar-25**	n/a	28-Mar-25	**Phakamisa Fleet Services**	02-Apr-25	various rates	2 Working days

52/2025	Appointment of an Urban Designer/ Architect to develop Architectural Design Guidelines for the Jeffreys Bay Central Business Unit	**20-Mar-25**	27-Mar-25	08-Apr-25	**Iqhayiya Design Workshop Pty Ltd**	22-Apr-25	R 253 000,00	9 Working days
56/2025	Supply and Delivery, Assembling and installation of office furniture	**25-Mar-25**	n/a	03-Apr-25	**Workstation Office Furniture Thuthuka Office Suppliers CC**	15-Apr-25	various rated	8 Working days
58/2025	Supply and Delivery of Various sizes Vehicle batteries until 30 June 2025	**28-Mar-25**	n/a	08-Apr-25	**Royal Fairways CC**	30-Apr-25	Various Rates	13 Working Days
62/2025	Procurement of Services from suitable contractors for rock revetment for ST. Francis Bay Spit extension	**15-Apr-25**	n/a	29-Apr-25	**Cancelled- tax/ prices**	20-May-25	n/a	13 working days
64/2025	Supply and Delivery of Grader Cutting Edges, retainer plates, digging tips and miscellaneous parts for falcon F50/150 Bush Cutters until 30 June 2025	**01-Apr-25**	n/a	10-Apr-25	**Phakamisa Fleet Services**	11-Apr-25	Various Rates	1 Working Day

66/2025	Supply and Delivery of Bullard 6" Visors for USRX or LTX Fire Helmet	**01-Apr-25**	n/a	10-Apr-25	**n/a cancelled- market value**	23-Apr-25	cancelled	7 working days
71/2025	Supply and Delivery and Off- loading of High Voltage Equipment	**07-Apr-24**	n/a	16-Apr-25	**Flo Specialised Project Solution CC**	07-May-25	various rates	8 Working days
72/2025	Procurement of K9 Security Services operating in Jeffreys Bay, Humansdorp and Gamtoos Valley for a period of 3 months from date of appointment	**07-Apr-24**	n/a	16-Apr-25	**Schutzhunde K9 Pty Ltd**	02-May-25	rates	5 Working days
73/2025	Procurement of Services from a suitable Service Provider for the mining, loading and transportation of rocks	**07-Apr-24**	n/a	16-Apr-25	**Cancelled- tax/ prices**	20-May-25	n/a	20 Working days
79/2025	Manufacture and installation of roof and access door roads at bulldozer Shed: hankey landfill Site	**15-Apr-25**	n/a	29-Apr-25	**Daniels Engineering & Manufacturing Pty Ltd HM Can Do Pty Ltd**	21-May-25	R42 888,07 R181000,00	14 Working days

80/2025	Procurement of Timber / Wood (Poles and planks) for Boardwalk and Walkways in Jeffreys Bay	**15-Apr-25**	n/a	29-Apr-25	**Baycon Pty Ltd**	14-May-25	various rates	8 Working days
81/2025	Bush clearing, pruning of trees, grass cutting open spaces at Council owned spaces/ beach braai areas and play parks	**11-Apr-25**	n/a	24-Apr-25	**Emzini Project & Construction Pty Ltd- SP withdrawn.**	15-May-25	various rates	11 Working days
81/2025	**Remainder of Work**: Bush clearing, pruning of trees, grass cutting open spaces at Council owned spaces/ beach braai areas and play parks	**11-Apr-25**	n/a	24-Apr-25	**Vususiswe Construction- 2nd SP awarded**	18-Jun-25	various rates	n/a
87/2025	Recore of landfill Compactor Radiator	**23-Apr-25**	n/a	06-May-25	**Earth Mach Mining & Construction Equipment Pty Ltd**	08-May-25	R 52 038,27	8 Working days
88/2025	Supply and Delivery of Firefighting Equipment	**23-Apr-25**	n/a	06-May-25	**Baycon Pty Ltd Memotek CC Heico Project Management 1**	15-May-25	various rates	5 Working days
93/2025	Supply and Delivery of 6m^3 Trailer	**23-Apr-25**	n/a	13-May-02	**Baycon Pty ltd**	20-May-25	R 150 000,00	4 Working days

94/2025	Sand removal, transportation from paradise beach, Seebries Street (lookout point) dunes to Flame Crescent, Jeffreys Bay	**23-Apr-25**	n/a	13-May-25	**Nu Plant Pty Ltd**	20-May-25	various rates	4 Working days
96/2025	Supply and Delivery and offloading of various Water Testing Equipment	**02-May-25**	n/a	13-May-25	**Sains Agencies**	23-May-25	R 299 207,00	5 Working days
101/2025	Professional Services - EIA Process for the expansion of Weston Cemetery	**09-May-25**	16-May-25	23-May-25	**Cancelled**	12-Jun-25	n/a	10 Working days
103/2025	Appointment of a Service Provider to do a Risk Profile Supply for medical surveillance and PPE	**15-May-25**	21-May-25	29-May-25	**Sheqomspec Pty Ltd**	13-Jun-25	R 160 307,70	10 Working days

104/2025	Hiring of Excavator and Dozer for Sand Removal in Oyster Bay	**16-May-25**	n/a	27-May-25	**Prosperito Projects (Pty) Ltd**	12-Jun-25	various rated	11 Working days
105/2025	Topographical Survey of Humansdorp Landfill Site	**15-May-25**	n/a	26-May-25	**Alfredson Projects Pty Ltd**	06-Jun-25	R 215 625,00	7 Working days
111/2025	Ad hoc supply, delivery and installation of steel Doors in the KLM Area	**19-May-25**	n/a	02-Jun-25	**Cancelled**	10-Jun-25	n/a	6 Working days
119/2025	Erratum on Notice 111/2025 Ad hoc supply, delivery and installation of steel Doors in the KLM Area	**19-May-25**	n/a	02-Jun-25	**Cancelled-S27(10) 1a**	10-Jun-25	n/a	4 Working days
113/2025	Complete Engine Overhaul of Nissan UD 90 Engine of a Sanitation Truck DXM 91EC	**19-May-25**	23-May-25	28-May-25	**Phakamisa Fleet Services**	03-Jun-25	R 194 925,00	2 Working days

Re-advertisement: 62/2025	**Re-advertisement:** Procurement of Services from suitable contractors for rock revetment for ST. Francis Bay Spit extension	**21-May-25**	n/a	30-May-25	**Nu Plant Projects Pty Ltd**	04-Jun-25	149,5	2 Working days
Re-advertisement: 73/2025	**Re-advertisement:** Procurement of Services from a suitable Service Provider for the mining, loading and transportation of rocks	**21-May-25**	n/a	30-May-25	**Nu Plant Projects Pty Ltd**	04-Jun-25	539,35	2 Working days
133/2025	Complete Engine Overhaul of Isuzu FTR 800 Engine of a Sanitation Truck DNH 308 EC	**13-Jun-25**	20-Jun-25	27-Jun-25	**Phakamisa Fleet Services**	03-Jul-25	R 162 725,00	3 Working days

7. Competitive bids Awarded/ Cancelled for the Period

Below table reflects the formal tenders advertised, Cancelled and awarded, advertised and not concluded as of 30 June for the 2024/2025 Financial Year.

Tender Notice	Tender Description	Date of Advert	Date of Clarification / Site Meeting	Closing Date	Service Provider	Date Of Award	Amount/ Cancelled	Workdays Completion of Evaluation
86/2023	Supply, Delivery and Off-loading of Electrical Requirements for a period of Two Years	**23-Jun-23**	n/a	31-Jul-23	**Kader Technologies (Pty) Ltd** **Actom Electrical Products a Division of Actom (Pty) Ltd** **Platinum Suppliers (Pty) Ltd** **Randela Africa Industries (Pty) Ltd** **Valley Distributions Equip CC** **Memotek Trading CC** **Maboneng Electrical Distributors (Pty) Ltd**	18-Sep-24	Various Rates	n/a award made after termination of initial appointed SP.
131/ 2023	Supply and Install of Fencing in the Kouga Municipal Area for a period of 3 years	**21-Jun-23**	04-Jul-23	20-Jul-23	**1. MB Fencing and Civils Pty Ltd** **2. Vitsha trading and Ibala Consulting Joint Venture**	05-Aug-24	Various rates	228 Working days

191/2023	Panel of Legal Services Providers for the Provision of Legal Services for a period of three years	**09-Oct-23**	16-Oct-23	23-Nov-23	**Cancellation**	n/a	n/a	158 Working days
2/2024 Contract S2/2024	Supply, Delivery and Off-loading of PPE for a period of period of 2 years.	**19-Jan-24**	n/a	26-Feb-24	**Cassim's Elcarbo Industrial Supplies Cape Pty Ltd**	16-Aug-24	Various rates	n/a award made after termination of initial appointed SP.
3/2024	Management of Short- Term Insurance for Kouga Municipality a period of Three years	**04-Mar-24**	12-Mar-24	04-Apr-24	**Lateral Unison Insurance Brokers**	16-Aug-24	Various Rates	72 Working days
7/2024	Supply, Delivery, Installation and training and Maintenance of a web- based Electronic Records Document and Workflow System including a Committee Management Module for a Period of 36 months	**29-Jan-24**	05-Feb-24	29-Feb-24	**Business Engineering (Pty) Ltd**	12-Jul-24	Various Rates	69 Working days

36/2024	Supply, Installation, Commissioning and Maintenance of a Performance Management System for a period of Three 3 years	**13-Feb-24**	20-Feb-24	14-Mar-24	**Ignite Advisory Services (Pty) Ltd**	12-Jul-24	Various Rates	34 Working days
43/2024	Supply and Delivery of Laptop Devices for a period of Two 2 Years	**18-Mar-24**	27-Mar-24	22-Apr-24	**Metro Computer Service (Pty) Ltd**	05-Aug-24	Various Rates	58 Working days
81/2024	Appointment of a service Provider for the Institutional Mechanical Infrastructure services for a period of	**17-Apr-24**	13-May-24	27-May-24	**Cancellation**	06-Sep-24	n/a	51 Working days
85/2024	Appointment of a Service provider to conduct Job Evaluation and JE Dispute Mechanism for continuous Development for a period of three (3) years	**24-Apr-24**	02-May-24	07-Jun-24	**Brian Singh Consulting services CC**	09-Sep-24	Various rates	25 Working days

96/2024	Construction of Civil Services for 2023 Erven in Donkerhoek, Humansdorp gravel streets and Bulk & Internal water Reticulation Network	**26-Apr-24**	03-May-24	13-May-24	**Tainama Bonoylo Joint Venture**	07-Oct-24	R 3 253 420,00	58 Working days
101/2024	Appointment of Service Provider for Individual Screening of Candidates for a period of 3 years	**08-May-24**	16-May-24	10-Jun-24	**KTO Digital (Pty) Ltd**	05-Aug-24	Various Rates	24 Working days
110/2024	St Francis Bay Groundwater Development of three Boreholes	**17-May-24**	28-May-24	18-Jun-24	**Imvu construction (Pty) Ltd**	09-Sep-24	R6 933 680.00	34 Working days
Notice 108/2024 Contract S3/2024	Supply, Delivery and Off-loading of Water Fittings for a period of three 3 years.	**24-May-24**	n/a	24-Jun-24	**Premier Pipe Supply (Pty) Ltd Wesflo Pty Ltd Memotek Trading KFC Engineering Heico Project Management 1 Pty Ltd**	07-Oct-24	Various Rates	49 Working days
Notice 108/2024 Contract S4/2024	Supply, Delivery and Off-loading of Water Meters for a period of three 3 years.	**24-May-24**	n/a	24-Jun-24	**Premier Pipe Supply (Pty) Ltd PPD Engineering and Hardware Suppliers (Pty) Ltd African Water Utilities (Pty) Ltd**	18-Oct-24	Various Rates	49 Working days

117/2024	Upgrade of Boskloof Substation and New Kwanomzamo Bulk Supply for Kouga Municipality	**27-May-24**	5 June 2024/ 2 July 2024	19-Jul-24	**VE Reticulations (Pty) Ltd**	07-Oct-24	R20 300 428.08	40 Working days
118 / 2024	Upgrade of Oceanview Substation Switchgear for Kouga Municipality	**27-May-24**	05-Jun-24	27-Jun-24	**VE Reticulations (Pty) Ltd**	25-Sep-24	R1 0879 571.78	27 Working days
123/2024	Appointment of a panel of professional resource teams (Built Environment) for the Feasibility and Implementation of various municipal projects for a period of 36 months	**10-Jun-24**	20-Jun-24	11-Jul-24	**Cancellation**	13-Sep-24	n/a	46 Working days
124/2024	Hiring of Portable Polyethylene VIP Chemical Toilets for a period of three (3) years	**12-Jun-24**	21-Jun-24	15-Jul-24	**Twaz Group (Pty) Ltd**	09-Sep-24	Various Rates	23 Working days
125/2025	Provision of lifesaving Services to Kouga Municipality for a period of 36 months	**12-Jun-24**	28-Jun-24	15-Jul-24	**Cancellation**	31-Jul-24	n/a	2 Working days

140/2024	Supply, Installation and Servicing of Portable Fire Protection Equipment for a period of 36 Months	**09-Jul-24**	16-Jul-24	08-Aug-24	**Transfer Eastern Cape Pty Ltd**	23-Sep-24	Various Rates	14 Working days
143/2024	Appointment of a Service Provider for Employee Wellness and Medical Surveillance for a period of Three (3) years	**12-Jul-24**	17 July 2024 & 23 July 2024 (2nd meeting held due to late publication)	19-Aug-24	**Centre for Occupational and Wellness Services CC**	18 October 2024	Various rates	13 Working days
146/2024	Appointment of a Service Provider for the Supply, Delivery and Offloading of 240l Wheelie / Waste Bins for a period of three years.	**24-Jul-24**	01-Aug-24	26-Aug-24	**Abusons Pty Ltd t/a Unico Plastics Moulders**	18-Oct-24	Various Rates	20 Working days
147/2024	Supply, delivery and various Road Traffic Signage for a period of 36 months	**19-Jul-24**	29-Jul-24	29-Aug-24	**EC Road Signs (Pty) Ltd Heico Project Management 1 Pty Ltd VP Electrical Contractors Pty Ltd Mpifa Mining and Logistics Pty Ltd**	11-Oct-24	Various Rates	14 Working days

148/2024	Supply, delivery and various Traffic uniforms for a period of 36 months	**19-Jul-24**	30-Jul-24	18-Sep-24	**Mahoc Investments (Pty) Ltd SKV Construction Pty Ltd Sibalam Group Pty Ltd FG Uniforms CC Sparks & Ellis Pty Ltd**	25-Oct-24	Various Rates	12 Working days
154/2024	Supply, delivery and Off- loading of Electrical Cables for a 3-year period	**26-Jul-24**	n/a	26-Aug-24	**VP Electrical Norolor Lunam Consulting Aluzafor Actom**	08-Nov-24	Various rates	36 Working days
159/2024	Supply, delivery and Off- loading of Consumables for a 3-year period	**20-Aug-24**	n/a	20-Sep-24	**cancellation**	28-May-25	n/a	n/a
169/2024	Supply and Delivery of Branded Promotional Items for a period of 12 Months	**06-Sep-24**	18-Sep-24	07-Oct-24	**Decha Enterprise Marcopolo Mzansi Suppliers Indima Njongo Marketing and Communications Vukunjonge**	18-Nov-24	Various Rates	15 Working days
170/2024	Appointment of a Service Provider for Interpreting, Translation and Editing Services for a period of 12 months	**06-Sep-24**	19-Sep-24	07-Oct-24	**Banafrica 1 Foreign Languages and Transport Agency**	29-Jan-25	Various rates	15 Working days

171/2024	Demolition of Building and Removal of Building Material: ERF 3291 Humansdorp (Kouga Cultural Centre)	**30-Aug-24**	10-Sep-24	30-Sep-24	**Cancellation**	10-Oct-24	n/a	2 Working days

172/2024	Panel of Legal Services Providers for the Provision of Legal Services for a period of three years	**30-Aug-24**	11-Sep-24	30-Sep-24	**Billet Gouws Inc** **Bowes Loon and Connellan Inc t/a BLC Attorneys** **Cullinan & Associates Incorporated** **Jouber Galpin and Searle Inc** **Karsans Incorporated** **Lusemga and Associate Incorporated t/a MSZ Attorneys** **Makhafola Attorneys Inc** **Mc Williams and Elliot Inc** **NE Mbewana Attorneys Inc** **Pumeza Bono** **Punithan Quentin Naidoo t/a PQ Naidoo Attorneys** **SM Vakalisa Inc** **Smith Tabata Inc** **Sonamzi Attorneys Inc** **Taleni Godi Kupiso Inc** **W Langson and Associates Inc** **Wesley Pretorius and Associates Inc** **White and Williams Incorporated t/a Lexicon Attorneys** **Mjenxane Attorneys Incorporated**	04-Dec-24	Various rates	18 working days

195/2024	Appointment of a Service Provider to Render Media Monitoring Services for a period of three years	**16-Sep-24**	25-Sep-24	17-Oct-24	**KTM Knowledge Solutions (Pty) Ltd**	21-Jan-25	R 9 999.25 pm	8 Working days
197/2024	Supply, Delivery of Fire Fighting Uniform and Specialised Personal Protective Equipment for Kouga Municipal Fire and Rescue Services for a period of 3 years	**20-Sep-24**	n/a	22-Oct-24	**Platinum Suppliers (Pty) Ltd**	13-Feb-25	Various Rates	66 Working days
201/2024	Supply, Delivery and Off-loading of Paper and Preprinted Paper for a period of three (3) years	**01-Oct-24**	n/a	30-Oct-24	**Kingship Management Pty Ltd** **Cassim's** **Heico Project Management 1 Pty Ltd** **Masifuyeni Isizwe Catering and General Trading CC**	07-Apr-25	Various Rates	90 Working days
202/2024	Appointment of a Service Provider for the Supply, Delivery and Offloading of Stationery for a period of three years	**01-Oct-24**	n/a	30-Oct-24	**Cassims** **Iyanzi Pty Ltd** **Avile Amakhozi Pty Ltd**	28-Feb-25	Various Rates	72 Working days

206/2024	Electrification of 169 Units in Jeffreys Bay, Phase 1 and 2	**11-Oct-24**	18-Oct-42	28-Oct-24	**Zingo 110 t/a Scheyisa Powerlines CC**	27-Jan-25	R 3 941 093,03	20 Working days
215/2024	Appointment of a suitably qualified service provider for the supply, installation and commissioning of a Supervisory Control and Data Acquisition (SCADA) System for Kouga Municipality	**01-Nov-24**	11-Nov-24	02-Dec-24	**Cancellation**	19-Dec-24	n/a	25 Working days
216/2024	Appointment of Service Provider for the Street Cleaning Project in the Kouga Municipal Area (Jeffreys Bay) for a period of twelve Months	**11-Nov-24**	18-Nov-24	26-Nov-24	**Vosloo A.N.J t/a Infinity Landscaping and Maintenance**	27-Jan-25	Various Rates	5 Working days
217/2024	Gill Marcus WTW Elevated Water Tower	**29-Oct-24**	06-Nov-24	28-Nov-24	**MKJ 360 Pty Ltd**	07-Apr-25	R 6 116 921,39	59 Working days

220/2024	Kwanomzamo Bulk Sanitation: Implementation of a New Sewer Pump Station and Rising Main from Bungalows	**04-Nov-24**	13-Nov-24	04-Dec-24	**Cancellation**	28-May-25	n/a	119 Working days
221/2024	Kwanomzamo Bulk Water Implementation of a New Bulk Water Rising Main from Humansdorp Water Treatment Works to Kwanomzamo	**04-Nov-24**	13-Nov-24	04-Dec-24	**Cancellation**	28-May-25	n/a	119 Working days
222/2024	Appointment of Contractor for the Construction of Thornhill Reservoir and Feeder main	**05-Nov-24**	15-Nov-24	25-Nov-24	**Cancellation**	28-May-25	n/a	126 Working days
223/2024	Appointment of Contractor for the minor upgrades to Kruisfontein WWTW and Construction of the Donkerhoek Sewer Line	**05-Nov-24**	15-Nov-24	25-Nov-24	**Cancellation**	28-May-25	n/a	126 Working days

234/2024	Appointment of a Professional Service Provider for the Review of the Coastal Management Programme	**20-Nov-24**	25-Nov-24	10-Dec-24	**no bids received**	n/a	n/a	n/a
235/2024	Appointment of a Professional Service Provider for the Review of the Coastal Management Programme	**20-Nov-24**	25-Nov-24	10-Dec-24	**Coastal and Environmental Services (Pty) Ltd**	29-Jan-25	R 907 442.00	13 Working days
1/2025	Appointment of two panels of contractors for the ad-hoc repair, replacement, upgrading and maintenance of civil engineering services (panel 1) and building maintenance (panel 2) in the Kouga area for a period of three years	**17-Jan-25**	28-Jan-25	17-Feb-25	**In Progress**	28-May-25	n/a	n/a
2/2025	Appointment of Service Provider to develop new Human Settlement Sector plan	**17-Jan-25**	29-Jan-25	17-Feb-25	**Maswana JV Pty Ltd**	10-Apr-25	R 295 550,00	23/24 Working days

23/2025	Appointment of a Professional Service Provider for the Supply and Delivery and Off-loading of a 2piece Conti -Suits for a period of three (3) years	**17-Feb-25**	26-Feb-25	20-Mar-25	**Premier Pipe Supply Pty Ltd**	24-Apr-25	various rates	8 Working days
25/2025	Supervisory Control and Data Acquisition (refer to addendum Notice 32/2025)- Re-advertisement	**18-Feb-25**	26-Feb-25	20-Mar-25	**Eya Bantu Pty Ltd**	06-May-25	R 5 748 781,53	14 Working days
37/2025	Hardware Supply, Delivery and Installation and maintenance of the current biometric access system for a period of three years	**14-Mar-25**	25-Mar-25	14-Apr-25	**Afrisec Strategic Solutions Pty Ltd**	22-May-25	various rates	8 Working days
48/2025	Supply and implementation of a remote automated meter reading system with meter audits and bulk meter installation for a period of three (3) years for Kouga Municipality	**20-Mar-25**	02-Apr-25	22-Apr-25	**in progress**			

59/2025	Loerie Sewer Pump Station and New Rising Main	**09-Apr-25**	22-Apr-25	13-May-25	**Objection Period**	10-Jul-25	R 4 838 929,75	25 Working days
60/2025	Upgrading of gravel roads in the Kouga area- Phase 2.	**09-Apr-25**	22-Apr-25	13-May-25	**in progress**			
61/2025	Supply and delivery of one (1) extended cab 4x4 LDV for the fire department	**02-Apr-25**	n/a	25-Apr-25	**MDZ Fleet Solutions**	22-May-25	R726 625,00	4 Working days
82/2025	High Mast Flood Lights installation for the 25/26 to 26/2 Financial years in KLM Area	**25-Apr-25**	07-May-25	27-May-25	**in progress**	17-Jul-25	R 11 288 626,55	23 Working days
83/2025	Institutional Electromechanical Infrastructure Services	**25 Apil 2025**	08-May-25	27-May-25	**in progress**			

84/2025	Appoint a professional service provider to assemble a multi-disciplinary team of professionals to conduct a full feasibility study and develop a business plan together with conceptual designs for Erf 5481, 5480, 5479, 5478, 873 and 8825 Jeffreys Bay	**02-May-25**	06-May-25	30-May-25	**in progress**			
92/2025	Refurbishment of All Four Steel Wheels on Landfill Compactor	**05-May-25**	14-May-25	04-Jun-25	**Objection Period**	10-Jul-25	R 494 500,00	10 Working days
116/2025	Electrification of 200 houses (Phase 3) at Oceanview in Jeffreys Bay (DMRE Work 2025/26): Specification No.G/10677/E	**23-May-25**	30-May-25	09-Jun-25	**in progress**	17-Jul-25	R 4 930 184,78	16 Working days
120/2025	Appointment of a Contractor for the rehabilitation and reseal of roads in Jeffreys Bay and Paradise Beach in the KLM area.	09-Jun-25	18-Jun-25	10-Jul-25	**not closed**			

126/2025	Supply and Implementation, Monitoring of Managed Services for Cybersecurity for a period of three years.	11-Jun-25	19-Jun-25	14-Jul-25	**not closed**			

8. Variations/ Re-Instatements of Work.

NOTICE &DESCRIPTION	SERVICE PROVIDER	DATE OF AWARD	AMOUNT/ CANCELLED
Variation on Notice 103/2023 Structural Repairs to the Paradise Beach Elevated Water Tower	Jongoware WRR Master Specialist JV	17 July 2024	R 1 780 899.43
Variation on Notice 24/2024 Appointment of a professional service provider to assemble a multidisciplinary team of professionals to conduct a full feasibility study and develop a business plan together with conceptual designs for erf 499, Humansdorp and portion 21 of Farm 347 of Humansdorp RD	Urban Econ Developments Economics (Pty) Ltd		R 74 635.00
Reinstatement on Notice 110/2024 Appointment of a Contract or for St Francis Bay groundwater development of 3 boreholes	Imvu Construction Group	4 April 2025	R 8 483 685.68(re-instatement)

NOTICE &DESCRIPTION	SERVICE PROVIDER	DATE OF AWARD	AMOUNT/ CANCELLED
Variation on Notice 99/2023 Appointment of Contractor for the replacement of existing water main in Mimosa Street	Ibhabhatane Trading CC	29 September 2024	R 417 215.72
Variation on Notice 223/2024 Supply and Delivery of Laptop Devices for a period of Two (2) Years	Metro Computer Services	11 June 2025	Rated items

9. Terminations of Contracts

Contract No.	Description	Service Provider	Project Manager	Notice of Termination	Terminated/ Cancelled	Reason	Resolution
16/2024	Augmentation of Sewer Rising Mains (La Mer to Jeffreys Bay WWTW) Phase 1	Lupha Enterprise (Pty) Ltd	J du Toit	18-Oct-24	Terminated	Default of Contract	N/A
201/2024	Supply, Delivery and Offloading of Copy Paper and Preprinted Paper	Kingship Management (Pty) Ltd	E. Felix	15-May-25	Terminated	Bidder changed their prices after award (Confirmation of rates was done prior to award)	Items advertised on a 7 Day Notice due to volumes purchased.
210/2023	Appointment of a Turnkey Contractor to Construct 6 Low-Costing Housing Units in Patensie	Mavukamavusi Projects (Pty) Ltd	Nico Prinsloo	19-Nov-24	Terminated	Default of Contract-non performance	N/A

217/2024	Gill Marcus Elevated Reservoir and Feeder Lines - Kruisfontein, Humansdorp	MKJ 360 (Pty) Ltd	J du Toit/ M Els- Gerber	02-Jun-25	Terminated	Non- Performance of Service Provider	N/A
81/2025	RFQ: Bush Clearing/ Pruning of Trees and Grass Cutting Open Spaces at Council Owned Spaces/ Beach Braai Areas and Play Parks	Emzini Projects and Construction (Pty) Ltd	R. Ludick	06-Jun-25	Terminated.	Non-Performance of SP	Project awarded to the 2nd highest scoring bidder
56/2025	RFQ: Supply, Delivery, Assembling and Installation of Office Furniture	Esizwe Group (Pty) Ltd	M. Rossouw	08-May-25	Terminated	Bidder changed their prices after award (Confirmation of rates was done prior to award)	Project awarded to the 2nd highest scoring bidder

10. Section 36 Deviations in terms of SCM Policy

The total deviations for the 24-25 financial year amounted to **R 45 030 778.52** and is reflected below as follows: Totals may slightly differ from what is reported in Annual Financial Statements.

Directorate	**AMOUNT**	**TABLE BELOW (BREAKDOWN)**
Office of DMM	**R 8 480 737.65**	**TABLE 10 A**
Community Services	**R 543 140.69**	**TABLE 10 B**
Civil and Water Services	**R 27 091 010.58**	**TABLE 10 C**
Electro- Mechanical	**R 7 266 364 .37**	**TABLE 10 D**
Finance and Economic Development	**R 685 644.23**	**TABLE 10 E**
Planning and Development	**R 963 881.00**	**TABLE 10 F**

11. Report on the Balance of Stock at hand at Stores for the period.

The annual stock count took place on 30 June 2025. During the 2024-25 Financial year a half year stock count was also implemented on 31 January 2025 and no discrepancies were found.

The table below reflects the recon at finalisation of stock count at year end.

Start-End Dates	**Start Balance**	**Stock Issued**	**Stock Received**	**ADJ/ Return/CRNT**	**End Balance**
Balance 2024/07/01	20679983.98	1632102.84	814980.43	15961.60	19878823.17
8/1/2024	19878823.17	1564152.59	1474362.13	50136.18	19839168.89
9/1/2024	19839168.89	1523802.69	1972746.76	41957.02	20330069.98
10/1/2024	20330069.98	1864592.56	2243760.57	8655.73	20717893.72
11/1/2024	20717893.72	2059288.72	4000783.64	22333.78	22681722.42
12/1/2024	22681722.42	1853626.61	2359960.77	-10884.50	23177172.08

1/1/2025	23177172.08	1991725.77	1153206.80	68580.48	22407233.59
2/1/2025	22407233.59	1944967.19	1933705.69	66144.71	22462116.80
3/1/2025	22462116.80	1970063.55	3781487.45	13147.21	24286687.91
4/1/2025	24286687.91	1889730.47	2653997.22	62157.29	25113111.95
5/1/2025	25113111.95	2331994.39	2760125.21	-363149.22	25178093.55
6/1/2025	25178093.55	1185315.82	256336.63	22891.39	24272005.75
		21811363.20	25405453.30	-2068.33	
Opening Balance	**20679983.98**	21811363.2	25405453.3	-2068.33	
Minus Issues	21811363.20				
Plus Stock Receipt	25405453.30				
Plus Journals/ Returns	-2068.33				
Closing Balance 30/06/2025	24 272 005.75				

12. SCM Management component for 01 June 2024 – 30 June 2025.

The section started for the fourth quarter with a total staff complement of 11 permanent staff members, 3 interns, 2 EPWP workers and 9 vacancies. SCM Practitioner- Acquisitions- Mr A. Alexander resigned 30 July 2024 and Senior Accountant Acquisitions. Mrs Z. Rawana resigned 28 February 2025.

Below details depicts the detail of the officials as of 30 June 2025:

- Mrs. C. Groenewald- Manager Supply Chain Management

SUPPLY CHAIN MANAGEMENT	**STORES**
Mrs. C. Groenewald (Permanent)	Mr. E. Felix (Permanent)
Mrs. N. Goeda (Permanent)	Mr. Delaino Domingo (Permanent)
Ms. A. Smith (Permanent)	Mr. D. Volontiya (Permanent)
Ms. A. Gorden (Permanent)	Mr. F. Msolo (Permanent)
Ms. N. Mandeka (Permanent)	Mr. L. Ntemane - EPWP Programme (30 April-30 June)
Ms. A. Lloyd (Permanent)	Mr. Vugu Vugu- EPWP Programme (10-30 June)
Ms. A. Kolyt (Permanent)	
Ms. S. Malusi (SCM Intern)	
Mr. R. Matthee (SCM Intern)	
Ms. S. Tebekana (Intern)	

TABLE 10 A -OFFICE OF THE DEPUTY MUNICIPAL MANAGER

DEVIATIONS - 24-25

DEV NO:	DATE RECEIVED	DIRECTORATE	SECTION	SUPPLIER	SUPPLIER -LOCAL	NATURE OF GOODS/ SERVICE	VALUE	DATE OF REQUEST ON FORM	DATE APPROVED BY MM	SECTION 36 REF	NOTES
23-24/ DMM	24-25	Office of DMM	Legal Services	Billett Gouws Attorneys	Yes	Legal Services - Labour Matters- Expenditure reflected For July 2025	R925 875,66	29-Feb-24	07-Mar-24	S36 (1)(a)(v)	various
23-24/ DMM	24-25	Office of DMM	Mayor's Office	CW Malan	Yes	Legal Services – Application against MEC CoGTA- 23/24 Approved deviation expenditure reflected for July 2024	R84 733,11	08-Apr-24	12-Apr-24	S36 (1)(a)(v)	various
23-24/ DMM35	24-25	Office of DMM	Legal	CW Malan Jeffreys Bay	Yes	Legal Services -23-24 **Approved Deviation**	R250 000,95	07-May-24	08-May-24	S36 (1)(a)(v)	various

24-25/ DMM1	03-Jul-25	Office of DMM	Administration	Bambelela Property Development	Yes	Approved Rental of Office space for 3 years	R5 283 054,00	28-Jun-24	12-Jul-24	S36 (1)(a)(v)	Req No: 160323, 134975,170079,170091 Order No: 235442, 239217, 240945, 241432
24-25/DMM2	27-Jun-24	Office of DMM	IT Section	True Technologies	Yes	Mayoral Passage-Internet Connection	R6 900,00	25-Jun-24	18-Jul-24	S36 (1)(a)(v)	Req No: 153399 Order No: 235531
24-25/ DMM3	14-Aug-24	Office of DMM	DMM - Wards	Red Ants	No	Relocation and eviction services	R110 055,00	12-Aug-24	12-Aug-24	S36 (1)(a)(i)	Req No: 159140 Order No: 236152
24-25/ DMM4	14-Aug-24	Office of DMM	DMM - Wards	Red Ants	No	Relocation and eviction services monthly solution	R179 880,70	12-Aug-24	12-Aug-24	S36 (1)(a)(i)	Req No: 159141 Order No: 236153

24-25/ DMM5	27-Aug-24	Office of DMM	DMM - Wards	Red Ants	No	Relocation and eviction services	R116 630,70	26-Aug-24	28-Aug-24	S36 (1)(a)(i)	Req No: 159145 Order No: 236409
24-25/ DMM6	26-Aug-24	Office of DMM	Auxiliary Services	ERS Bio	No	Renew annual licence fee and increase employee pack from 400 to 500 core software	R8 024,79	21-Aug-24	29-Aug-24	S36 (1)(a)(v)	Req No: 160384 Order No: 236412
24-25/ DMM7	24-25	Office of DMM	Legal Services	Billett Gouws Attorneys	Yes	Legal Services - Eviction, Conveyancing and Labour Matters. No requisition submitted	R227 959,50	16-Jul-24	29-Aug-24	S36 (1)(a)(v)	various
24-25/ DMM8	13-Sep-24	Office of DMM	OHS	Daleen van Biljon	Yes	Counselling services - shooting incident	R2 520,00	15-Aug-24	13-Sep-24	S36 (1)(a)(i)	Req No: 152037 Order No: 236797
24-25/ DMM9	13-Sep-24	Office of DMM	Auxiliary Services	ERS Bio	No	New biometric intercom be installed - Mayor & MM offices	R10 436,25	11-Sep-24	17-Sep-24	S36 (1)(a)(v)	Req No: 160697 Order No: 236892

24-25/ DMM10	13-Sep-24	Office of DMM	Auxiliary Services	ERS Bio	No	Procure 3 remotes for security and Cllrs at Woltemade building	R6 164,00	11-Sep-24	17-Sep-24	S36 (1)(a)(v)	Req No: 160398 Order No: 236890
24-25/ DMM11	19-Sep-24	Office of DMM	DMM - Wards	Red Ant Security	No	Removal of caravan off site	R16 514,00	19-Sep-24	25-Sep-24	S36 (1)(a)(i)	Req No: 159189 Order No: 237040
24-25/ DMM12	27-Aug-24	Office of DMM	Legal Services	Billett Gouws Attorneys	Yes	Legal representation for employee of the municipality - Application No.537202FCV0000965. No requisition received to date	R0,00	10-Sep-24	23-Sep-24	S36 (1)(a)(v)	n/a
24-25/ DMM13	05-Sep-24	Office of DMM	Legal Services	CW Malan - Humansdorp	Yes	Conveyancing - ERF 1044 Sea Vista- No account received to date	R0,00	05-Sep-24	23-Sep-24	S36 (1)(a)(v)	n/a
24-25/ DMM14	17-Sep-24	Office of DMM	Legal Services	McWilliams & Elliot Inc	No	Legal Opinion - Legal implications on Council recommendations- **Approved Deviations**	R18 041,20	12-Sep-24	23-Sep-24	S36 (1)(a)(v)	Req 158176, Order No: 239590

24-25/ DMM15	27-Sep-24	Office of DMM	DMM - Wards	Red Ant Security	No	Relocation & Eviction services- October 2024	R177 675,00	26-Sep-24	03-Oct-24	S36 (1)(a)(i)	Req No: 159200 Order No: 237195
24-25/ DMM16	17-Oct-24	Office of DMM	Auxiliary Services	ERS Bio	No	A new Biometric need to be supplied and installed at Woltemade building	R39 978,42	30-Sep-23	18-Oct-24	S36 (1)(a)(v)	Req No: 160517 Order No: 237536
24-25/ DMM17	22-Oct-24	Office of DMM	Auxiliary Services	ERS Bio	No	Removal and reinstallation of a Biometric system at Woltemade building	R5 716,86	22-Oct-24	24-Oct-24	S36 (1)(a)(v)	Req No: 160516 Order No: 237714
24-25/ DMM18	05-Nov-24	Office of DMM	DMM - HR	Bay Radiology	No	Pathology: Cllr medical assistance	R3 083,06	28-Oct-24	07-Nov-24	S36 (1)(a)(i)	Req No: 152056 Direct Payment
24-25/ DMM19	13-Nov-24	Office of DMM	DMM - HR	Dr. L Steenkamp T/A LMS Life Counselling cc	Yes	Counselling services: Vehicle accident	R2 932,00	03-Oct-24	15-Nov-24	S36 (1)(a)(i)	Req No: 152050 Order No 238358

24-25/ DMM20	29-Nov-24	Office of DMM	DMM - Wards	Red Ant Security	No	Relocation & eviction services	R191 222,00	02-Dec-24	04-Dec-24	S36 (1)(a)(i)	Req No: 139394 Order No 238817
24-25/ DMM21	10-Dec-24	Office of DMM	DMM - Wards	Red Ant Security	No	Relocation & eviction services	R189 110,60	03-Dec-24	13-Dec-24	S36 (1)(a)(i)	Req No: 158705 Order No 238990
24-25/ DMM22	09-Dec-24	Office of DMM	Registry	Busi Ntuli Communicatio ns	No	Advert place din Herald Festive Shopper- not part of approved tender.	R32 292,00	28-Oct-24	13-Dec-24	S36 (1)(a)(i)	Req No: 153284 Order No: 239117
24-25/ DMM23	30-Jan-25	Office of DMM	IT	Mars Technology	No	Speech to text software for committee services	R9 059,77	31-Jan-25	06-Feb-25	S36 (1)(a)(v)	Req No: 162875 Order No: 239891
24-25/ DMM24	12-Feb-25	Office of DMM	DMM - Wards	Red Ant Security	No	Relocation & eviction services	R184 000,00	17-Jan-25	14-Feb-25	S36 (1)(a)(i)	Req No: 158743 Order No: 240082
24-25/ DMM26	13-Mar-25	Office of DMM	DMM - Wards	Red Ant Security	No	Relocation & eviction services- February 2025	R172 500,00	17-Jan-25	14-Feb-25	S36 (1)(a)(i)	Req No: 158771 Order No: 240751

24-25/ DMM27	31-Mar-25	Office of DMM	DMM - Wards	Red Ant Security	No	Relocation & eviction services- March 2025	R189 750,00	17-Jan-25	08-Apr-25	S36 (1)(a)(i)	Req No: 158800 Order No: 241262
24-25/ DMM28	12-Jun-25	Office of DMM	Information Technology	Online Innovations	No	Hosting of Municipal Website	R11 937,00	04-Apr-25	17-Apr-25	S36 (1)(a)(v)	Req No: 172019 Order No: 242949
24-25/ DMM29	25-Jun-25	Office of DMM	Administration	Bambelela Property Development	Yes	Supply and install new aircon in rental building supplied by owner	R24 691,08	28-May-25	25-Jun-25	S36 (1)(a)(v)	Req No: 174347 Order No: 243045
						Total	**R8 480 737,65**				

TABLE 10 B COMMUNITY SERVICES

DEVIATIONS - 24-25

DEV NO:	DATE RECEIVED	DIRECTORATE	SECTION	SUPPLIER	SUPPLIER -LOCAL	NATURE OF GOODS/ SERVICE	VALUE	DATE OF REQUEST ON FORM	DATE APPROVED BY MM	SECTION 36 REF	NOTES
23-24/ COMM	27-Aug-24	Community Services	Community Services	NHLS	No	Water samples	R28 575,50	08-Oct-23	12-Oct-23	S36 (1)(a)(i)	Req No: 151476 Order No: 236422
24-25/ COMM 1	Nov-June	Community Services	Waste & Environmental Health	National Health Laboratory Services	No	Laboratory Tests: Water Samples- 1 July 2024-30 June 2025. **Amount spent reflected in next column**. Original memo requesting services signed July 2024	R193 360,37	01-Aug-24	14-Nov-24	S36 (1)(a)(i)	Req No: 151498, 1591498 1591488, 97802, 97803. 97807, 97820, 97822, 97823, 97827 Order No: 238594, 238327, 238326, 238995, 239476, 240161, 240840, 241686, 242398, 243012

24-25/ COMM 2	03-Sep-24	Community Services	Fire, Disaster & Lifesaving Services	EC Umbrella Fire Protection Association	No	Aviation aerial support for fire brakken duine	R164 066,20	20-Aug-23	05-Sep-24	S36 (1)(a)(i)	Req No: 161719 Order No: 236614
24-25/ COMM 3	03-Sep-24	Community Services	Fire, Disaster & Lifesaving Services	Lifesaving SA	No	6*Lifesaving award regulatory testing and new manuals	R3 780,01	03-Sep-23	05-Sep-24	S36 (1)(a)(ii)	Req No: 131837 Order No: 236581
24-25/ COMM 4	05-Nov-24	Community Services	Safety & Security	Fulcrum Technologies	No	Installation of a new scuff gauge at Vehicle Testing station	R29 982,80	31-Oct-24	07-Nov-24	S36 (1)(a)(ii)	Req No: 166517 Order No: 238036
24-25/ COMM 5	13-Mar-25	Community Services	Waste & Environmental Health	Ten to Nine	No	Pauper Burials	R18 400,00	01-Aug-24	14-Nov-24	S36 (1)(a)(i)	Req No: 97808 Order No: 240750
24-25/ COMM 6	25-Nov-24	Community Services	Fire Services	Firekilla Extinguishers	No	Specialized fire extinguisher-Testing and sampling for Officed and Community Awareness Programme	R9 000,00	13-Nov-24	27-Nov-24	S36 (1)(a)(ii)	Req No: 131869 Order No: 238680

24-25/ COMM 7	21-Nov-24	Community Services	Safety & Security	Lexis- Nexis - Windeed	No	Road Traffic & Transport Legislation sets	R27 700,38	22-Nov-24	09-Dec-24	S36 (1)(a)(ii)	Req No: 166540 Order No:238893
24-25/ COMM 8	29-Apr-25	Community Services	Fire, Disaster & Lifesaving Services	EC Umbrella Fire Protection Association	No	Annual membership fees to EC Umbrella Fre Protection Association	R60 933,60	08-Apr-25	30-Apr-25	S36 (1)(a)(v)	Req No: 170817 Order No: 241772
24-25/ COMM 9	13-May-25	Community Services	Safety & Security	Truvelo Manufacturers	No	Calibration of prolaser/ Truvelo Lidar equipment	R7 341,83	25-Apr-25	19-May-25	S36 (1)(a)(ii); S36 (1)(a)(v)	Req No: 166668 Order No: 242355
						TOTAL	**R543 140,69**				

TABLE 10 C- CIVIL AND WATER SERVICES

DEVIATIONS - 24-25

DEV NO:	DATE RECEIVED	DIRECTORATE	SECTION	SUPPLIER	SUPPLIER-LOCAL	NATURE OF GOODS/ SERVICE	VALUE	DATE OF REQUESTON FORM	DATE APPROVED BY MM	SECTION 36 REF	NOTES
23-24/ CW	05-Aug-24	Civil & Water Engineering Services	Civil	LRC Civils	No	Part payment on approved deviation to complete outstanding items in Loerie Sportsfield. Refer order 234985	R118 328,05	30-May-24	07-Jun-24	S36 (1)(a)(v)	Req No: 161324 Order No: 235987
21-22/ CW	15-Aug-24	Civil & Water Engineering Services	Civil	Ikhono Techni	No	Pipe Jacking underneath the N2 (Original deviation total Deviation: R3492234,90 signed 21/22 Fin Yr) Additional deviations done for increased- Retention is reflected in next column	R87 305,87	19-May-22	25-May-22	S36(1)(a)(v)	Req No: 158973 Order No: 236214

22-23	10-Oct-24	Civil & Water Engineering Services	Civil	Zutari Pty Ltd	No	Professional Fees: WSIG Groundwater Development in St Francis (**Original Deviation amount R1 053 925,55 done on order 225467 in the 22/23 Financial Year.)** additional work done under deviation.	R521 063,61	21-Feb-23	09-Mar-23	S36 (1)(a)(i) i; iv; v	Req No: 161345, Order No: 237126
22-23 Fin YR	13-Dec-24	Civil & Water Engineering Services	Civil	Rudcor Engineering Pty Ltd	no	WSIG Project- I& E 1/2023: Augmentation of Water Supply - Kruisfontein (**original deviation signed in 22/23 Fin Year-Total amount awarded on Deviation is R13 419 532, 22**) The amount reflected in next column what was paid	R385 811,29	02-Feb-23	03-Feb-23	S36 (1) (a)(v)	Req No: 167137 Order No: 239022
23-24	August/ Dec	Civil & Water Engineering Services	PMU Unit	Vitsha Trading	No	**Approved 23-24 Deviation:** Construction Services to complete kwanomzamo Sportsfield	R559 849,44	29-Feb-24	11-Mar-24	S36 (1)(a)(v)	Req No: 161337,167160 Order No: 236281, 239375

23-24/CW37	24-Feb-25	Civil & Water Engineering Services	Civil	Primat Construction	Yes	**Approved Deviation**: Implementation of the St Francis Bay Emergency Bridge Repairs- Total R2 53 137,69 - Two deviation issued previous financial year last deviation amount was R539 558,88 refer req 153461-order 232219-retention amount reflected in next column.	R61 554,24	01-Feb-24	09-Feb-24	S36 (1)(a)(v)	Req No: 168611 Order No: 232219
23-24/ CW40	July24 - June25	Civil & Water Engineering Services	Civil	Rudcor Engineering	No	Appointment of a contractor for the construction of internal streets and stormwater infrastructure for Hankey Housing Development (Phase 2). **Total Deviation amount- R17677321,20 Amount paid 24/25 FY is reflected in next column**	R11 947 878,06	01-Mar-24	14-Mar-24	S36 (1)(a)(i) i; iv; v	Req No: 161319,161373,161392, 167118, 167138, 167147, 169325, 169332, 169359, 169375, 165864 Order No: 235892,237123,237427, 238412,

											239048, 239410, 240649, 241244, 242361, 242902, 243541
24-25/ CW1	05-Aug-24	Civil & Water Engineering Services	Civil	Ubusisiwe Engineering	No	Repair and replace ball valve on the main reservoir in WTW Hankey	R144 440,00	05-Aug-24	14-Aug-24	S36 (1)(a)(v)	Req No: 123739 Order No: 236097
24-25/CW2	Oct-June 25	Civil & Water Engineering Services	Water	Q Point Group	No	**Approved Deviation: 24-25 Fin Year:** Sampling, transportation, analysis and preparing certificates of analysis of all samples taken at the Water and Wastewater Treatment works throughout Kouga Local Municipality. Addendum to original deviation	R3 265 025,36	18-Oct-24	21-Oct-24	S36 (1)(a)(i)	Req No: 166007, 166052, 170606, 170535 Order No: 238335, 239787, 240826, 243469
24-25/CW3	28-Oct-24	Civil & Water	Water & Sanitation	Flash Electric	Yes	Emergency pump hire at Dolphin Drive for 4 days	R26 279,13	11-Oct-24	30-Oct-24	S36 (1)(a)(i)	Req No: 149053 Order

		Engineering Services									No: 237833
24-25/CW4	28-Oct-24	Civil & Water Engineering Services	Water & Sanitation	Flash Electric	Yes	Repair of borehole HD08	R11 533,35	11-Oct-24	30-Oct-24	S36 (1)(a)(i)	Req No: 149054 Order No: 237834
24-25/ CW5	11-Nov-24	Civil & Water Engineering Services	Water	ECSA-Engineering Council of South Africa	No	Professional fees for A Botha	R4 909,00	29-Oct-24	13-Nov-24	S36 (1)(a)(v)	Req No: 149064 Direct Payment
24-25/ CW6	11-Nov-24	Civil & Water Engineering Services	Civil	IMESA-Institute of Municipal Engineering of South Africa	No	Annual payment of Professional Fees for C&WS Engineers: Annual Professional Fees for C&WS Engineers (C.de Kock, A. Botha, M. Els- Geber, W. Hofmeyer, A. Koopman, J du Toit, H. Prince, Z. Buys, M. Ngwane, B, Matshikili, U Faku.)	R14 725,00	11-Nov-24	08-Nov-24	S36 (1)(a)(v)	Req No: 158998 Order No: 238280
24-25/ CW7	13-Dec-24	Civil & Water Engineering Services	Roads & Stormwater	Northfield Engineering	Yes	Emergency Hiring of V6 Water pump due to flooding in Hankey	R37 748,75	01-Nov-24	18-Dec-24	S36 (1)(a)(i)	Req No: 123776 Order No: 239050

24-25/ CW8	07-Jan-25	Civil & Water Engineering Services	Roads & Stormwater	Nu-Plant Projects	Yes	Emergency cleaning of stormwater pond	R71 932,50	03-Jan-25	31-Jan-25	S36 (1)(a)(v)	Req No: 167613 Order No: 239818
24-25 /CW9	11-Mar-25	Civil & Water Engineering Services	PMU Unit	Summertree Civils	Yes	**Lamer Pumpstation: Completion of Outstanding work on Lamer Pumpstation to Jeffreys Bay WTW:** Appointment of Contractor for completion of Contract Notice 16 of 2024 - Contractor terminated	R2 545 216,30	28-Feb-25	11-Mar-25	S36 (1)(a)(v)	Req No: 168615 Order No: 240612
24-25/ CW10	17-Mar-25	Civil & Water Engineering Services	PMU Unit	LRC Civils	Yes	**Seekoei Estuary Causeway Reconstruction:** Appointment of Contractor for Emergency Repairs to Seekoei Estuary using MDRG Funds on a reduced scope. intention to re-instate full work scope at later stage with new submission. **Total Deviation Amount: 7 036 312,99-**	R6 684 425,71	11-Mar-25	17-Mar-25	S36 (1)(a)(i)	Req No: 168618 Order No: 240733

						amount reflected as paid at year end					
24-25/ CW11	08-Apr-25	Civil & Water Engineering Services	Water & Sanitation	Northfield Engineering	Yes	Hire of V6 Floop Pump to assist in stormwater management	R57 734,03	22-Nov-25	11-Mar-25	S36 (1)(a)(i)	Req No: 149072 Order No: 241492
24-25. CW12	06-May-25	Civil & Water Engineering Services	Civil	Zutari Pty Ltd	No	Professional Fees: WSIG Groundwater Development in St Francis/ Humansdorp Area	R545 250,89	06-May-25	09-Jun-25	S36 (1)(a)(v)	Req No: 168621 Order No: 242858
						TOTAL	**R27 091 010,58**				

TABLE 10 D ELECTRO- MECHANICAL DEVIATIONS-24-25											
DEV NO:	**DATE RECEIVED**	**DIRECTORATE**	**SECTION**	**SUPPLIER**	**SUPPLIER -LOCAL**	**NATURE OF GOODS/ SERVICE**	**VALUE**	**DATE OF REQUEST ON FORM**	**DATE APPROVED BY MM**	**SECTION 36 REF**	**NOTES**
23-24/EM	17-May-24	Electro-Mechanical	Civil	Coastal Electrical & Refrigeration (L&L Electrical)	Yes	Service of generators at pumpstations approved 23/24 Fin Year on Req 158638-Order 234381. Work only finalised in July	R54 435,30	07-May-24	21-May-24	S36 (1)(a)(i) iii; S36(1) (a)(v)	Req No: 155542 Order No: 235921
24-25/ EM1	10-Jul-24	Electro-Mechanical	Workshop	Eco Car Hire	No	Hiring of 4 vehicles for Community Services for a period of 60 days	R96 000,00	05-Jul-24	11-Jul-24	S36 (1)(a)(i) iv; S36 (1)(a)(v)	Req No: 158685 Order No: 235440
24-25/ EM2	29-Jul-24	Electro-Mechanical	Workshop	Flo Specialized	No	Repairs to EZ - Thumper	R83 892,50	22-Jul-24	22-Jul-24	S36 (1)(a)(v)	Req No: 157922 Order No: 236065
24-25/ EM3	18-Jul-24	Electro-Mechanical	Workshop	Eco Car Hire	No	Hiring of 6 vehicles for Civil & Water Services for a period of 30 days	R72 000,00	17-Jul-24	18-Jul-24	S36 (1)(a)(v)	Req No: 158695 Order No: 235555
24-25/ EM4	23-Jul-24	Electro-Mechanical	Workshop	Eco Car Hire	No	Hired vehicle drain diesel out on JHN890EC	R3 485,00	08-Jul-24	01-Aug-24	S36 (1)(a)(v)	Req No: 155540 Order

											No: 235870
24-25/ EM5	30-Jul-24	Electro-Mechanical	Workshop	Rencor Engineering	No	JBD519EC - Main hydraulic cylinder to be repaired of Nissan Compactor Refuse Truck	R125 442,00	30-Jul-24	06-Aug-24	S36 (1)(a)(v)	Req No: 155494 Order No: 235919
24-25/ EM6	20-Aug-24	Electro-Mechanical	Workshop	Eco Car Hire	No	Hiring of 10 light delivery vehicles for Community Services for a period of 2 months	R259 000,00	20-Aug-24	22-Aug-24	S36 (1)(a)(i)	Req No: 156834 Order No: 236292
24-25/ EM7	26-Aug-24	Electro-Mechanical	Workshop	Rencor Engineering	No	Urgent repairs to the safe lift of the electrical department	R41 464,69	22-Aug-24	29-Aug-24	S36 (1)(a)(i)	Req No: 156743 Order No: 236414
24-25/ EM8	28-Aug-24	Electro-Mechanical	Fleet	Diesel Mechanical Services	Yes	Urgent repairs to the truck mounted safe lift of the electrical department: FJP574EC	R68 387,49	27-Aug-24	03-Sep-24	S36 (1)(a)(i)	Req No: 156742 Order No 236492
24-25/ EM9	06-Sep-24	Electro-Mechanical	Electrical	Flash Electric	Yes	Emergency repairs to Policlinic Pumpstation	R35 050,24	03-Sep-24	10-Sep-24	S36 (1)(a)(i)	Req No: 162112 Order No: 236712
24-25/ EM10	06-Sep-24	Electro-Mechanical	Electrical	Flash Electric	Yes	Emergency repairs to Pagoda Pumpstation	R16 532,39	03-Sep-24	10-Sep-24	S36 (1)(a)(i)	Req No: 162113 Order

											No: 236713
24-25/ EM11	11-Sep-24	Electro-Mechanical	Workshop	Phakamisa Fleet Services	Yes	Urgent repairs top skip truck engine - CMX729EC	R82 718,47	05-Sep-24	12-Sep-24	S36 (1)(a)(i)	Req No: 156939 Order No: 236788
24-25/ EM12	30-Oct-24	Electro-Mechanical	Workshop	Eco Car Hire	No	Hiring of 10x Single Cab LDV's for the Civil and Water Section.	R44 800,00	22-Oct-24	31-Oct-24	S36 (1)(a)(i)	Req No: 156894 Order No: 237900
24-25/ EM13	06-Nov-24	Electro-Mechanical	Workshop	Fleet Dynamics	No	Repairs to IVECO fire fighting vehicle - Faulty transfer box of Gearbox- JGR 875 EC	R137 490,12	24-Oct-24	07-Nov-24	S36 (1)(a)(i)	Req No: 155651 Order No: 238082
24-25/ EM14	21-Nov-24	Electro-Mechanical	Workshop	Billson Trucks	No	Repairs to Croner Suction Truck- Repairs to Allison Gearbox- JZH 059 EC	R276 884,52	19-Nov-24	25-Nov-24	S36 (1)(a)(i)	Req No: 146159 Order No: 238574

24-25/ EM15 A	Nov-June 25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	**Approved Deviation**: Maintenance & refurbishment of electrical & mechanical pumpstations & switchgear for KLM. Amount spend will be reported monthly: Expenditure reflected in next column	R3 402 626,22	12-Nov-24	26-Nov-24	S36 (1)(a)(v)	various
24-25/ EM15 B	Nov-June 25	Electro-Mechanical	Mechanical	International Metal Processing Pty Ltd	Yes	**Approved Deviation:** Maintenance & refurbishment of electrical & mechanical pumpstations & switchgear for KLM. Amount spend will be reported monthly: Expenditure reflected in next column	R995 819,05	12-Nov-24	26-Nov-24	S36 (1)(a)(v)	various

24-25/ EM15 C	Nov-June 25	Electro-Mechanical	Mechanical	Northfield Engineering	Yes	**Approved Deviation:** Maintenance & refurbishment of electrical & mechanical pumpstations & switchgear for KLM. Amount spend will be reported monthly: Expenditure reflected in next column	R1 068 598,27	12-Nov-24	26-Nov-24	S36 (1)(a)(v)	various
24-25/ EM16	Jun-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Repairs to 2,6KW Robot Pump at Seaglades Pumpstation- 24-25 emergency work	R25 406,72	11-Jun-25	01-Jul-25	S36 (1)(a)(v)	Req No: 162153, Order No: 243111
24-25/ EM17	Jun-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Repairs to Romazini Pumpstation 48KW Robot Pump, 24-25 emergency work	R95 604,02	11-Jun-25	01-Jul-25	S36 (1)(a)(v)	Req No: 162154, Order No: 243112

24-25/ EM18	Jun-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Repairs to 1,3KW HPMA at 4A Pumpstation- 24-25 emergency work	R11 677,17	11-Jun-25	01-Jul-25	S36 (1)(a)(v)	Req No: 162155, Order No: 243114
24-25/ EM19	17-Jul-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Repairs at Patensie Pumpstation- install relay and floats switch- Quote 7789	R4 894,66	18-Jun-25	22-Jul-25	S36 (1)(a)(v)	Req No: 162157, Order No: 243505
24-25/ EM20	17-Jul-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Repairs at Romazini Pumpstation- Emergency Call out- 13 June 2025, Quote 7788	R3 606,98	19-Jun-25	22-Jul-25	S36 (1)(a)(v)	Req No: 162158, Order No: 243512

24-25/ EM21	17-Jul-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Repairs to 1 x 45 kw motor at Lamer Pumpstation. - Quote 7791	R25 704,80	24-Jun-25	23-Jul-25	S36 (1)(a)(i)	Req No: 162160, Order No: 243506
24-25/ EM22	17-Jul-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Repairs to 34KW Robot Pumo at Beach Hotel Pump No.2 - Quote 7786	R31 787,84	24-Jun-25	23-Jul-25	S36 (1)(a)(i)	Req No: 162161, Order No: 243507
24-25/ EM23	17-Jul-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Repairs to 1 x 45 kw motor at Lamer Pumpstation- Quote 7742	R24 894,51	24-Jun-25	23-Jul-25	S36 (1)(a)(i)	Req No: 162162, Order No: 243508

24-25/ EM24	17-Jul-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Repairs to 13KW Robot Pump at Arcadia Pumpstation- Quote 7787	R22 551,73	24-Jun-25	23-Jul-25	S36 (1)(a)(i)	Req No: 162164, Order No: 243510
24-25/ EM25	17-Jul-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Repairs to 35KW Robot pumo at Thornhill Pumpstation- Quote-7778	R22 877,18	24-Jun-25	23-Jul-25	S36 (1)(a)(i)	Req No: 162163, Order No: 243509
24-25/ EM26	17-Jul-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Installation of automatic system at 4A Pond Pump (1,3KW Homa) Quote 7781	R7 837,67	11-Jun-25	23-Jul-25	S36 (1)(a)(i)	Req No: 162156, Order No: 243543

24-25/ EM27	17-Jul-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Emergency Call out: Replacement of 45KW,75KW motor at Lamer Pumpstation-Quote-7790	R5 837,40	24-Jun-25	23-Jul-25	S36 (1)(a)(i)	Req No: 162159, Order No: 243544
24-25/ EM28	24-Jul-25	Electro-Mechanical	Mechanical	Northfield Engineering	No	Deviation on maintenance of pumpstation expired and new tender process not concluded. Supply and Install T8 Services exchange, Flap valve at leamer: NE 11792	R119 057,43	25-Jun-25	31-Jul-25	S36 (1)(a)(i)	Req No: 162165, Order No: 243730
						TOTAL	**R7 266 364,37**				

TABLE 10 E FINANCE AND ECONOMIC DEVELOPMENT

DEVIATIONS - 24-25

DEV NO:	DATE RECEIVED	DIRECTORATE	SECTION	SUPPLIER	SUPPLIER -LOCAL	NATURE OF GOODS/ SERVICE	VALUE	DATE OF REQUEST ON FORM	DATE APPROVED BY MM	SECTION 36 REF	NOTES
24-25/ FIN1	21-Jun-24	Finance and Economic Development	Finance, ED & Tourism	SAACI- South African Association for the Conference Industry	No	Association Membership	R6 078,00	22-May-24	04-Jul-24	S36 (1)(a)(ii)	Req No: 162305 Direct Payment
24-25/ FIN2	31-Jul-24	Finance and Economic Development	Revenue	Lexis- Nexis- Windeed	No	Services rendered - Search fees	R5 404,63	25-Jul-24	05-Aug-24	S36 (1)(a)(v)	Req No: 162703 Order No: 235915
24-25/ FIN3	12-Aug-24	Finance and Economic Development	Revenue	Waltons	No	Black ribbon cartridge- various request were sent out - could not obtain three quotations	R3 076,25	07-Aug-24	15-Aug-24	S36 (1)(a)(v)	Req No: 153891 Order No: 236142
24-25/ FIN4	27-Aug-24	Finance and Economic Development	ED & Tourism	The Shell Shop	Yes	Unique developed and designed local products for destination marketing (Handmade	R10 500,00	19-Aug-24	28-Aug-24	S36 (1)(a)(v)	Req No: 162331 Order No: 236399

						logos and magnets)					
24-25/ FIN5	29-Aug-24	Finance and Economic Development	ED & Tourism	The Shell Shop	Yes	Unique developed and designed local products for destination marketing	R6 700,00	28-Aug-24	03-Sep-24	S36 (1)(a)(v)	Req No: 162335 Order No: 236498
24-25/ FIN6	12-Sep-24	Finance and Economic Development	Income	Lexis- Nexis - Windeed	No	Search fees for financial year 2024-2025-(Bulk order for 7months - 149137,10)	R151 647,66	09-Jul-24	13-Sep-24	S36 (1)(a)(v)	Req No: 162723 Order No: 236901/240163
24-25/ FIN7	16-Sep-24	Finance and Economic Development	ED & Tourism	South African Tourism	No	Destination marketing	R101 236,00	09-Sep-24	25-Sep-24	S36 (1)(a)(v)	Req No: 162350 Direct Payment
24-25/ FIN8	08-Oct-24	Finance and Economic Development	ED & Tourism	Be Original	Yes	Unique developed and designed local products for destination marketing	R9 960,00	07-Oct-23	10-Oct-24	S36 (1)(a)(v)	Req No: 162378 Order No: 237363
24-25/ FIN9	16-Oct-24	Finance and Economic Development	ED & Tourism	Travel & Trade Publishing	No	Publicity & Marketing - Digital Tourism Update	R141 819,15	23-Sep-24	18-Oct-24	S36 (1)(a)(v)	Req No: 162371 Direct Payment

24-25/ FIN10	18-Oct-24	Finance and Economic Development	ED & Tourism	Routed Roasters cc	Yes	China International Export Business Expo local product for marketing	R3 255,00	07-Oct-24	21-Oct-24	S36 (1)(a)(v)	Req No: 162382 Direct Payment
24-25/ FIN11	23-Oct-24	Finance and Economic Development	ED & Tourism	Cape St Francis Resort	Yes	Unique developed and designed local products for destination marketing in China	R7 121,74	23-Oct-24	24-Oct-24	S36 (1)(a)(v)	Req No: 162395 Order No: 237723
24-25/FIN12	02-Dec-24	Finance and Economic Development	ED & Tourism	Reed Exhibitions	No	WTM Africa 2025: Exhibit Space - Sharing Exhibitors	R31 845,80	24-Oct-24	03-Dec-24	S36 (1)(a)(v)	Req No: 162397
24-25/ FIN13	07-Apr-25	Finance and Economic Development	ED & Tourism	Meltwater Solutions	No	Annual subscription Services	R207 000,00	28-Feb-25	29-Apr-25	S36 (1)(a)(ii)	Req No: 171106 Order No: 241674
						TOTAL	**R685 644,23**				

TABLE 10 F PLANNING AND DEVELOPMENT

DEVIATIONS - 24-25

DEV NO:	DATE RECEIVED	DIRECTORATE	SECTION	SUPPLIER	SUPPLIER-LOCAL	NATURE OF GOODS/ SERVICE	VALUE	DATE OF REQUEST ON FORM	DATE APPROVED BY MM	SECTION 36 REF	NOTES
24-25/ PD1	26-Jul-24	Planning & Development	Planning	SACPLAN	No	Annual Professional fees payments for Town Planning employees	R4 888,00	26-Jul-24	29-Jul-24	S36 (1)(a)(v)	Req No: 163231 Direct Payment
24-25/ PD2	13-Aug-24	Planning & Development	Planning	South African Council for the Architectural Profession (SACAP)	No	Professional registration fees for the Building Inspectors:	R10 713,00	23-Jul-24	16-Aug-24	S36 (1)(a)(v)	Req No: 163241 Dir Payment
24-25/ PD3	29-Jan-25	Planning and Development	Land and Property	Mshwau Holdings	No	Demolition of Kouga Cultural Centre and Discarding of building Material	R948 280,00	28-Jan-25	14-Feb-25	S36 (1)(a)(v)	Req No: 163354 Order No:240035
						Total	**R963 881,00**				

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
FINANCE & ECONOMIC DEVELOPMENT
OPEN
DATE: 28 AUGUST 2025
ITEM NO: **25/08/FED2**

ITEM TO COUNCIL FOR THE BUDGET AMENDMENT OF THE 2025/26 APPROVED CAPITAL AND OPERATIONAL BUDGETS IN TERMS OF THE 2024/25 UNSPENT, INTERNALLY FUNDED, CAPITAL ROLLOVERS AND THE REDUCTION OF VARIOUS OPERATIONAL ITEMS.

1. **Introduction**

This item seeks approval of Council to include the 2024/25 unspent, internally funded, capital projects and the reduction of various operating items in the 2025/26 Capital and Operating Budget as per the attached **"Annexure A".**

2. **Background**

In accordance with Section 28(2)(e) of the Municipal Finance Management Act (MFMA), Council may authorize the spending of funds that were unspent at the end of the past financial year where the under-spending could not reasonably have been foreseen at the time to include projected roll-overs when the annual budget for the current year was approved by the Council.

3. **Discussion**

Rollover applications were received from the directorates in respect of the incomplete capital projects which were budgeted for in the 2024/25 financial year. The projects to be rolled over are contractually committed and substantiated, based on tenders awarded or orders issued for capital expenditure commitments. The motivations for most of these rollovers references capital projects that could not be completed based on delays experienced in the procurement processes for these projects.

Please refer to **"Annexure A"** for the budget amendments.

4. **Financial Implications**

Completed by BTO -	As stipulated in the report. Refer to **"Annexure A"**
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	

BTO Signature	

5. **Applicable legislation**

- Chapter 4 of the Local Government: Municipal Finance Management Act No. 56 of 2003.

6. **Legal Implications**

Section 27 of the Local Government: Municipal Finance Management Act, No.56 of 2003 (MFMA) provides for action to be taken in the event of non-compliance with the provisions of Chapter 4 of the MFMA. Remedies for non-compliance includes applying to the MEC for finance to extend any time limit or deadline contained in the legislative provision (in exclusion of the Section 16(1)-time provisions).

In this regard specific reference is made to the deadline for approval of adjustments budget for rollovers, being 25 August as contemplated in the Municipal Budget and Reporting Regulations (MBRR), regulation 23, sub regulation (5), providing that an adjustments budget referred to in section 28(2)(e) of the Act may only be tabled after the end of the financial year to which the rollovers relate and must be approved by the municipal council by 25 August of the financial year following the financial year to which the rollovers relate.

In regard to the formats of adjustments budgets, Regulation 21 of the Municipal Budget and Reporting Regulations states that an adjustments budget and supporting documentation of a municipality must be in the format specified in Schedule B and include all the required tables, charts and explanatory information, taking into account any guidelines issued by the Minister in terms of section 168(1) of the Act.

7. **Other Implications**

None

8. **Comments by Directorates**

8.1 **Chief Financial Officer**

Recommendation supported.

8.2 **Director: Planning and Development**

Supported.

8.3 **Director: Community Services**

Supported.

8.4 **Director: Civil and Water Services**

Supported.

8.5 **Director: Electro - Mechanical Services**

Supported

8.6 **Deputy Municipal Manager**

Supported.

8.7 **Municipal Manager**

Supported.

9. **Delegation Authority**

Council.

10. **Recommendations**

10.1 That the Executive Mayor recommends that the Council, by resolution taken by the majority of its full number, and in terms of Section 30(2) of the Local Government: Municipal Structures Act No. 117 of 1998 (as amended), read in conjunction with Chapter 4 of the Local Government: Finance Management Act, Act No 56 of 2003: approves the amendment of the 2025/26 Capital and Operational Budget as indicated in the "**Annexure A".**

Item prepared by the Manager: Budget & Treasury:

Item approved by the Chief Financial Officer:

Item endorsed by the Municipal Manager:

Item noted by Portfolio Chairperson:

"ANNEXURE A"

PROJECT DESCRIPTION	FUNDING SOURCE	Original Budget 2025/26	Adjustments	2025/26 Adjusted Budget	Comments
REVENUE					
ADDITIONAL FUNDS (HANKEY 990)		-	(9 856 918)	(9 856 918)	
		-	**(9 856 918)**	**(9 856 918)**	
CAPITAL PROJECTS					
Upgrade of Thornhill Sewer Treatment Works - Phase 1	UISP	209 527	(49 927)	159 600	
Kwanomzamo: New Sewer Pump Station & Rising Main - Bulk Sanitation	UISP	454 121	(270 415)	183 706	
Apiesdraai: Sewer Pump Station	UISP	391 303	(178 313)	212 990	
Thornhill: New Reservoir on Pnt 2 of the Farm	UISP	35 304	(35 304)	-	
Kruisfontein: Upgrade of Gill Marcus Bulk Water Reservoir & Pipeline	UISP	5 353 366	427 101	5 780 467	
Kwanomzamo: New Bulk Water Pipeline	UISP	295 478	(186 174)	109 304	
Thornhill: Upgrading of Informal Settlement	UISP	323 213	159 100	482 313	
Patensie: Upgrading of Cyril Ramaphosa Informal Settlement	UISP	709 463	608 600	1 318 063	
Jeffreys Bay: Upgrading of Ocean View Informal Settlement	UISP	2 719 357	645 680	3 365 037	
Humansdorp: Upgrading of Kruisfontein Informal Settlement (Donkerhoek)	UISP	1 820 012	616 134	2 436 146	
Humansdorp: Upgrading of Kwanomzamo Informal Settlements (Bungalows, Polar Parks & Shukushukuma)	UISP	2 160 109	984 070	3 144 179	
DESIGN: UPGRADING WESTON WWTW OUTFALL AND RETICULATION	UISP	-	1 141 258	1 141 258	
Kwanomzamo Bulk Electrical - Boskloof Secondary Fe	UISP	8 687 837	(8 687 837)	-	
Kruisfontein: Bulk Sewer Link Line	UISP	191 464	(191 464)	-	
Ramaphosa Sewer Pump Station Upgrade	UISP	124 260	73 073	197 333	
Oceanview Substation Upgrade	UISP	2 612 133	(2 584 194)	27 939	
Kwanomzamo Bulk Electrical - Boskloof Secondary Fe	UISP		29 703	29 703	
HANKEY 990-PHASE 2	DOHS	-	6 731 297	6 731 297	DOHS (Rollover of unspent and addition of R9,8mil)
HANKEY 990-PHASE 3	DOHS	-	10 624 531	10 624 531	DOHS (Rollover of unspent and addition of R9,8mil)
		26 086 947	**9 856 918**	**35 943 865**	
HANKEY WWTW	Internal	-	2 388 083	2 388 083	Internal rollovers
LA MER NEW SEWER RISING MAIN	Internal	-	811 149	811 149	Internal rollovers
Electrical Oil circuit breakers replacement circuit breakers replacement with vacuum SCADA ready breakers	Internal	-	1 560 165	1 560 165	Internal rollovers
Computer Equipment	Internal	-	25 131	25 131	Internal rollovers
KWANOMZAMO SEWERAGE PUMP STATION	Internal	-	508 609	508 609	Internal rollovers
PAVING OF MAIN BEACH	Internal	-	44 030	44 030	Internal rollovers
Computer Equipment	Internal	-	22 477	22 477	Internal rollovers
Upgrading Loerie Sports Facilities	Internal	-	34 894	34 894	Internal rollovers
FURNITURE &EQUIPMENT REV STAFF	Internal	-	40 561	40 561	Internal rollovers

Construction of Civil Services in Donkerhoek & Humansdorp	Internal	800 000	878 346	1 678 346	Internal rollovers
JILL MARCUS WATER SUPPLY	Internal	-	108 675	108 675	Internal rollovers
Procurement of Homeless Shelter Property	Internal	-	1 400 000	1 400 000	Internal rollovers
Upgrading/Improvement of Sport Facilities within Kouga	Internal	-	595 923	595 923	Internal rollovers
Oyster Bay: Umzamowethu WWTW – Planning Stag	Internal	-	637 410	637 410	Internal rollovers
Re-instatement of Ketse Street and stormwater infrastructure	Internal	-	1 138 689	1 138 689	MDRG Projects
Re-instatement of Nanto Street and stormwater infrastructure	Internal	-	1 276 987	1 276 987	MDRG Projects
Re-instatement of Meyer Street and stormwater infrastructure	Internal	-	1 002 820	1 002 820	MDRG Projects
Re-instatement of Phillip Street low level water crossing bridge	Internal	-	630 554	630 554	MDRG Projects
Re-instatement of Mountain Road and upgrade of stormwater culvert	Internal	-	916 126	916 126	MDRG Projects
Re-instatement of Sherley Street	Internal	-	1 039 319	1 039 319	MDRG Projects
Re-instatement of Da Gama Road in the Kabeljous area and stormwater infrastructure re-instatement	Internal	-	648 959	648 959	MDRG Projects
George Road, Re-instatement of Embankment, Water & Stormwater network	Internal	-	673 392	673 392	MDRG Projects
Sea Vista Access ring road damaged pavement layers	Internal	-	765 960	765 960	MDRG Projects
		800 000	**17 148 260**	**17 948 260**	
DBSA Capital Project	DBSA	152 173 913	828 843	153 002 756	Unspent rollover
		152 173 913	**828 843**	**153 002 756**	
OPERATIONAL PROJECTS/ITEMS					
Employee-related Costs	Internal	525 461 000	(8 477 102)	516 961 000	Savings on July Salary run
Inventory Consumed: Bulk Water Purchases	Internal	48 000 000	(3 000 000)	45 000 000	Implementation of Water Losses Reduction Plan should reduce Bulk Water Purchases
Inventory Consumed: Fuel & Oil	Internal	25 000 000	(3 000 000)	22 000 000	PY amount was R18 million with Current Budget at R25 million, but additional fleet was purchased in later part of year. Need to implement fuel reduction mechanisms
Legal Advice and Litigation	Internal	5 000 000	(2 500 000)	2 500 000	Current Budget is R5 million with R1.7 million spent last year. Can re-assess at mid-year
Software Licences	Internal	12 155 000	(1 000 000)	11 155 000	Amount incurred in PY was R11.1 million. Amount for SAMRAS will reduce in the current year as discussions on the Financial System is required, no development will occur
		615 616 000	**(17 977 102)**	**597 616 000**	
TOTAL		**794 676 860**	**0**	**794 653 963**	

KOUGA local municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
FINANCE & ECONOMIC DEVELOPMENT
OPEN
DATE: 28 AUGUST 2025
ITEM NO: **25/08/FED3**

SUPPLY CHAIN MANAGEMENT: S36 DEVIATIONS FOR THE MONTH: JULY 2025

1. **Introduction**

The purpose of this item is to inform Council of the Section 36 Deviations for the month of July 2025.

2. **Background**

Council plays an oversight role with regards to the implementation of the Supply Chain Management Policy as set out in Section 6 of the Policy.

Section 36 (1) (a) of the Municipality's Supply Chain Management Policy stipulates the following:

(1) The accounting officer may dispense with the official procurement processes established by this policy and procure any required goods or services through any convenient process, which may include direct negotiations, but only -

i) In an emergency; the conditions warranting *emergency dispensation* should include the existence of one or more of the following:

a. the possibility of human injury or death;

b. the prevalence of human suffering or deprivation of rights;

c. the possibility of damage to property, or suffering and death of livestock and animals;

d. the interruption of essential services, including transportation and communication facilities or support services critical to the effective functioning of the KLM as a whole;

e. the possibility of serious damage occurring to the natural environment;

f. the possibility that failure to take necessary action may result in the KLM not being able to render an essential community service; and the possibility that the security of the state could be compromised.

ii) if such goods or services are produced or available from a single or sole provider only.

iii) for the acquisition of special works of art or historical objects where specifications are difficult to compile;

iv) acquisition of animals for zoos and/or nature and game reserves; or

v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes; and

(b) Ratify any minor breaches of the procurement processes by an official
or committee acting in terms of delegated powers or duties which are purely of a technical nature.

(2) The Accounting Officer must record the reasons for any deviations in terms of subparagraphs (1) (a)(i) to (v) and Section 36 (1) (b) of this policy and report them to the next meeting of the Council and include such reasons as a note to the annual financial statements of the Municipality.

3. **Discussion**

Deviations for the month starting 1 July 2025- 31 July 2025:

Refer to:

"Annexure A"- Table 1 -Deviations for month -July 2025 (current financial year)
"Annexure A"- Table 2 -Deviations for month -July 2025 (2024-2025)

4. **Financial Implications**

Completed by BTO -	Not applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date	
Amount Available	
Comment	

5. **Applicable Legislation**

Kouga Municipality Supply Chain Management Policy, as approved by Council Municipal Supply Chain Regulations, Gazette No. 27636 dated 30 May 2005

6. **Legal Implications**

Failure to comply with legislative provisions may result in negative audit findings.

7. **Other Implications**

None

8. **Comments by Directorates:**

8.3 **Chief Financial Officer:**

Recommendation supported.

8.4 **Director: Planning & Development**

Noted

8.3 **Director: Civil & Water Services**

Item noted.

8.5 **Director: Electro-Mechanical Services**

Item noted.

8.5 **Director: Community Services**

Noted

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Noted

9. **Delegated Authority**

Council

10. **Recommendations**

10.1 That the Deviation report for the month of July 2025 be approved by Council.

Item prepared by the Manager SCM:

Item approved by the Chief Financial Officer:

Item endorsed by the Municipal Manager:

Item noted by the Portfolio Councillor:

ANNEXURE A: TABLE 1
DEVIATIONS - JULY 2025

DEV NO:	DATE RECEIVED	DIRECTORATE	SECTION	SUPPLIER	SUPPLIER LOCAL	NATURE OF GOODS/ SERVICE	VALUE	DATE OF REQUEST ON FORM	DATE APPROVED BY MM	SECTION 36 REF	NOTES
25-26/ CWS1	10-Jul-25	Civil & Water Engineering Services	PMU Unit	Lektratek	No	**Kwanomzamo Wastewater Treatment Works:** Appointment Contractor: Completion of Works	R7 362 410,04	01-Jul-25	16-Jul-25	S36 (1)(a)(i)	Req No: 170371 Order No: 243402
25-26/ CWS2	21-Jul-25	Civil & Water Engineering Services	PMU Unit	LRC Civils	No	**Seekoei Estuary Causeway Reconstruction:** Appointment of Contractor for Emergency Repairs to Seekoei Estuary using MDRG Re-instatement of full scope of work	R1 931 327,85	15-Jul-25	22-Jul-25	S36 (1)(a)(i)	Req No: 176102 Order No: 243511
24-25/ DMM1	25-Jul-25	Office of DMM	Administration	Bambelela Property Development	Yes	**Approved Deviation: 24-25 Fin Year**: Approved Rental of Office space for 3 years-(Rental-July 2025)	R466 669,77	28-Jun-24	12-Jul-24	S36 (1)(a)(v)	Req No: 174356 Order No:
24-25/ DMM1	28-Jul-25	Office of DMM	Administration	Bambelela Property Development	Yes	**Approved Deviation: 24-25 Fin Year**: Approved Rental of Office space for 3 years. Rental for 6months indicated in next column	R2 800 018,62	28-Jun-24	12-Jul-24	S36 (1)(a)(v)	Req No: 174394 Order No: 243705

25-26/ DMM1	24-Jul-25	Office of DMM	Legal	CW Malan Jeffreys Bay	Yes	Legal Services: Van der Westhuizen & Others, MEC CoGTA (Oliphant), MEC CoGTA (Petersen) and Freddie van Rooyen	R0,00	23-Jul-25	28-Jul-25	S36 (1)(a)(v)	**n/a**
25-26/ DMM2	24-Jul-25	Office of DMM	Legal	Billett and Gouws	Yes	Legal Services: Papiesfontein Evictions, Papiesfontein Criminal Matters, Labour investigation: R Petersen V Phelan, Laverns	R0,00	23-Jul-25	28-Jul-25	S36 (1)(a)(v)	**n/a**
						TOTAL	**R12 560 426,28**				

ANNEXURE A- TABLE 2 DEVIATIONS - JULY 2025 (24-25 FINANCIAL YEAR)											
DEV NO:	**DATE RECEIVED**	**DIRECTORATE**	**SECTION**	**SUPPLIER**	**SUPPLIER LOCAL**	**NATURE OF GOODS/ SERVICE**	**VALUE**	**DATE OF REQUEST ON FORM**	**DATE APPROVED BY MM**	**SECTION 36 REF**	**NOTES**
24-25/ CW2	16-Jul-25	Civil & Water Engineering Services	Water	Q Point Group	No	**Approved Deviation: 24-25 Fin Year:** Sampling, transportation, analysis and preparing certificates of analysis of all samples taken at the Water and Wastewater Treatment works throughout Kouga Local Municipality. Addendum to original deviation signed 30 June 2025(previous req amount corrected)	R1 783 029,00	18-Oct-24	21-Oct-24	S36 (1)(a)(i)	Req No: 170535 Order No: 243469
24-25. CW12	06-May-25	Civil & Water Engineering Services	Civil	Zutari Pty Ltd	No	Professional Fees: WSIG Groundwater Development in St Francis/ Humansdorp Area	R545 250,89	06-May-25	09-June-25	S36 (1)(a)(v)	Req No: 168621 Order No: 242858

24-25/ DMM7	28-Jul-25	Office of DMM	Legal	Billett Gouws	Yes	Legal Services – **Approved Deviation**-(KLM- Criminal Evictions-INV01-2040) Account No: MAT1141/CNT44	R5 750,00	16-Jul-25	29-Aug-24	S36 (1)(a)(v)	Req Nos: 169448 Order Nos: 243704
24-25/ DMM7	28-Jul-25	Office of DMM	Legal	Billett Gouws	Yes	Legal Services - **Approved Deviation** (land invasion- Papies fontein-INV01-2039) Account No: MAT1130/CNT44	R27 134,00	16-Jul-25	29-Aug-24	S36 (1)(a)(v)	Req Nos: 169474 Order Nos: 243693
24-25/ DMM7	28-Jul-25	Office of DMM	Legal	Billett Gouws	Yes	Legal Services – **Approved Deviation** (SAMWU obo Lavens/KLM- INV01-2009) Account No: MAT1144/CNT 44	R36 108,00	16-Jul-25	29-Aug-24	S36 (1)(a)(v)	Req Nos: 169475 Order Nos: 243694
24-25/ DMM7	28-Jul-25	Office of DMM	Legal	Billett Gouws	Yes	Legal Services- **Approved Deviation** (S. Hammond/ D. Phelan INV01-2042) Account No: MAT1152/CNT 44	R13 038,00	16-Jul-25	29-Aug-24	S36 (1)(a)(v)	Req Nos: 169476 Order Nos: 243695
23-24/ DMM	15-Jul-25	Office of DMM	Legal	CW Malan Jeffreys Bay	Yes	Legal Services -23-24 **Approved Deviation**- MEC Co- Operative Governance- Councilor Petersen-Inv Ref: BJGDES/yp/K2000673	R25 760,00	08-Apr-24	12 Apil 2024	S36 (1)(a)(v)	Req No: 169447 Order No: 243391

23-24/ DMM35	15-Jul-25	Office of DMM	Legal	CW Malan Jeffreys Bay	Yes	Legal Services -23-24 **Approved Deviation-** Van der Westhuizen and 8others/KLM-Inv dated 12 June 2025 Ref: BJGDES/yp/K2000662	R28 433,75	07-May-24	08-May-24	S36 (1)(a)(v)	Req No: 169462 Order No: 243392
24-25/ EM19	17-Jul-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Repairs at Patensie Pumpstation- install relay and floats switch- Quote 7789	R4 894,66	18-Jun-25	22-Jul-25	S36 (1)(a)(v)	Req No: 162157, Order No:
24-25/ EM20	17-Jul-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Repairs at Romazini Pumpstation- Emergency Call out- 13 June 2025, Quote 7788	R3 606,98	19-Jun-25	22-Jul-25	S36 (1)(a)(v)	Req No: 162158, Order No:

24-25/ EM21	17-Jul-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Repairs to 1 x 45 kw motor at Lamer Pumpstation.- Quote 7791	R25 704,80	24-Jun-25	23-Jul-25	S36 (1)(a)(i)	Req No: 162160, Order No: 243506
24-25/ EM22	17-Jul-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Repairs to 34KW Robot Pumo at Beach Hotel Pump No.2 - Quote 7786	R31 787,84	24-Jun-25	23-Jul-25	S36 (1)(a)(i)	Req No: 162161, Order No: 243507
24-25/ EM23	17-Jul-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Repairs to 1 x 45 kw motor at Lamer Pumpstation- Quote 7742	R24 894,51	24-Jun-25	23-Jul-25	S36 (1)(a)(i)	Req No: 162162, Order No: 243508

24-25/ EM24	17-Jul-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Repairs to 13KW Robot Pump at Arcadia Pumpstation-Quote 7787	R22 551,73	24-Jun-25	23-Jul-25	S36 (1)(a)(i)	Req No: 162164, Order No: 243510
24-25/ EM25	17-Jul-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Repairs to 35KW Robot pump at Thornhill Pumpstation-Quote-7778	R22 877,18	24-Jun-25	23-Jul-25	S36 (1)(a)(i)	Req No: 162163, Order No: 243509
24-25/ EM26	17-Jul-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Installation of automatic system at 4A Pond Pump (1,3KW Homa) Quote 7781	R7 837,67	11-Jun-25	23-Jul-25	S36 (1)(a)(i)	Req No: 162156, Order No: 243543

24-25/ EM27	17-Jul-25	Electro-Mechanical	Mechanical	Flash Electrical	Yes	Deviation on maintenance of pumpstation expired and new tender process not concluded. Emergency Call out: Replacement of 45KW,75KW motor at Lamer Pumpstation- Quote-7790	R5 837,40	24-Jun-25	23-Jul-25	S36 (1)(a)(i)	Req No: 162159, Order No: 243544
24-25/ EM15 B	Jul-25	Electro-Mechanical	Mechanical	International Metal Processing Pty Ltd (IMP)	No	**23/24 Approved Deviation:** Maintenance & refurbishment of electrical & mechanical pumpstations & switchgear for KLM. Amount spend will be reported monthly: **Expenditure reflected in next column- work done through CWS**	R72 513,18	12-Nov-24	26-Nov-24	S36 (1)(a)(v)	Req No: 170370 Order No: 243102
24-25/ EM28	24-Jul-25	Electro-Mechanical	Mechanical	Northfield Engineering	No	Deviation on maintenance of pumpstation expired and new tender process not concluded. Supply and Install T8 Services exchange, Flap valve at lamer: NE 11792	R119 057,43	25-Jun-25	31-Jul-25	S36 (1)(a)(i)	Req No: 162165, Order No: 243730

24-25/ COMM 2	31-Jul-25	Community Services	Waste & Environmental Health	National Health Laboratory Services	No	Approved Deviation- Laboratory Tests: Water Samples- June Invoices. **Amount spent reflected in next column**	R22 126,00	01-Aug-24	14-Nov-24	S36 (1)(a)(i)	Req No: 97827 Order No:
						TOTAL	**R2 828 193,02**				

REPORTS BY THE PORTFOLIO CHAIRPERSON: PLANNING AND DEVELOPMENT

KOUGA
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REQUEST FOR COUNCIL'S FINAL APPROVAL FOR THE ACQUISITION OF UNREGISTERED ERF 3777, HUMANSDORP

1. **Introduction**

The purpose of this report is to request the Council's final approval to acquire the unregistered Erf 3777, Humansdorp.

2. **Background**

The Municipality was approached by the owners of Erven 3282 and 2957, Humansdorp (unregistered as Erf 3777, Humansdorp) to acquire the land parcel as **Annexure "A".**

3. **Discussion**

Erf 3777, Humansdorp is located next to an informal settlement (Upper Golf Course) on a portion of Erf 1 in Kwanomzamo. It measures approximately 3.2 Ha in extent. It is currently zoned Agriculture in terms of the Integrated Land Use Scheme and comprises several residential and farm buildings. The subject farm is situated within the urban edge and abuts the Humansdorp Central Business District.

An inspection was conducted by the Land and Property Administration Department. Overall, at the time of the inspection the existing buildings are in a usable condition, however some sections and components have deteriorated, might have suffered structural damage and require repairs. The property has a lot of potential for development due to its locality (within the urban edge) and the existing structures. In the short term, the property may be used as a shelter for the homeless and for any other administrative functions by the municipality.

A view is maintained that the selling price is below market value and that the property may be used for the benefit of the community. The items further seek to request permission to enter into agreement with the Seller to occupy the property until the acquisition is concluded to prevent further damage to the property.

It also be noted that a section of the main dwelling house was damaged by a fire during July 2025. The owners informed the municipality about the fire and indicated that they are open to negotiations in respect of property. They further confirmed that they are busy with the insurance who will do an assessment on the building. The owners require an indication from the Municipality whether we require the property to be restored, alternatively whether we wish to reduce the proposed purchase price and accept the structure as-is.

The department would advise that the municipality procure the property as-is and that the property be re-evaluated at its current state.
Land parcel information and aerial image indicating the location of the particular property is attached as **Annexure "B"**.

A site verification was done by the department and is the assessment report attached as **Annexure "C"**.

A valuer was appointed to determine the current Market Related Valuation and report is attached as **Annexure "D"**.

4. **Financial Implications**

Completed by BTO -	
Project Description	Acquisition of Land
Ukey no.	20250708985394 KOUGA MUNICIPALITY 2025-08-13 BUDGET &TREASURY
Budgeted Amount	R3,200 000.00
Amount spent and committed to date	0.00
Amount Available	R3,200 000.00
Comment	
Completed by BTO -	

5. **Applicable Legislation**

Local Government: Municipal Finance Management Act 56 of 2003
Municipal Asset Transfer Regulations
Kouga Municipal Disposal of Immovable Assets Policy of 2020

6. **Legal Implications**

Should the Council approve the recommendations below, the accounting officer will be authorized to enter into a long-term lease agreement, and to which terms and conditions the parties thereto will be bound.

7. **Other Implications**

None

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Item noted.

8.2 **Director: Planning & Development**

Recommendation supported.

8.3 **Director: Civil & Water Services**

Item noted.

8.4 **Director: Electro-Mechanical Services**

Item noted.

8.5 **Director: Community Services**

Noted

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Supported

9. **Delegated Authority**

Council

10. **Recommendations**

10.1 That Council **grants final approval** for the acquisition of unregistered Erf 3777, Humansdorp.

10.2 That Council approves the purchase price at the market-related valuation of **R2,900,000.00** received from an independent valuer as purchase price for the property.

10.3 That Council authorizes the Accounting Officer to enter into a Deed of Sale providing for the occupation of the property prior to the finalization of registration of transfer of the property, in order to prevent further damage to the property.

Item prepared by the: The Manager: Land & Property Administration

Item approved by the: Director: Planning & Development

Item endorsed by the Municipal Manager:

Item noted by Portfolio Chairperson:

Annexure "A"

Request from land owner

Our ref.: R Grove/Nortier

MUNICIPAL MANAGER
KOUGA MUNICIPALITY

Dear Mr Du Plessis

RE: PROPERTY OF LATE DR POTGIETER – HUMANSDORP

Abovementioned matter as well as our meeting at your offices on 5 August 2024 refers.

It is our instructions that our client in the interim furnished you with a valuation of the said property for consideration.

As a period of almost 2 months have lapsed since our previous meeting our client requested us to enquire from you as to a possible offer by the Kouga Municipality to purchase the said property.

Our client is in desperate need to resolve this matter urgently as they are suffering more and more damage daily.

We therefore herewith request you to urgently address the matter with the relevant roll-players of the Kouga Municipality and revert to us.

We trust that we can rely on your quick response herein. We are also open for further discussions.

We await your urgent reply.

Yours faithfully / Die uwe

Ronel Grové
Director/Attorney At Law
Office: +27 (0)60 572 5125
Mobile: +27 (0)83 389 1151
Email: ronel@rfgattorneys.co.za

13 Kemp Street, Unit 4
Cnr of Kemp & Du Plessis Street
Humansdorp, 6330
PO Box 35, Jeffreysbay, 6330

Annexure "B"
Land parcel information and aerial image:

Erven 3282 and 2957, Humansdorp (unregistered Erf 3777, Humansdorp)



Erf 3777, Humansdorp

Land Parcel

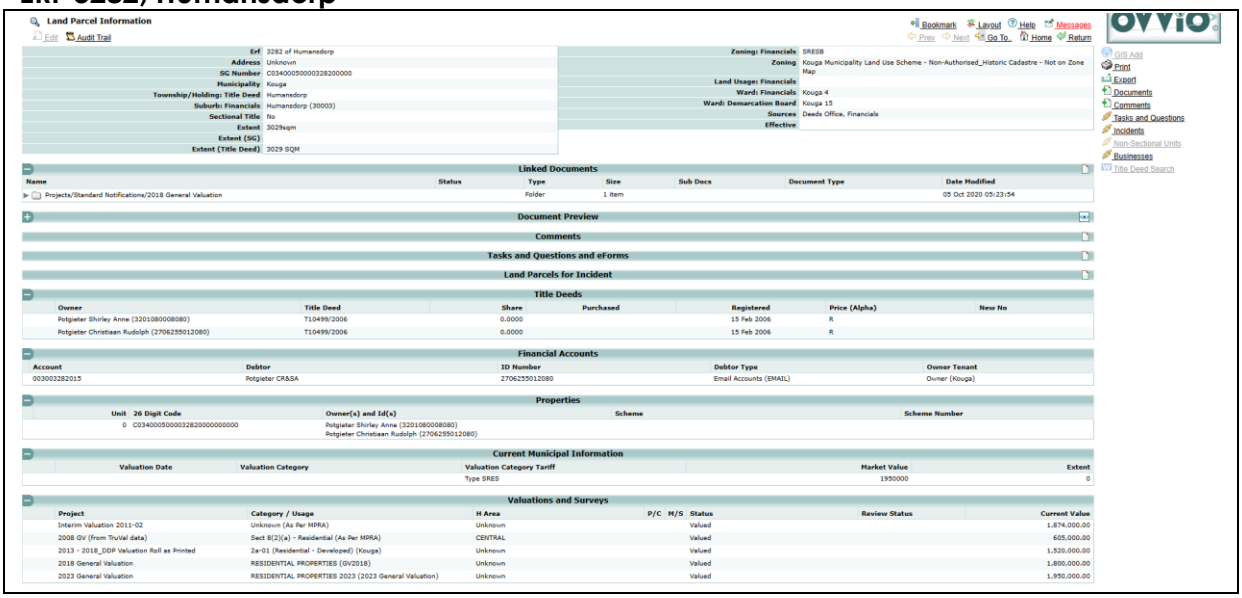
12 Mar 2025 10:52

Erf	3777 of Humansdorp	**Zoning: Financials**	
Address		**Zoning**	Kouga Municipality Land Use Scheme - Residential Zone 2
SG Number	C03400050000377700000	**Land Usage: Financials**	
Municipality	Kouga	**Ward: Financials**	
Township/Holding: Title Deed	Humansdorp	**Ward: Demarcation Board**	Kouga 15
Centroid	34.0365421130351S 24.76683372487812E	**Sources**	Surveyor General
Sectional Title	No	**Effective**	
Extent	3.1624Ha		
Extent (SG)	3.1624Ha		
Extent (Title Deed)			

Properties

Unit	26 Digit Code	Owner(s) and Id(s)	Scheme	Scheme Number
0	C03400050000377700 00000000			

ERF 3282, Humansdorp



Land Parcel Information

Edit | Audit Trail

Bookmark | Layout | Help | Messages | Prev | Next | Go To | Home | Return

Erf	3282 of Humansdorp
Address	Unknown
SG Number	C0340005000032820000
Municipality	Kouga
Township/Holding: Title Deed	Humansdorp
Suburb: Financials	Humansdorp (30003)
Sectional Title	No
Extent	3029sqm
Extent (SG)	
Extent (Title Deed)	3029 SQM
Zoning: Financials	SRESB
Zoning	Kouga Municipality Land Use Scheme - Non-Authorised_Historic Cadastre - Not on Zone Map
Land Usage: Financials	
Ward: Financials	Kouga 4
Ward: Demarcation Board	Kouga 15
Sources	Deeds Office, Financials
Effective	

OVVIO

GIS Add | Print | Export | Documents | Comments | Tasks and Questions | Incidents | Non-Sectional Units | Businesses | Title Deed Search

Linked Documents

Name	Status	Type	Size	Sub Docs	Document Type	Date Modified
Projects/Standard Notifications/2018 General Valuation		Folder	1 item			05 Oct 2020 05:23:54

Document Preview

Comments

Tasks and Questions and eForms

Land Parcels for Incident

Title Deeds

Owner	Title Deed	Share	Purchased	Registered	Price (Alpha)	New No
Potgieter Shirley Anne (3201080008080)	T10499/2006	0.0000		15 Feb 2006	R	
Potgieter Christiaan Rudolph (2706255012080)	T10499/2006	0.0000		15 Feb 2006	R	

Financial Accounts

Account	Debtor	ID Number	Debtor Type	Owner Tenant
003003282015	Potgieter CR&SA	2706255012080	Email Accounts (EMAIL)	Owner (Kouga)

Properties

Unit	26 Digit Code	Owner(s) and Id(s)	Scheme	Scheme Number
0	C0340005000032820000000000	Potgieter Shirley Anne (3201080008080) Potgieter Christiaan Rudolph (2706255012080)		

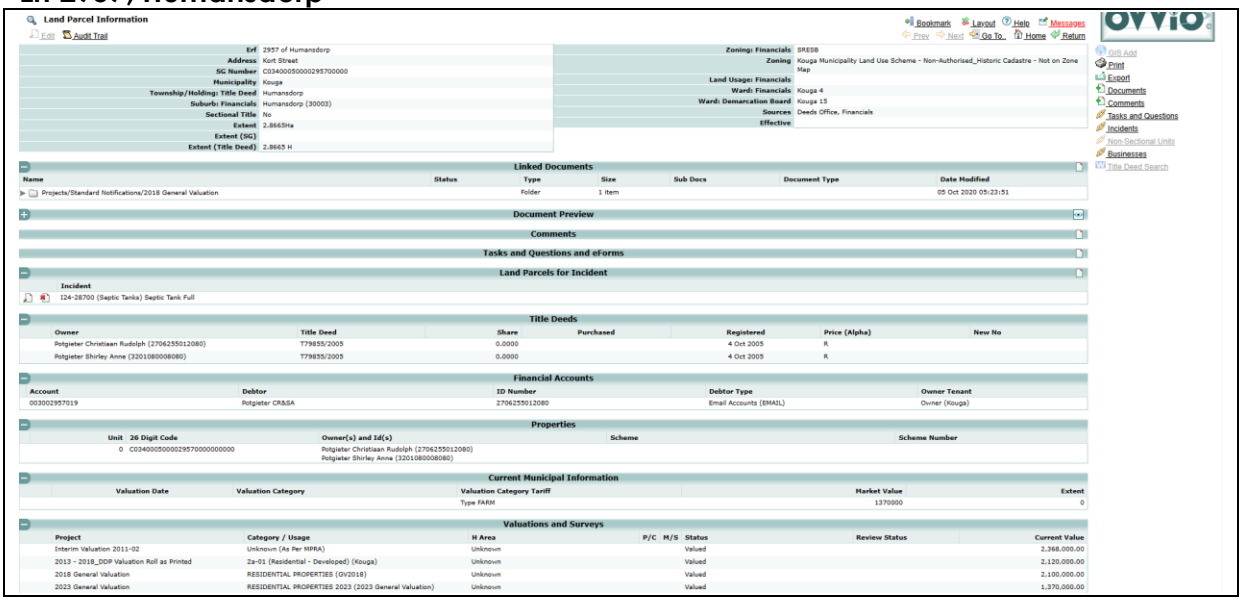
Current Municipal Information

Valuation Date	Valuation Category	Valuation Category Tariff	Market Value	Extent
		Type SRES	1950000	0

Valuations and Surveys

Project	Category / Usage	H Area	P/C	M/S	Status	Review Status	Current Value
Interim Valuation 2011-02	Unknown (As Per MPRA)	Unknown			Valued		1,874,000.00
2008 GV (from TruVal data)	Sect 8(2)(a) - Residential (As Per MPRA)	CENTRAL			Valued		605,000.00
2013 - 2018_DDP Valuation Roll as Printed	2a-01 (Residential - Developed) (Kouga)	Unknown			Valued		1,520,000.00
2018 General Valuation	RESIDENTIAL PROPERTIES (GV2018)	Unknown			Valued		1,800,000.00
2023 General Valuation	RESIDENTIAL PROPERTIES 2023 (2023 General Valuation)	Unknown			Valued		1,950,000.00

Erf 2957, Humansdorp



Land Parcel Information

Edit | Audit Trail

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Erf	2957 of Humansdorp
Address	Kort Street
SG Number	C0340005000029570000
Municipality	Kouga
Township/Holding: Title Deed	Humansdorp
Suburb: Financials	Humansdorp (30003)
Sectional Title	No
Extent	2.8665Ha
Extent (SG)	
Extent (Title Deed)	2.8665 H
Zoning: Financials	SRESB
Zoning	Kouga Municipality Land Use Scheme - Non-Authorised_Historic Cadastre - Not on Zone Map
Land Usage: Financials	
Ward: Financials	Kouga 4
Ward: Demarcation Board	Kouga 15
Sources	Deeds Office, Financials
Effective	

OVVIO

GIS Add | Print | Export | Documents | Comments | Tasks and Questions | Incidents | Non-Sectional Units | Businesses | Title Deed Search

Linked Documents

Name	Status	Type	Size	Sub Docs	Document Type	Date Modified
Projects/Standard Notifications/2018 General Valuation		Folder	1 item			05 Oct 2020 05:23:51

Document Preview

Comments

Tasks and Questions and eForms

Land Parcels for Incident

Incident
124-28700 (Septic Tanks) Septic Tank Full

Title Deeds

Owner	Title Deed	Share	Purchased	Registered	Price (Alpha)	New No
Potgieter Christiaan Rudolph (2706255012080)	T79855/2005	0.0000		4 Oct 2005	R	
Potgieter Shirley Anne (3201080008080)	T79855/2005	0.0000		4 Oct 2005	R	

Financial Accounts

Account	Debtor	ID Number	Debtor Type	Owner Tenant
003002957019	Potgieter CR&SA	2706255012080	Email Accounts (EMAIL)	Owner (Kouga)

Properties

Unit	26 Digit Code	Owner(s) and Id(s)	Scheme	Scheme Number
0	C0340005000029570000000000	Potgieter Christiaan Rudolph (2706255012080) Potgieter Shirley Anne (3201080008080)		

Current Municipal Information

Valuation Date	Valuation Category	Valuation Category Tariff	Market Value	Extent
		Type FARM	1370000	0

Valuations and Surveys

Project	Category / Usage	H Area	P/C	M/S	Status	Review Status	Current Value
Interim Valuation 2011-02	Unknown (As Per MPRA)	Unknown			Valued		2,368,000.00
2013 - 2018_DDP Valuation Roll as Printed	2a-01 (Residential - Developed) (Kouga)	Unknown			Valued		2,120,000.00
2018 General Valuation	RESIDENTIAL PROPERTIES (GV2018)	Unknown			Valued		2,100,000.00
2023 General Valuation	RESIDENTIAL PROPERTIES 2023 (2023 General Valuation)	Unknown			Valued		1,370,000.00

Annexure "C"

Observation of Property
Main Dwelling

Upon inspection of the property on 19 February 2025, it was vandalized to some degree, as some of the windows and doors were broken and removed.

This can be contributed to the informal settlement right next to the property and people getting access through the fence.

Besides the main house, a big shed and a second dwelling are located on the property.









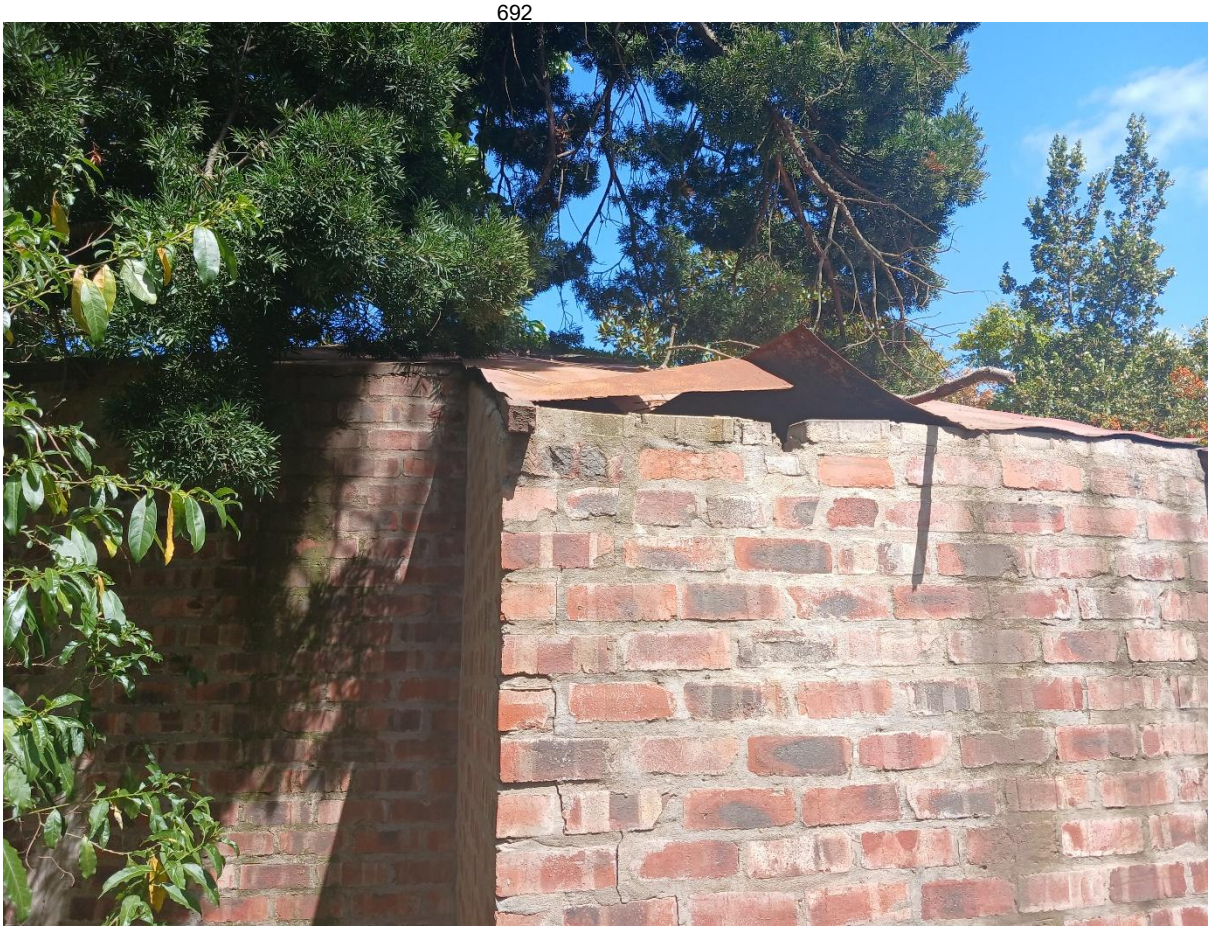

WARNING
SMHART
RADIO ALARMS
24 HOUR SERVICE
0861 10 15 16











Broken fence, unauthorized entrance:





Shed:



Second Dwelling:







Please note this is a visual inspection therefor:

• Structural components concealed behind finished surfaces could not be inspected.
• Engineering or architectural services such as calculation of structural capacities, adequacy, or integrity was not part of our inspection.

Overall Condition assessment ratings:

The overall state of the building is not that bad, however substantial sections and components have deteriorated, might have suffered structural damage and require repairs.

However, the property has a lot of potential for development due to its locality (within the urban edge) and existing structures.

"Annexure D"

DDP

Valuation Certificate

This certificate has been prepared on instruction received from *Kouga Municipality* for a market related certificate.

Property description:

ERVEN 2957 AND 3282 HUMANSDORP

Definition of Market Value:

The estimated amount for which an asset or liability should exchange on the valuation date between a willing buyer and a willing seller in an arm's length transaction, after proper marketing and where the parties had each acted knowledgeably, prudently and without compulsion.

I the undersigned, Antonie Oosthuizen, consider this valuation to be a true reflection and a fair assessment of the subject property as on the date of valuation.

R2 900 000.00
(TWO MILLION NINE HUNDRED THOUSAND RAND ONLY)

Date: 17 October 2024

Antonie Oosthuizen
Professional Valuer
(SACPVP Reg. No.: 7821)

Brian Philander
Prof. Ass. Valuer
Reg. No: 5504/2

Brian Philander
Professional Associated Valuer
(SACPVP Reg. No.: (5504)

Our Ref.: DDPCtnR3970

CAVEATS

1. FULL DISCLOSURE

This valuation has been prepared on the basis that full disclosure of all information and factors that could affect the valuation ('all relevant factors') have been made to us. We accept no liability or responsibility whatsoever for the valuation if it should transpire that a full disclosure of all relevant factors was not made.

2. THIRD PARTY INVOLVEMENT

Where reliance was placed on information supplied by third parties in undertaking the evaluation, we have assumed such information to be substantially correct. We accept no liability or responsibility whatsoever for the valuation if it should transpire that the information supplied was substantially incorrect.

3. VALUATION STANDARD

This valuation has been prepared in accordance with the International Valuation Standards Committee requirements as adopted by the South African Council for the Property Valuers Profession and the South African Institute of Valuers.

4. FREEHOLD PROPERTY

In the case of freehold properties we have inspected the relevant Title Deed documents when available. Whenever perusal of the Title Deed caused concern, we made specific reference to this in the Valuation Report. Where the Title Deeds were not available we have assumed that good title can be shown and that the property is not subject to any unusual or especially onerous restrictions, encumbrances or outgoings.

5. MORTGAGE BONDS, LOANS OR OTHER CHARGES

The property has been valued as if wholly owned with no allowance made for any outstanding monies due in respect of mortgage bonds, loans or other charges. No deductions have been made in our valuation for the cost of acquisition, such as legal or transfer fees, or the costs involved in the disposal of the assets.

6. CALCULATION OF AREAS

Where the client (or his/her representative) has provided all surface areas quoted within the Valuation Report, we assume such surface areas have been calculated in accordance with the SAPOA standard method of measurement. Where a valuer on site measures the surface areas, the SAPOA standard method of measurement shall be employed.

7. PLANS

All plans included in the Valuation Report are supplied for the purpose of identification and orientation only and are not necessarily to scale.

8. PROPERTY BOUNDARIES

The farm or property boundaries, as indicated to the Valuer by the instructing client or his appointed agent, or the boundaries as indicated by plans supplied by the client, are assumed to be the legal extent of the property. Any variation of these boundaries by extension or omission, and the resultant inclusion or omission of any improvements because of this or these variations, cannot therefore be regarded as the responsibility of the Valuer. We accept no liability or responsibility whatsoever for the valuation should it transpire that any boundaries were incorrectly pointed out.

9. OUTGOINGS

It is assumed, except where otherwise stated, that the property is subject to the normal property owner's outgoings and that there are no onerous restrictions or unusual covenants of which we have no knowledge. In preparing our valuation, we have formed our opinion of outgoings, having had reference to the various schedules of outgoings supplied by the client or a representative thereof.

10. STRUCTURAL CONDITION

The property has been valued in its existing state. In the event of its ownership or use changing in such a manner that the local authority will require the upgrading of the premises to comply with fire protection and other regulations, it may be necessary to reduce the valuation by the amount covering the cost of such compliance. We have had regard to the apparent state and condition of the property but have not carried out a structural survey, nor inspected those areas, which were covered, unexposed or inaccessible, neither have we arranged for the testing of electrical, heating or other services. The valuation assumes that the services and structures are in a satisfactory state of repair and condition, unless otherwise stated in our report. The valuation further assumes that the improvements have been erected in accordance with the relevant Building and Town Planning Regulations as well as the Local Authority by-laws. We have not inspected woodwork or other parts of the structure, and we are therefore unable to repost that such parts of the property are free from rot, beetle or other defects. We have assumed that no deleterious or hazardous materials or techniques were used in the construction of the property nor have since been incorporated.

11. CONTAMINATION

Our valuation assumes that a formal environmental assessment is not provided and further that the property is not environmentally impaired nor contaminated, unless otherwise stated in our report.

12. VACANT LAND

No soil or substratum tests on the property have been undertaken and it is assumed that the property is suitable for the intended purpose, without having to provide excessive reinforcement to any structure built thereon.

13. STATUTORY NOTICE AND UNLAWFUL USE

We have assumed that the property and its value are unaffected by any statutory notice, and that neither the property nor its condition, nor its use, nor its intended use, is or will be unlawful.

14. INDIVIDUAL PROPERTIES

The values reported are for the individual properties. No allowance is made for any premium, which may be applicable for an assembled portfolio of properties, nor is a discount allowed for any flooding of the market, which might exist if all, or a majority of the properties were offered for sale simultaneously.

15. CONFIDENTIALITY

This valuation is produced exclusively for the client and for the specific purposes to which it refers. It may be disclosed to other professional advisers assisting you in respect of that purpose. We accept no responsibility whatsoever to any parties other than yourselves who make use of this valuation.

DDP Group* values your privacy. Please note that by providing your personal information, you are giving DDP Group permission to process and store your personal information according to our PoPI Compliance Manual. The information that we process concerning our users is only used for the sole purpose that it is given for. Your information will only be shared with third parties as mandated by legislation. If you have any objections or questions, please contact our Information Officer (io@ddp.co.za).

DDP Group accepts no liability for any loss, damages and/or expenses of any nature which may arise as a result of, or which may be attributable directly or indirectly from information made available to us, or actions or transactions resulting therefrom. Please refer to our Privacy Policy for more information (https://ddp.co.za/legal/).

In the event of any changes to your personal information, you have an obligation to inform DDP Group within 30 days.

For more information regarding DDP Group, please refer to our website (https://ddp.co.za/legal/).

16. NON-PUBLICATION

Neither the whole nor any part of this valuation report or certificate, nor any reference thereto, may be included in any published document, circular or statement, nor published in any way without the written approval of the Valuer, as to the form or context in which it may appear and acknowledgement that the Valuer are professional valuers.

17. INDEPENDENT VALUERS CLAUSE

Neither the Valuer, nor any employee, have any present or contemplated interest in this or any other properties or any other interests, which could affect the statements or values, contained in this valuation report. The valuation enclosed herewith was therefore undertaken on a completely independent basis by a valuer employed the Valuer, a company which specializes in valuation and which does not trade in these assets.

18. VALUE ADDED TAX

All figures quoted are exclusive of Value Added Tax.

19. COURT CASES

Please note that if this report or any portions of the report are used in a court case, additional fees will be applicable.

20. LIABILITY

It is agreed that the maximum aggregate liability of DDP to the Client in respect of any loss or damage that may result from this engagement will be limited to a maximum of 300% of the fees paid or payable under this quotation.

KOUGA local municipality
Good Governance through Service Excellence

KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
PLANNING & DEVELOPMENT
OPEN
DATE: 28 AUGUST 2025
ITEM NO: **25/08/PD2**

REQUEST FOR COUNCIL'S FINAL APPROVAL FOR THE DONATION OF ERF 3298, HUMANSDORP TO THE PROVINCIAL DEPARTMENT OF EDUCATION

1. **Introduction**

The purpose of this report is to seek final approval to donate immovable property, described as Erf 3298 Humansdorp, to the Eastern Cape Department of Education for the development of a new school.

2. **Background**

Attached below as **Annexure "A"**, find application letter, details of the property and copies of communications between the Department and the municipality.

The application was advertised in line with the in-principle council resolution no 24/04/PD14 and it be noted that no objections were received in respect of the intended alienation of the said immovable property. **Annexure "C".**

3. **Discussion**

According to the Eastern Cape Department of Education, existing schools in Humansdorp are overpopulated and it is its motivation that another school will ease the burden. The Kouga Wind Farm Trust has committed its continuous support to the school by ensuring that the appointment of teachers and the maintenance of the school buildings, etc. The school will be beneficial for the growth of the area and to alleviate the pressures of overpopulated schools within the Humansdorp area.

If the immovable property is donated, transfer of the property must take place whereby the registered ownership of the property shall pass from the municipality to the Department of Education. It is therefore proposed that all costs relating to the intended transfer be for the Department of Education.

The application was circulated to the LEC for comments and there was no objection against the proposal. **(See Annexure C)**

4. **Financial Implications**

Completed by BTO -	
Project Description	Land Valuations & Surveyor & Planning services
Ukey no.	20210710001552
Budgeted Amount	R750 000.00 KOUGA MUNICIPALITY 2025-08-13 BUDGET &TREASURY

Amount spent and committed to date	R95 925.00
Amount Available	R654 075.00
Comment	No financial implications to Council.

5. **Applicable Legislation**

Local Government: Municipal Finance Management Act 56 of 2003
Municipal Asset Transfer Regulations
Kouga Municipal Disposal of Immovable Assets Policy of 2020

6. **Legal Implications**

Should the Council approve the recommendations below, the accounting officer will be authorized to enter into a donation agreement, and to which terms and conditions the parties thereto will be bound.

7. **Other Implications**

None

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Item noted.

8.2 **Director: Planning & Development**

Recommendation supported.

8.3 **Director: Civil & Water Services**

Item noted.

8.4 **Director: Electro-Mechanical Services**

Item noted.

8.5 **Director: Community Services**

Noted

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Item noted.

9. **Delegated Authority**

Council

10. **Recommendations**

10.1 That Council **grants final approval** for the alienation (donation) of the unregistered Erf 3298, Humansdorp to the Eastern Cape Department of Education purposes of the development of a new school, subject to the Eastern Cape Department offering, by way of a donation, the municipality suitable immovable property, to be identified at the discretion of the municipality.

10.2 That Council authorizes the Accounting Officer to sign a land availability agreement, granting the Eastern Cape Department of Education permission to commence construction, subject to the provisions of 10.1 above.

10.3 That the outcome of the discussion with the Department of Education pertaining to the property being donated to the municipality be tabled to Council for final approval.

10.4 That the approval and all conditions of the environmental authorisation be formally transferred to the developer.

10.5 That the Council confirms that the land is not needed to provide the minimum level of basic municipal services.

10.6 That the applicant be responsible for all development rights applications including the subdivision, rezoning and registration of Erf 3298, Humansdorp.

Item prepared by the: The Manager: Land & Property Administration

Item approved by the: Director: Planning & Development

Item endorsed by the Municipal Manager:

Item noted by Portfolio Chairperson:

Annexure "A"

Property Description – Unregistered Erf 3298, Humansdorp

Province of the
EASTERN CAPE
EDUCATION
Iphondo leMpuma Kapa: Isebe leMfundo
Provinsie van die Oos Kaap: Departement van Onderwys
Porafensie Ya Kapa Botjhabela: Lefapha la Thuto

SARAH BAARTMAN DISTRICT: HUMANSDORP CMC
19 Heugh Street, HUMANSDORP, 6330 REPUBLIC OF SOUTH AFRICA:
Enquiries: **Ms SC Amsterdam . Tel: 042-291 0235, 061 191 6814. Email: simone.amsterdam@ecdoe.gov.za**
Website: www.eceducation.gov.za

Attention: 22nd July 2024

Office of The Executive Mayor

c/o Municipal Manager

Kouga Local Municipality

Vasco da Gama Rd, Jeffreys Bay

RE: APPLICATION FOR A LAND PARCEL ERF R102

Dear Executive Mayor,

The Department of Basic Education (DBE), Sarah Baartman district has for a number of years been in dire need of new additional schools to alleviate the overcrowding trend that has worsened over the years, particularly in the Humansdorp circuit of DBE. As you might be aware there are numerous displaced children in need of quality education. The existing schools Stulting and Mzingisi Primary, are already at maximum capacity and cannot accommodate further learners. DBE believes That establishing an English-medium school in the area will greatly benefit the community and provide a valuable resource for the children.

The district has thus, been approaching several stakeholders for assistance, to which a favorable consideration has been received from the Kouga Windfarm Community Development Trust (KWFCDT).

DBE in partnership with KWFCDT was considering the establishment of a new primary school initially in the KwaNomzamo community on a land parcel adjacent to Lungiso High School. Further due diligence has proved the inadequacy of the piece of land and alternative parcels have been identified in consultation with Kouga Local Municipality officials.

The one such piece of land is erf on R102 which DBE is thus requesting from KLM for purposes of building a new primary school. This public school will be overseen by the Sarah Baartman Education District.

On bchalf of thc Sarah Baartman District Director, we kindly request that KLM considers this request, which will go a long way towards improving quality education in the district.

Sincerely
A.J. MBATANI
Circuit Manager

Cc Mr N. de Bruyn – DBE Sarah Baartman District Director
Mr Lawrence Ramakuwela - KLM Director: Town Planning and Development (Acting)

Title


4/346
32/346
RE/4/346
41/346
HUMANSDORP
3298
33/346
34/346
29/346
6/689
659
974
710

Annexure "B"

KOUGA local municipality
Good Governance through Service Excellence

NOTICE NUMBER: 131/2025.

PUBLIC PARTICIPATION NOTICE

PUBLIC INVITATION FOR COMMENTS AND OBJECTIONS TO THE COUNCIL'S INTENDED DISPOSAL OF UNREGISTERED ERF 3298, HUMANSDORP

Notice is hereby given that at a Council Meeting held on 30 April 2025 (RESOLUTION 25/04/PD14), the Council resolved to call for public comments and objections on the intended disposal of immovable assets by means of a donation to the Department of Education for the erection of a Primary School, in accordance with all applicable Legislation and the Municipal Policy and Procedures of Immovable Assets:

Land earmarked for Disposal (Donation)

Unregistered ERF 3298 HUMANSDORP

Members of the public or interested parties are hereby invited to submit comments and objections, on the intention of the municipality to dispose of municipal land in writing to the Municipal Manager, 33 Da Gama Road, Jeffreys Bay on or before Friday, 25 July 2025.

Further particulars are available for inspection at the office of the Directorate Planning and Development: Municipal Offices, 16 Woltemade Street, Jeffreys Bay. Contact: Mr. S. Grootboom: 0422002168.

Mr. D de JAGER, DEPUTY MUNICIPAL MANAGER

9636

Annexure "C"

LAC COMMENTS

ERF	APPLICATION	SPATIAL DEVELOPMENT	LAND USE SCHEME	BUILDING CONTROL	MANAGEMENT
Erf 3298, Humansdorp	The Department of Basic Education is applying for land to establish a new additional school in the area.	The property is currently zoned as "agricultural". The property is included within the urban edge for future development. In terms of the SDF, it can be supported. The property must be rezoned to be a "Community Zone" in order for the Department of Education to use it as a place of instruction.	No objection	Supported on condition that the applicant complies with Town Planning and Service Department comments before submitting building plan application to Building Control for approval.	**COM SERV: Listed activities which may be applicable for the development of Erf 3298, Humansdorp.** **Listed activity 27 of listing notice 1;** The clearance of an area of 1 hectares or more, but less than 20 hectares of indigenous vegetation, except where such clearance of indigenous vegetation is required for— (i) the undertaking of a linear activity; or (ii) maintenance purposes undertaken in accordance with a maintenance management plan.

					Listed activity 28 of listing notice 1; Residential, mixed, retail, commercial, industrial or institutional developments where such land was used for agriculture, game farming, equestrian purposes or afforestation on or after 01 April 1998 and where such development: (i) will occur inside an urban area, where the total land to be developed is bigger than 5 hectares; or (ii) will occur outside an urban area, where the total land to be developed is bigger than 1 hectare; excluding where such land has already been developed for residential, mixed, retail, commercial, industrial or institutional purposes. **Activity 12 of listing notice 3;**

					The clearance of an area of 300 square metres or more of indigenous vegetation except where such clearance of indigenous vegetation is required for maintenance purposes undertaken in accordance with a maintenance management plan. **a. Eastern Cape** **i. Within any critically endangered or endangered ecosystem listed in terms of section** **52 of the NEMBA or prior to the publication of such a list, within an area that has** **been identified as critically endangered in the National Spatial Biodiversity Assessment 2004;** ii. Within critical biodiversity areas identified in bioregional plans; iii. Within the littoral active zone or 100 metres inland from the high water mark of the sea, whichever distance is the

					greater, excluding where such removal will occur behind the development setback line on erven in urban areas; iv. Outside urban areas, within 100 metres inland from an estuarine functional zone; or v. On land, where, at the time of the coming into effect of this Notice or there **ELECTRICAL:** Supported, in condition that the applicant needs to submit electrical engineering report, confirm required NMD and submit application to electrical department **C&W:** Do not have any objection against the proposed donation. Please note there is a municipal sewer line located along the western boundary of the site that will require a servitude to be registered.

					ENVIRONMENTAL HEALTH: the donation to DoE is supported**.** **LS** The property should be registered before it can be transferred. It is not recommended to sell unregistered properties, financial implications

24/04/PD14 **RESCIND PREVIOUS COUNCIL RESOLUTIONS ON UNREGISTERED ERF 3298, HUMANSDORP AND REQUEST FOR AUTHORISATION TO ADVERTISE AND IN-PRINCIPLE APPROVAL FOR THE DONATION OF ERF 3298, HUMANSDORP TO THE PROVINCIAL DEPARTMENT OF EDUCATION**

Resolved (30 April 2025)

1. That Council **grants approval** to rescind previous Council resolutions on Erf 3298, Humansdorp (17/12/F12) and grants In-principle approval to donate Erf 3298, Humansdorp on which the new Boskloof Primary School will be constructed.

2. That Council grant authorization to the Accounting Officer to advertise the immovable property herein.

3. That Council confirms that the land is not needed to provide the minimum level of basic municipal services.

4. That the applicant be responsible for all development rights applications including the subdivision, rezoning and registration of Erf 3298, Humansdorp.

REQUEST FOR COUNCIL'S FINAL APPROVAL TO ALIENATE (LEASE) ERF 1259, SEA VISTA TO ST. FRANCIS BAY PADDLING CLUB

1. **Introduction**

The purpose of this item is to request Council's final approval for the alienation (lease) of Erf 1259, Sea Vista to the St. Francis Bay Paddling Club represented by Mr. Charles Jonsson for a period of 9 years and 11 months.

2. **Background**

An application was received from Mr. Jonsson to lease Erf 1259 for the purpose of storing canoes, facilitating weekly time trials, races, and development programmes **see annexure "A".** The applicant has identified various potential erven, with Erven 1259 being deemed the most viable to support the proposed activities.

The St. Francis Bay Paddling Club plays a significant role in hosting both provincial and national Canoe Marathon Championships, as well as the South African Surfski Trials for World Championship qualification. As such, making land available for the operations of this sporting code is critical in supporting the growth of local talent and the broader development of sports in the region.

An in-principle Council resolution was taken on 30 April 2025 as per resolution **25/05/PD4**. Notice No. 97/2025 for comments/input for the alienation (lease) of Erven 1259, Sea Vista was placed, and no objections were received and attached as **Annexure "B"**.

A professional valuer was also appointed to provide a monthly rental valuation certificate for the use of erf 1259 and is attached **as Annexure "C"**.

Section 14 comments have also been obtained from service departments previously and attached as **Annexure "D"**.

Land parcel information such as zoning and aerial image of the property are attached as **Annexure "E"**.

3. **Discussion**

The St. Francis Bay Paddling Club, consisting of 178 active members, has played an instrumental role in the development and promotion of the paddling sporting code for over nine years. Historically, the club operated from land made available by The Quays. However, the property has since been sold by the owner, leaving the club without a dedicated space to continue its operations. A primary challenge currently faced by the club is securing a safe

and practical area to store approximately 120 canoes, which require a minimum of 120 m² of undercover or shaded space.

As part of this application, Mr. Jonsson has further requested additional space to allow for future expansion, including the construction of a small-scale clubhouse. The clubhouse would serve as a base for hosting races, running academy programmes, and conducting weekly time trials. The potential for shared use of the space with the St. Francis Runners Club has also been proposed which will require further consent use rights authorized by the municipality in the event that such a proposal materializes. Ultimately, proposed land use will enhance the development of both sporting disciplines within the local community.

4. **Financial Implications**

Completed by BTO -	
Project Description	Land Valuations & Surveyor & Planning services
Ukey no.	20210710001552
Budgeted Amount	R750 000.00 KOUGA MUNICIPALITY 2025-08-13 BUDGET &TREASURY
Amount spent and committed to date	R95 925.00
Amount Available	R654 075.00
Comment	No financial implications to Council.

5. **Applicable Legislation**

Local Government: Municipal Finance Management Act No. 56 of 2003
Municipal Asset Transfer Regulations, 2008
Spatial Planning and Land Use Management Act No. 13 of 2013
Kouga, Spatial Planning and Land Use Management By-law, 2016

6. **Legal Implications**

Should the Council approve the recommendations below, the accounting officer will be authorized to enter into a long-term lease agreement, and to which terms and conditions the parties thereto will be bound.

7. **Other Implications**

None

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Item noted.

8.2 **Director: Planning & Development**

Recommendation supported.

8.3 **Director: Civil & Water Services**

Item noted.

8.4 **Director: Electro-Mechanical Services**

Item noted.

8.5 **Director: Community Services**

Noted

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Noted

9. **Delegated Authority**

Council

10. **Recommendations**

10.1 That Council **grant final approval** for the alienation (lease) of Erven, 1259, Sea Vista to the St. Francis Bay Paddling Club represented by Mr. Charles Jonsson for a period of 9 years and 11 months.

10.2 That Council, in terms of Section 14 and 90 of the MFMA and departmental inputs, hereby confirms that the property is not needed in future to provide the minimum level of basic municipal services.

10.3 That town planning activities and all other administrative processes be finalized and the cost be for the account of the applicant.

10.4 That Council approves the market-related rental valuation of **R2,800.00** per month in line with the provisions of the approved Disposal and Leasing Policy of Council.

10.5 That the property be used for the purpose applied for, and for no other purpose whatsoever, unless prior written consent has been obtained from the Lessor.

10.6 That the lease be cancelled if purpose applied for is not implemented within 12 months from date of signed lease agreement.

10.7 That the lease agreement make provision for a rental escalation clause.

10.8 That Council grant authorization to the Accounting Officer to enter into a lease agreement with St. Francis Bay Paddling Club.

Item prepared by the: The Manager: Land & Property Administration 

Item approved by the: Director Planning & Development 

Item endorsed by the: Municipal Manager: 

Item noted by Portfolio Chairperson: 

Annexure "A"

St Francis Bay Paddling Club

Tel: 0826025705 Email: charles@bullgroup.biz

26 April 2023.

Right of Use of a Public Open Space for the St Francis Paddling Club.

Dear Lorraine,

As you are no doubt aware the land at The Quays, on which the St Francis Paddling Club has housed our canoes and run our weekly time trials, races, and Development Program from for the past 9 years, has been sold, which leaves us as a Club of 178 members, mostly St Francis residents, homeless.

For obvious reasons we now need to find an alternative space to relocate to, again, for obvious reasons, this space needs to be on the canals. To this end we have established that there are a few suitable Public Open Spaces / Public Places, any of which would suit our requirements. These are, in no order of preference :

1. The POS that adjoins erf 627 at the end of Canal Road at the Cove
2. The POS (erf 1259) between erfs 740 and 1262 on the seaward side of the Greek Taverna in Mayotte Close
3. Erf 1279 at the Small Boat Harbour, below the demarcated trailer park currently not being used for anything by the Riperians

Another option would be to better use the current Riperians space at SBH by digging into the bank separating the top car park and the lower launch site, by putting in a retaining wall with a wooden deck over the top as this space in approx. 30meters long, 6 meters deep, and 2 odd meters high, perfect for our requirements. This simply makes better use of the current space and doesn't take away any part of the car park, trailer park or grass picnic area.

Our current storage accommodates 120 canoes, which if correctly done would require about 120 sqm of under cover / shade and additional space for future expansion and possibly a small Clubhouse from which to do races, run our Academy Program and hold our weekly time trials. We have also discussed the possibility of sharing this space with the St Francis Runners Club as they too will be inconvenienced by the development of The Quays as they run their weekly time from that site too.

We are hosting for the 3rd time, in May and June 2023, both the EC and SA Champs of the Canoe Marathon Champs, this year it also includes SUP (Stand Up Paddleboards) SA Champs and on the same Sunday after SA Champs, we host the SA Surfski Trials to select a team to go to World Champs. We have 4 paddlers from Sea Vista currently on an intensive course as they are going shortly on an exchange program to Germany, a truly life changing and enriching experience for them.

St Francis Bay Paddling Club

Tel: 0826025705 Email: charles@bullgroup.biz

It is time for us to have a place to call Home !.

Please let me know what additional information you require from myself and or the SFPC and I will happily oblige.

Kindest Regards

Charles Jonsson.

Annexure "B"

25/04/PD5	**REQUEST FOR COUNCIL TO RESCIND PREVIOUS RESOLUTION AND COUNCIL'S AUTHORIZATION TO ADVERTISE AND IN-PRINCIPLE APPROVAL FOR THE ALIENATION (LEASE) OF ERF 1259, SEA VISTA – ST FRANCIS BAY PADDLING CLUB** **Resolved (30 April 2025)** 1. That Council **rescind resolution 21/09/PD16** and **grant in-principle approval** for the alienation (lease) of Erf 1259, Sea Vista, to the St. Francis Bay Paddling Club represented by Mr. Charles Jonsson for a period of 9 years and 11 months. 2. That Council authorizes the Accounting Officer to advertise the intended alienation of the immovable property. 3. That Council in terms of Section 14 and 90 of the MFMA and departmental inputs, hereby confirms that the property is not needed in future to provide the minimum level of basic municipal services. 4. That Council authorizes the Accounting Officer to obtain the market-related valuation in line with Section 14(2) of the Municipal Finance Management Act.

KOUGA local municipality

NOTICE NO 97/2025

PUBLIC PARTICIPATION NOTICE

PUBLIC INVITATION FOR COMMENTS AND OBJECTIONS TO THE COUNCIL'S INTENDED ALIENATION OF MUNICIPAL PROPERTIES

Notice is hereby given that at a Council Meeting held on 30 April 2025 (RESOLUTION 25/04/PD5), the Council resolved to call for public comments and objections on the intended alienation by means of long term lease of immovable assets to the St. Francis Bay Paddling Club represented by Mr. Charles Jonsson for the housing of their canoes, run trials and races and development program, in accordance with all applicable Legislation and the Municipal Policy and Procedures of Immovable Assets:

Land earmarked for Alienation (Long term lease)

ERF 1259 SEA VISTA

Members of the public or interested parties are hereby invited to submit comments and objections, on the intention of the municipality to lease of municipal land in writing to the Municipal Manager, 33 Da Gama Road, Jeffreys Bay on or before **Friday, 13 June 2025**.

Further particulars are available for inspection at the office of the Directorate Planning and Development: Municipal Offices, 16 Woltemade Street, Jeffreys Bay. Contact: Mr. S. Grootboom: 0422002168

Mr. D de JAGER - DEPUTY MUNICIPAL MANAGER

9488

Annexure "C"

Clive Errol Francis T/A CEF Valuations

VALUATION CERTIFICATE

FIXED PROPERTY: REMAINDER OF ERF 1259 SEA VISTA, EASTERN CAPE PROVINCE (801 m²)

My client, **Cebo Buyana**, on behalf of the **Kouga Municipality**, has requested a 1-Page Certificate of the calculated **Present Market Rent** of the subject property.





Market Rent

The market rent is defined as the estimated amount for which a property should be leased on a specific date, between a willing landlord and tenant, under specific market conditions. These conditions include an arm's length transaction, appropriate lease terms, and the parties acting knowledgeably, prudently, and without compulsion. Essentially, it's the rent a property would fetch in the open market, reflecting fair value based on current market conditions. (The Royal Institution of Chartered Surveyors - RICS)

Taking into account all the aspects of the subject property the Market Value is concluded at:

R2 800 (Two Thousand Eight Hundred Rand) – per month (Land only)

I the undersigned, Clive Errol Francis, consider this valuation to be a true reflection and a fair assessment of the subject property as at the effective date of valuation.

.....

Clive Errol Francis (SACPVP Reg. No. 5181/3)
Professional Associated Valuer
ND: Real Estate: Property Valuation
19/07/2025

Caveats

This one-page valuation certificate has been prepared on the basis that full disclosure of all information and factors, which may affect the valuation should have been made available to ourselves and we cannot accept any liability or responsibility whatsoever for the valuation if any information was withheld.

We have assumed that the property and its value are unaffected by any statutory notice, and that neither the property nor its condition, current use or intended use, is or will be unlawful.

I, Clive Errol Francis have no interest in this property or any other properties which would affect the statements or values contained in this valuation report. All figures quoted are exclusive of Value Added Tax.

Clive Errol Francis T/A CEF Valuations – Cel: 083 663 2633 – valuerclive@outlook.com

Annexure "D"

APPLICANT	ERF	AREA	EXTENT	ZONING	SPATIAL DEVELOPMENT FRAMEWORK	LAND USE SCHEME	BUILDING CONTROL	DEPARTMENT COMMENTS
St Francis paddling club seeking space to house canoes, running trails, races and development program. They have indicated that space needs to be close to the canals to accommodate their requirements.	ERF 1259	ST FRANCIS BAY	3194m2	Transport Zone 1	Supported	Supported, on condition the applicant complies with legislation and obtain land use rights if required.	The applicant complies with Town Planning and service department's comments before submitting a building plan application to Building Control for approval.	**CS (Environmental Health):** No objection on condition that land use is in compliance and use of property won't become a nuisance to the surrounding neighbors. **C.S:** No objection. **H.S:** No objection **AS**: No Objection

Annexure "E"

Land Parcel

12 Sep 2024 10:51

Erf	1259 of Sea Vista	**Zoning: Financials**	PUBOS
Address	Street Unknown	**Zoning**	Kouga Municipality Land Use Scheme - Transport Zone 1
SG Number	C03400140000125900000	**Land Usage: Financials**	
Municipality	Kouga	**Ward: Financials**	Kouga 12
Township/Holding: Title Deed	Sea Vista	**Ward: Demarcation Board**	Kouga 12
Suburb: Financials	St Francis Bay - Canals (Non Riparian) (70001)	**Sources**	Deeds Office, Surveyor General, Financials
Centroid	34.14866766686335S 24.837544262868324E	**Effective**	
Sectional Title	No		
Extent	3194sqm		
Extent (SG)	2383sqm		
Extent (Title Deed)	3194 SQM		

Land Parcels for Incident

Incident
I24-21316 (Water) Routine Maintenance (Water)

Title Deeds

Owner	Title Deed	Share	Purchased	Registered	Price (Alpha)	New No
Creative Landscapers Pty Ltd (70/6327/07)	T21562/1977	0.0000		25 Aug 1977	R	
Creative Landscapers Pty Ltd	T21562/1977	0.0000		25 Aug 1977		T4625/1988

Financial Accounts

Account	Debtor	ID Number	Debtor Type	Owner Tenant
007001259000	Kouga Municipality (St Francis		Attorneys Closed (ATTCL)	Tenant (Kouga)
007001259024	Creative Landscapers Pty Ltd	70/6327/07	Normal (N)	Owner (Kouga)

Properties

Unit	26 Digit Code	Owner(s) and Id(s)	Scheme	Scheme Number
0	C03400140000125900 00000000	Creative Landscapers Pty Ltd (70/6327/07)		

Current Municipal Information

Valuation Date	Valuation Category	Valuation Category Tariff	Land Value	Improvements Value	Land Area	Improvements Area
		Type PSI	0	1000	3194	0

Valuations and Surveys

Project	Category / Usage	H Area			Status	Review Status	Current Value
Interim Valuation 2011-02	Unknown (As Per MPRA)	Unknown			Valued		1,000.00
2008 GV (from TruVal data)	Sect 8(2)(h) - Municipal (As Per MPRA)	4			Valued		600,000.00
2013 - 2018_DDP Valuation Roll as Printed	2je-05 (Private Towns (Exempt)-P.O.S.) (Kouga)	Unknown			Valued		1,000.00
2018 General Valuation	PRIVATE OPEN SPACE (GV2018)	Unknown			Valued		1,000.00
2023 General Valuation	PUBLIC SERVICE INFRASTRUCTURE 2023 (2023 General Valuation)	Unknown			Valued		1,000.00

Land Use Applications

Land Use Application	Address	Sectional Title
SL2425-00006	Street Unknown	

Locality Map – Erven 1259, Sea Vista



KOUGA MUNICIPALITY (EC 108)
ORDINARY COUNCIL MEETING
PLANNING & DEVELOPMENT
OPEN
DATE: 28 AUGUST 2025
ITEM NO: **25/08/PD4**

APPLICATION TO DEVIATE FROM KOUGA MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK, 2021

1. **Introduction**

The purpose of this report is to seek Council's approval in terms of Section 13(2) of the Kouga Municipality Spatial Planning & Land Use Management By-law, 2016 for the amendment of the Kouga Municipality Spatial Development Framework (SDF), 2021, to permit the development of Gamtoos Mouth Resort Phase 3.

2. **Background**

On 24 Mach 2023, a land use application for rezoning, subdivision and consolidation on Portions 220 and 221 of Farm Mauritzkraal No. 510, Humansdorp RD was tabled before the Municipal Planning Tribunal (MPT) for consideration. The applicant's motivational report is annexed hereto as "A". According to the applicant's motivation, the application required a deviation that does not materially change the desired outcome or objectives of the SDF.

The assessment report by the municipal town planner is annexed hereto as "B". The MPT indicated its support for the application in line with Section (13)2 of the Kouga Municipality Spatial Planning & Land Use Management By-law, 2016, which reads:

"The Municipal Planning Tribunal or Authorised Official may support an application that will result in a departure from the municipal spatial development framework, but such support may be made subject to the condition that the Council approve the amendment to the municipal spatial development framework and the application cannot be approved until the amendment of the municipal spatial development framework is approved by the Council" (Annexure "C")

3. **Discussion**

The applications were brought to effect Phase 3 of the Gamtoos Mouth Resort Development, which development area is not earmarked as future development area in the current SDF. The developer, however, obtained environmental authorization for the proposed phase 3.

Section 22(2) of the Spatial Planning & Land Use Management Act, 2013 (Act No. 16 of 2013), hereinafter referred to as SPLUMA, states that:

"Subject to section 42, a Municipal Planning Tribunal or any other authority required or mandated to make a land development decision, may depart from the provisions of a municipal spatial development framework only if site-specific circumstances justify a departure from the provisions of such municipal spatial development framework."

In support of Section 22(2) of SPLUMA, the Department of Agriculture, Land Reform & Rural Development, as the custodian of the Act, issued Guidelines for site specific circumstances and departure from the SDF provisions. The applicant motivated the departure from the SDF against the mentioned guidelines.

Section 13(2) of the Kouga Municipality Spatial Planning & Land Use Management By-law, 2016, reads:

"The Municipal Planning Tribunal or Authorised Official may support an application that will result in a departure from the municipal spatial development framework, but such support may be made subject to the condition that the Council approve the amendment to the municipal spatial development framework and the application cannot be approved until the amendment of the municipal spatial development framework is approved by the Council."

The Town & Regional Planning Department is in the process of reviewing the SDF. With Council's approval, the departure in question will be incorporated into the current review of the SDF. The proposed amendment is subject to all the provisions of the Kouga Municipality Spatial Planning & Land Use Management By-law, 2016 which includes public participation and the need to align with the IDP process.

The approval of the departure from the SDF is imperative for the approval of the land use applications pertaining the proposed phase 3 of Gamtoos Mouth Resort, by the MPT, in compliance with relevant legislation.

4. **Financial Implications**

Completed by BTO -	Not applicable
Project Description	
Ukey no.	
Budgeted Amount	
Amount spent and committed to date. Balance	
Amount Available	
Tender Amount	

5. **Applicable Legislation**

Spatial Planning and Land Use Management Act (16 of 2013).

Kouga Local Municipal Spatial Planning and Land Use Management By-law, 2016.

6. **Legal Implications**

Should Council resolve not to approve the amendment of the SDF, the Municipal Planning Tribunal may not approve the land user application.

7. **Other Implications**

None

8. **Comments by Directorates:**

8.1 **Chief Financial Officer:**

Item noted.

8.2 **Director: Planning & Development**

Recommendation supported.

8.3 **Director: Civil & Water Services**

Item noted.

8.4 **Director: Electro-Mechanical Services**

Item noted.

8.5 **Director: Community Services**

Item noted.

8.6 **Deputy Municipal Manager**

Noted.

8.7 **Municipal Manager**

Noted.

9. **Delegated Authority**

Council

10. **Recommendations**

10.1 That the Council approves the amendment of the Kouga Municipality Spatial Development Framework (SDF), 2021, to permit the development of Gamtoos Mouth Resort Phase 3.

10.2 That the proposed Gamtoos Mouth Resort Phase 3 be incorporated in the reviewed SDF.

Item prepared by the: Acting Manager Town & Regional Planning 

Item approved by the: Director Planning & Development 

Item endorsed by the: Municipal Manager: 

Item noted by Portfolio Chairperson 

URBAN DYNAMICS
TOWN & REGIONAL PLANNERS

10 October 2022

JVDW/jw/10/10/22/1790E

Municipal Manager
Kouga Municipality
Department : Planning & Development
46 Voortrekker Road
Humansdorp
6300

Attention : Mr Kobus Marais

PORTIONS 220 & 221 OF FARM MAURITSKRAAL NO. 501 (GAMTOOS MOUTH) : AMENDMENT OF APPLICATION (SECTION 100)

Urban Dynamics EC submitted an application for :

- ***Consolidation*** **:** *Portions 220 and 221 of Farm Mauritskraal No. 501 (Exemption in terms of Section 66 of the By-laws)*
- ***Subdivision*** **:** *Consolidated Portions 220 and 221 into 149 portions (Section 59 of the By-laws)*
- ***Rezoning*** **:** *from Agriculture Zone (Section 68 of the By-laws)*
  - *Portions 1 – 132 to Residential Zone 1 (Dwelling Unit)*
  - *Portions 133 – 140 to Transport Zone 2 (Private Roads & Parking)*
  - *Portion 141 – 148 to Open Space Zone 3 (Conservation Area)*
  - *Portion 149 to Business Zone 2 (Business & Mixed Use and General Residential Building)*

Refer to attached OVVIO reference (JL2122-00130).

Subsequent to SPLUMA Application submission, we note a typing error in the farm number :

- TYPED AS : Portions 220 and 221 of Farm Mauritskraal No. 146
- CORRECTION : Portions 220 and 221 of Farm Mauritskraal No. **501**

The correction will have no impact on the initial submission. We have uploaded the amended report with the correct farm number onto OVVIO, for your records.

I trust that you will find the above in order. If any further information is needed, please do not hesitate to contact our office.

Kind Regards
Urban Dynamics Eastern Cape Inc.

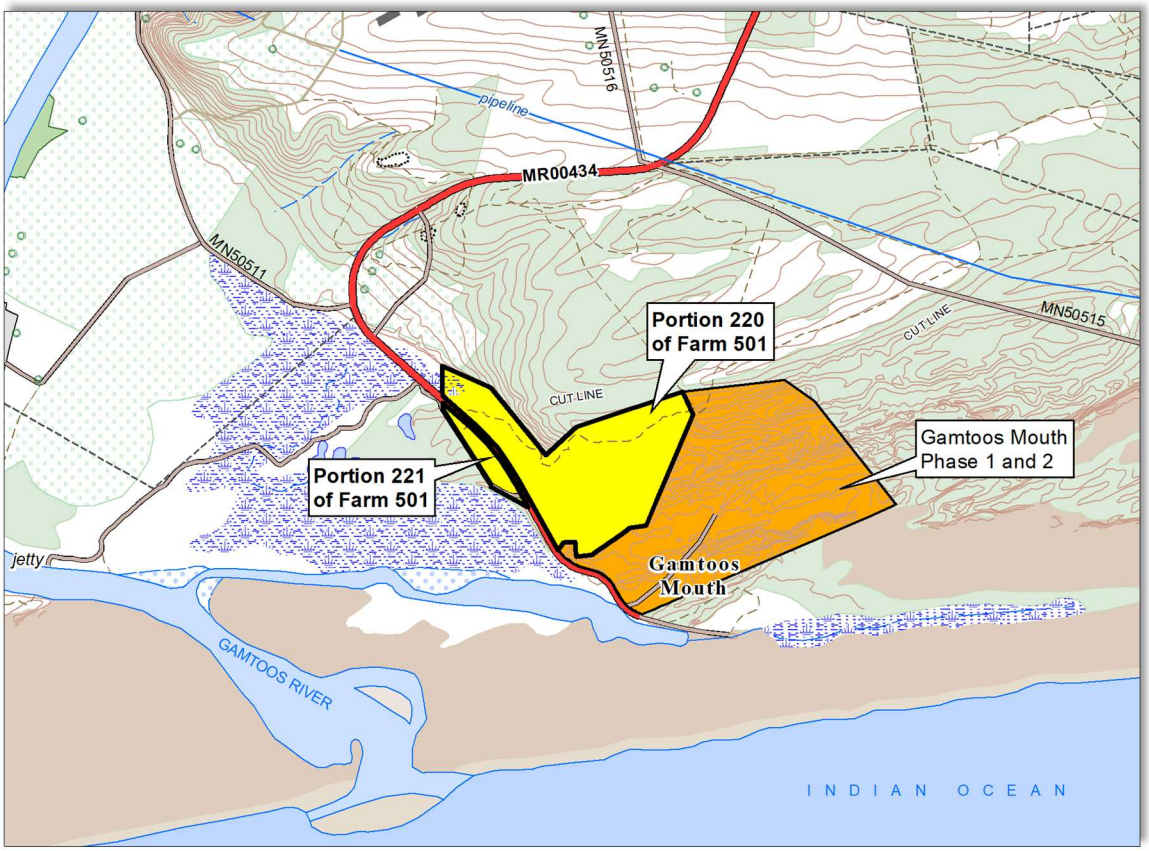
Johan van der Westhuysen Pr. Plan A/923/1996
Director

KOUGA MUNICIPALITY

Gamtoos Mouth Phase 3 Development

Application for :

- *Consolidation : Portions 220 and 221 of Farm Mauritskraal No. 501*
- *Subdivision : Consolidated Portions 220 and 221 into 149 portions*
- *Rezoning from Agriculture Zone :*
  - *Portions 1 – 132 to Residential Zone 1*
  - *Portions 133 – 140 to Transport Zone 2*
  - *Portion 141 – 148 to Open Space Zone 3*
  - *Portion 149 to Business Zone 2*



Report Number : 1790E/02

March 2022

(REVISED 10.10.2022: Correction of reference to Farm Number)

Prepared By :

Johan van der Westhuysen

URBAN DYNAMICS
TOWN & REGIONAL PLANNERS

P O Box 27757, Greenacres, Port Elizabeth, 6057
117 Cape Road, Mill Park, Port Elizabeth, 6001
Tel: 041 374 3980 - Fax: 041 374 3984
Email: info@udec.co.za

Report Title :	Gamtoos Mouth Phase 3 Development Application for : • Consolidation : Portions 220 and 221 of Farm Mauritskraal No. 501 • Subdivision : Consolidated Portions 220 and 221 into 149 portions • Rezoning from Agriculture Zone : - Portions 1 – 132 to Residential Zone 1 - Portions 133 – 140 to Transport Zone 2 - Portion 141 – 148 to Open Space Zone 3 - Portion 149 to Business Zone 2
Report Number :	1790E/01
Report Date :	03.2022
Report Status :	Final (REVISED)
Prepared By :	Johan van der Westhuysen (Pr. Plan A/923/1996)
Contact Number :	041 374 3980 083 321 2299
Email Address :	info@udec.co.za johan@udec.co.za

Note : *The data and content contained in this report, annexures and maps are based on information as received and interpreted by Urban Dynamics Eastern Cape from secondary sources, including the Client, Land Owner and Specialist Studies. Although Urban Dynamics Eastern Cape attempts, at all times, to present accurate and reliable information, we make no warranty of any kind, expressed or implied, to the accuracy and reliability of information sourced and obtained from secondary sources.*

The data and contents of this report remains the sole propriety and intellectual property of Urban Dynamics Eastern Cape and can only be used for the purposes of the project and evaluation of the application as determined by the relevant legislation.

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5. Conveyancing Certificate
6. Cadastral Diagrams
7. Environmental Authorisation (EC08/LN2/M/12-62 dated 18.09.2020)
8. Engineering Services Report (Hatch dated November 2019)
9. Electrical Services Report (Clinkscales Maughn-Brown dated November 2014)
10. Home Owners Association Building Code
11. Kouga LM Correspondence Confirming Water Supply, Solid Waste & Sanitation
12. Kouga SDF Amendment Application

1. The Applicant

Urban Dynamics Eastern Cape (UDEC) is appointed by the owner of Portions 220 and 221 of Farm Mauritskraal No. 501, Kouga Municipality (Gamtoos Mouth Inv Pty Ltd), to prepare and submit an application for the Consolidation, Subdivision and Rezoning of the farm portions for Residential, Private Open Space, Private Roadway and Business purposes.

Refer to Annexure 2 : Power of Attorney

Refer to Annexure 3 : Deeds Office Enquiries

Refer to Annexure 4 : Title Deeds

2. Background

Portions 220 and 221 represents consolidated properties as indicated on Diagrams 1285/2012 and 1286/2012 and Consolidated Title Deeds T23640/2014 and T23643/2014. Previously, the land comprised of 9 farm portions, now consolidated.

The overall development footprint for the Gamtoos Mouth Resort always included the Phase 3 area. Processes to plan and obtain the development rights started approximately 10 years ago.

It is noted that the Phase 3 development obtained Environmental approval in September 2020.

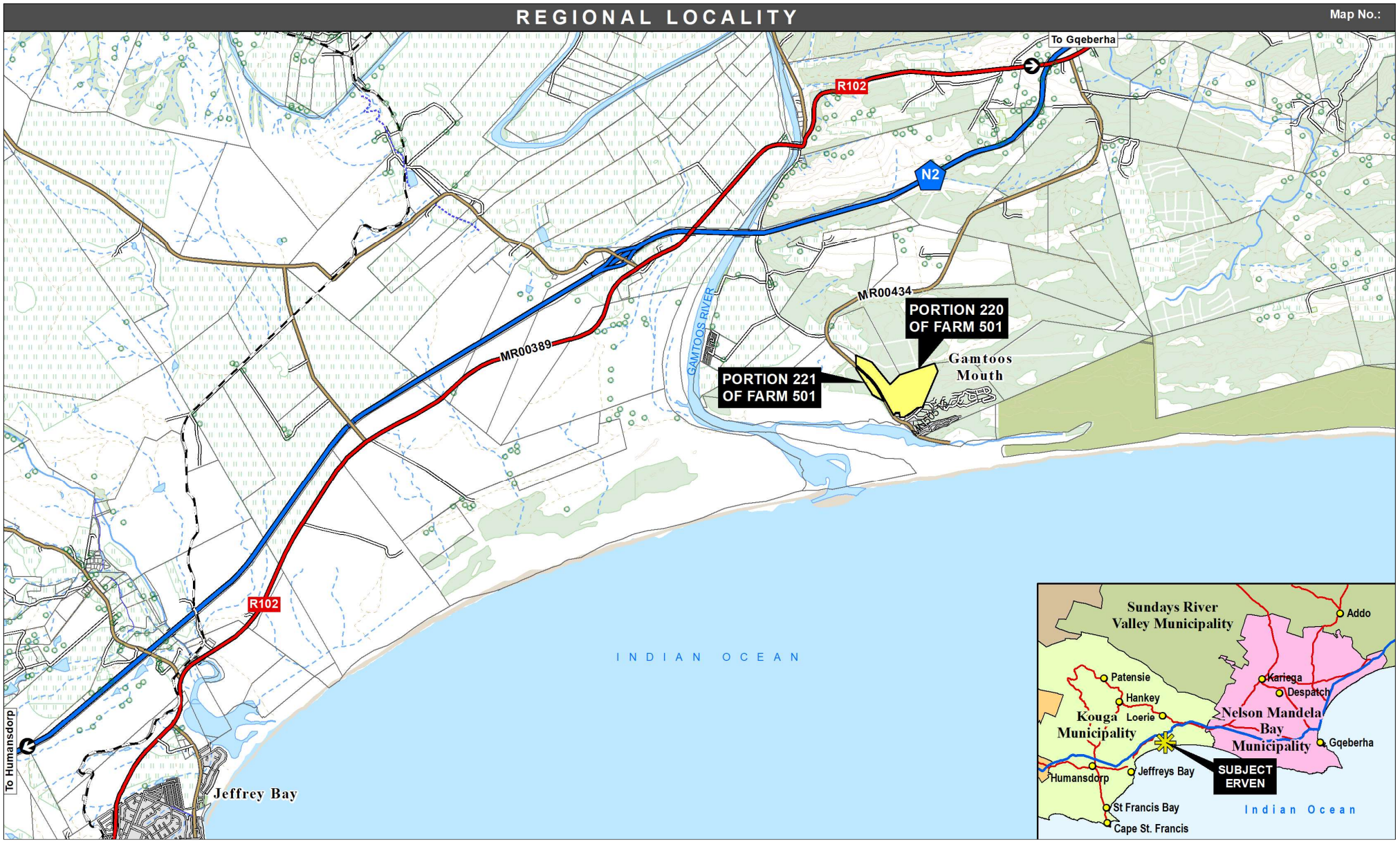
Refer to Annexure 6 : Cadastral Diagrams

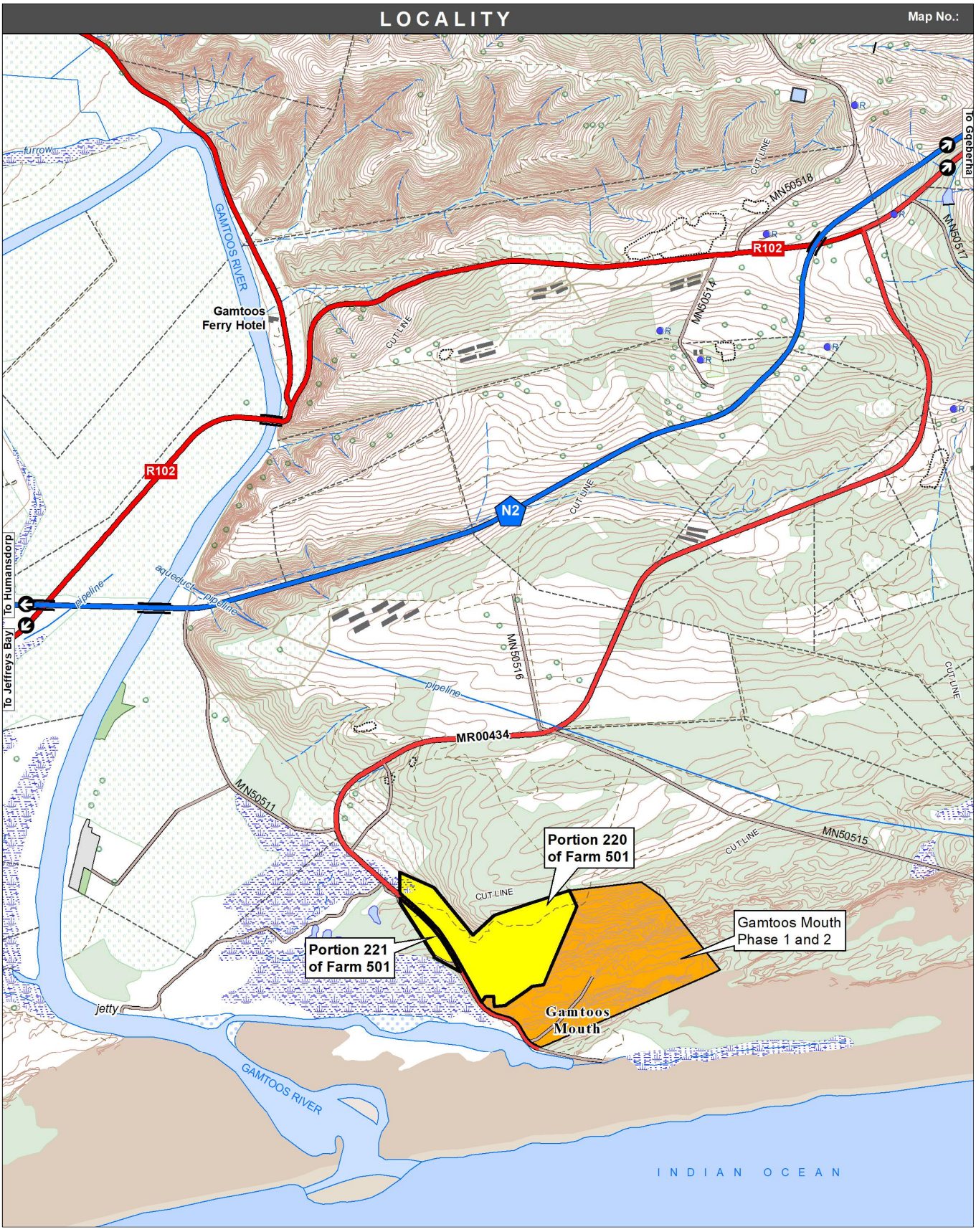
3. Locality, Ownership & Site Description

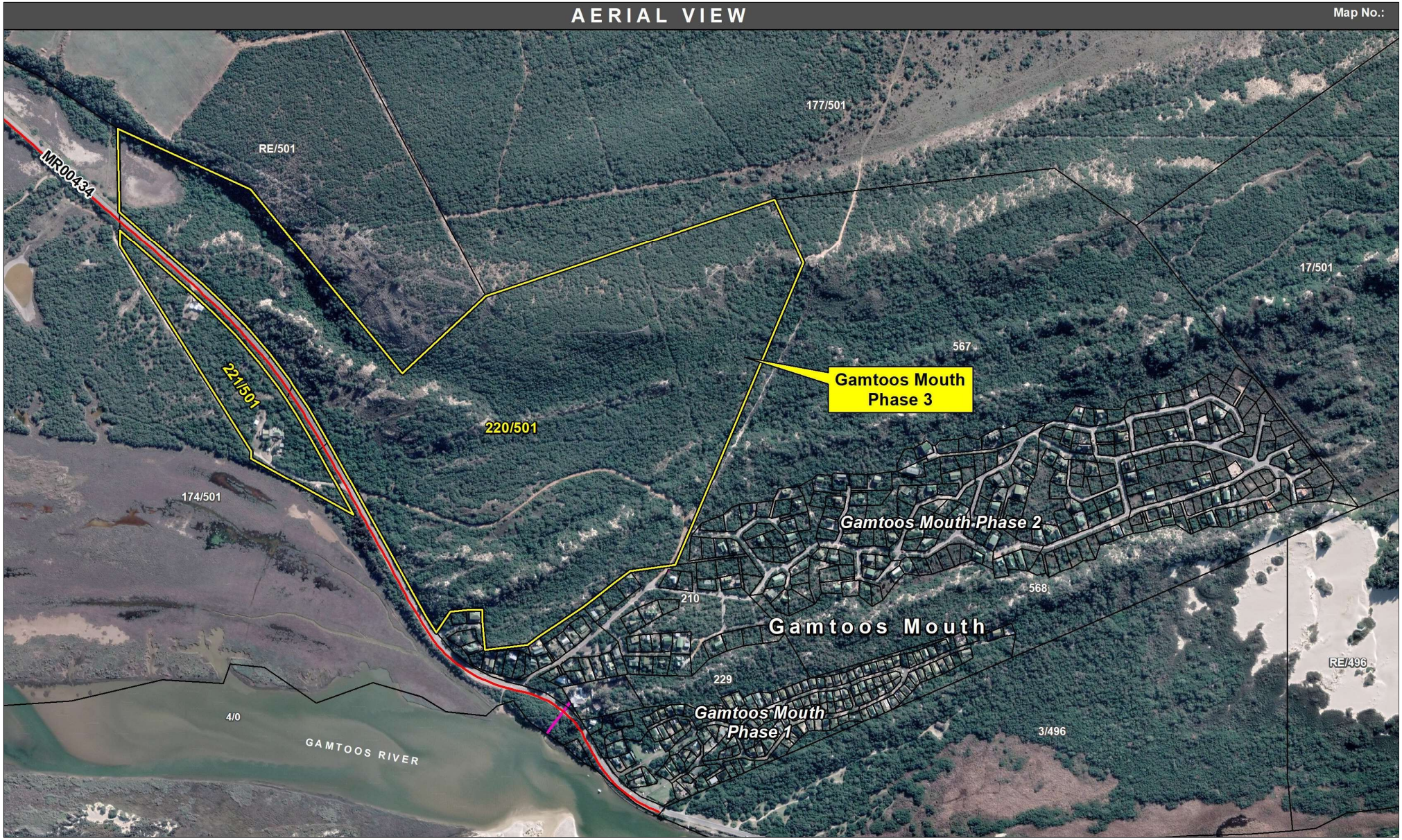
Portion 220 is situated directly adjacent to and north-west of the existing Gamtoos Mouth Resort development. Portion 221 is situated south-west of Main Road (MR) 434, also within walking distance of the existing Phases1 and 2 and proposed Phase 3 of the Gamtoos Resort.

The Gamtoos Resort is bordered by the Indian Ocean to the south, Gamtoos River Estuary to the west and farmland to the north and east. The Gamtoos Mouth is situated approximately 12 km east of Jeffreys Bay and approximately 42 km west of Nelson Mandela Bay Metropolitan area, accessible via MR 434 and the R102.

The existing Resort is extremely popular and has increased in demand over years with investment and development in the existing Phases 1 and 2. This necessitated the expansion of the Resort with a further 132 residential properties.


REGIONAL LOCALITY
Map No.:
To Gqeberha
R102
N2
MR00434
PORTION 220
OF FARM 501
PORTION 221
OF FARM 501
Gamtoos
Mouth
GAMTOOS RIVER
MR00389
R102
INDIAN OCEAN
To Humansdorp
Jeffrey Bay
Sundays River
Valley Municipality
Addo
Patensie
Kariega
Despatch
Hankey
Kouga
Municipality
Loerie
Nelson Mandela
Bay
Municipality
Gqeberha
SUBJECT
ERVEN
Humansdorp
Jeffreys Bay
St Francis Bay
Cape St. Francis
Indian Ocean


LOCALITY
Map No.:
furrow
GAMTOOS RIVER
Gamtoos
Ferry Hotel
R102
N2
To Humansdorp
To Jeffreys Bay
To Gqeberha
CUT LINE
MN50518
MN50517
MN50514
MN50516
MN50511
MN50515
MR00434
pipeline
aqueduct
Portion 220
of Farm 501
Portion 221
of Farm 501
Gamtoos Mouth
Phase 1 and 2
Gamtoos
Mouth
jetty
INDIAN OCEAN


AERIAL VIEW
Map No.:
177/501
RE/501
MR00434
17/501
567
Gamtoos Mouth
Phase 3
221/501
220/501
174/501
Gamtoos Mouth Phase 2
568
210
Gamtoos Mouth
229
RE/496
Gamtoos Mouth
Phase 1
4/0
3/496
GAMTOOS RIVER

Refer to Map 2 : Locality

Refer to Map 3 : Aerial View

Property and ownership detail are reflected in the table.

	Portion 220	Portion 221
Title Deed	T23640/2014	T23643/2014
Owners	Gamtoos Mouth Inv Pty Ltd	
Area (ha)	51.7443	4.7117
Applicable Zoning Scheme	Kouga Land Use Scheme	
Existing Zoning	Agriculture Zone	
Land Use	Vacant	2 Dwelling Units

A Conveyancing Certificate confirms that there are no restrictive conditions in the Title Deeds that prevents the proposed development, subdivision and associated infrastructure on the property.

Refer to Annexure 3 : Deeds Office Enquiries

Refer to Annexure 4 : Title Deeds

Refer to Annexure 5 : Conveyancing Certificate

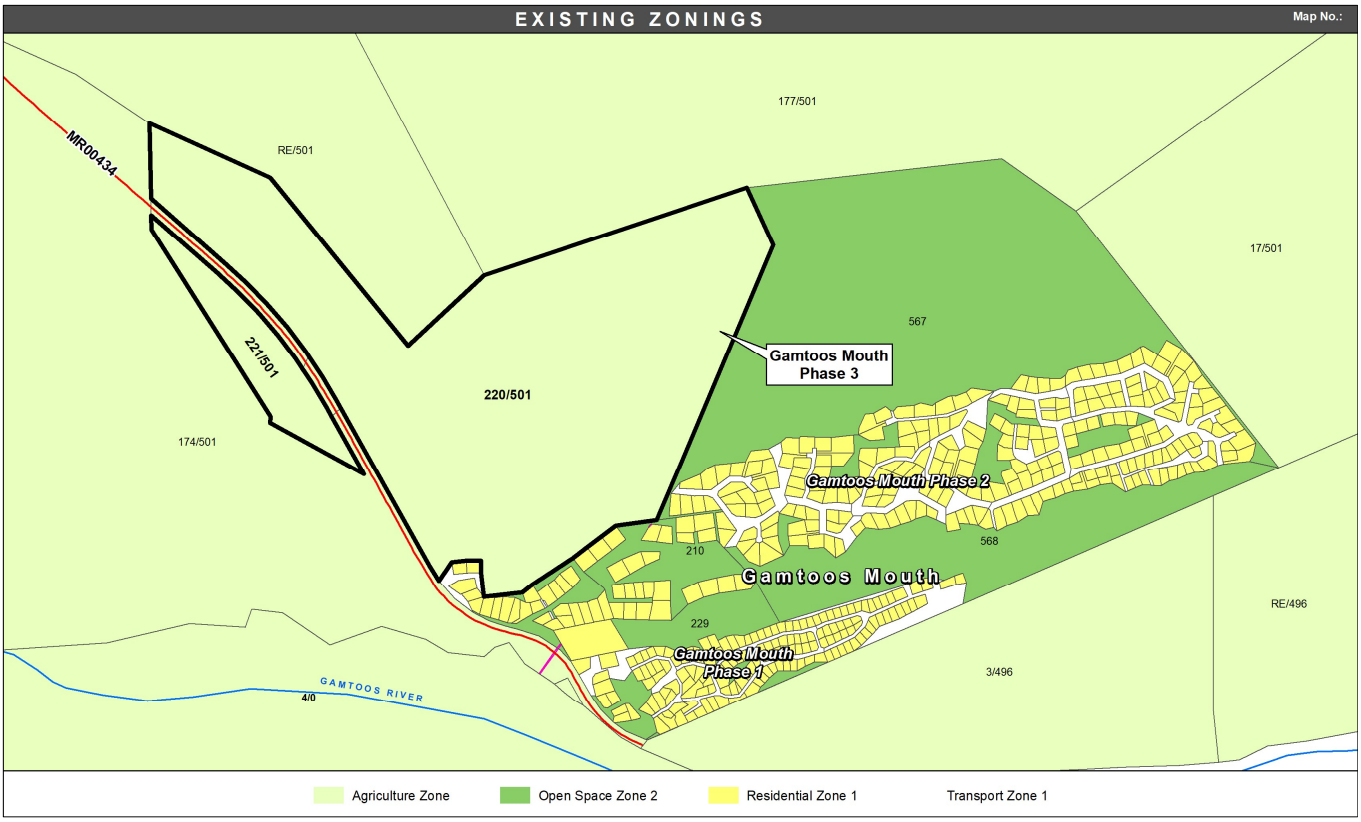
4. Zoning & Land Use

In terms of the Kouga Municipality Land Use Scheme and the Kouga Municipality Zoning Register, the properties are zoned Agriculture Zone, permitting development parameters in the table below :

Zoning	Agriculture Zone
Primary Use	Agriculture
Coverage	20 %
Height	11 m
Street Building Line	10 m
Lateral & Rear Building Line	10 m
Parking	0

Refer to Map 4 : Existing Zonings

Portion 220 is currently vacant with natural vegetation, whereas Portion 221 (south of Main Road) accommodates 2 residential homesteads with the access road to the existing slipway to the west.



5. The Application

The purpose of this application is to Consolidate Portions 220 and 221 into 149 of Farm Mauritskraal No. 501 to obtain development rights on the consolidated portion for the development of Gamtoos Mouth Phase 3, comprising of 132 single residential erven, private open space, private roadway and a business site. The development is an expansion of the existing Gamtoos Mouth Phases 1 and 2 in a north-westerly direction along MR 434.

Refer to Annexure 1 : Application Form

Refer to Map 5 : Consolidation Diagram

Refer to Map 6 : Subdivision Plan

Refer to Map 7 : Spatial Layout Plan

This application is based on the Kouga Land Use Scheme, Section 33 (1) of the Spatial Planning & Land Use Management Act 2013 (SPLUMA) (Act 16 of 2013) and the Kouga Spatial Planning & Land Use Management (SPLUM) By-laws (2016), for :

- ***Consolidation*** : *Portions 220 and 221 of Farm Mauritskraal No. 501 (Exemption in terms of Section 66 of the By-laws)*
- ***Subdivision*** : *Consolidated Portions 220 and 221 into 149 portions (Section 59 of the By-laws)*
- ***Rezoning*** : *from Agriculture Zone (Section 68 of the By-laws)*
  - *Portions 1 – 132 to Residential Zone 1 (Dwelling Unit)*
  - *Portions 133 – 140 to Transport Zone 2 (Private Roads & Parking)*
  - *Portion 141 – 148 to Open Space Zone 3 (Conservation Area)*
  - *Portion 149 to Business Zone 2 (Business & Mixed Use and General Residential Building)*

- ***Development Parameters :***

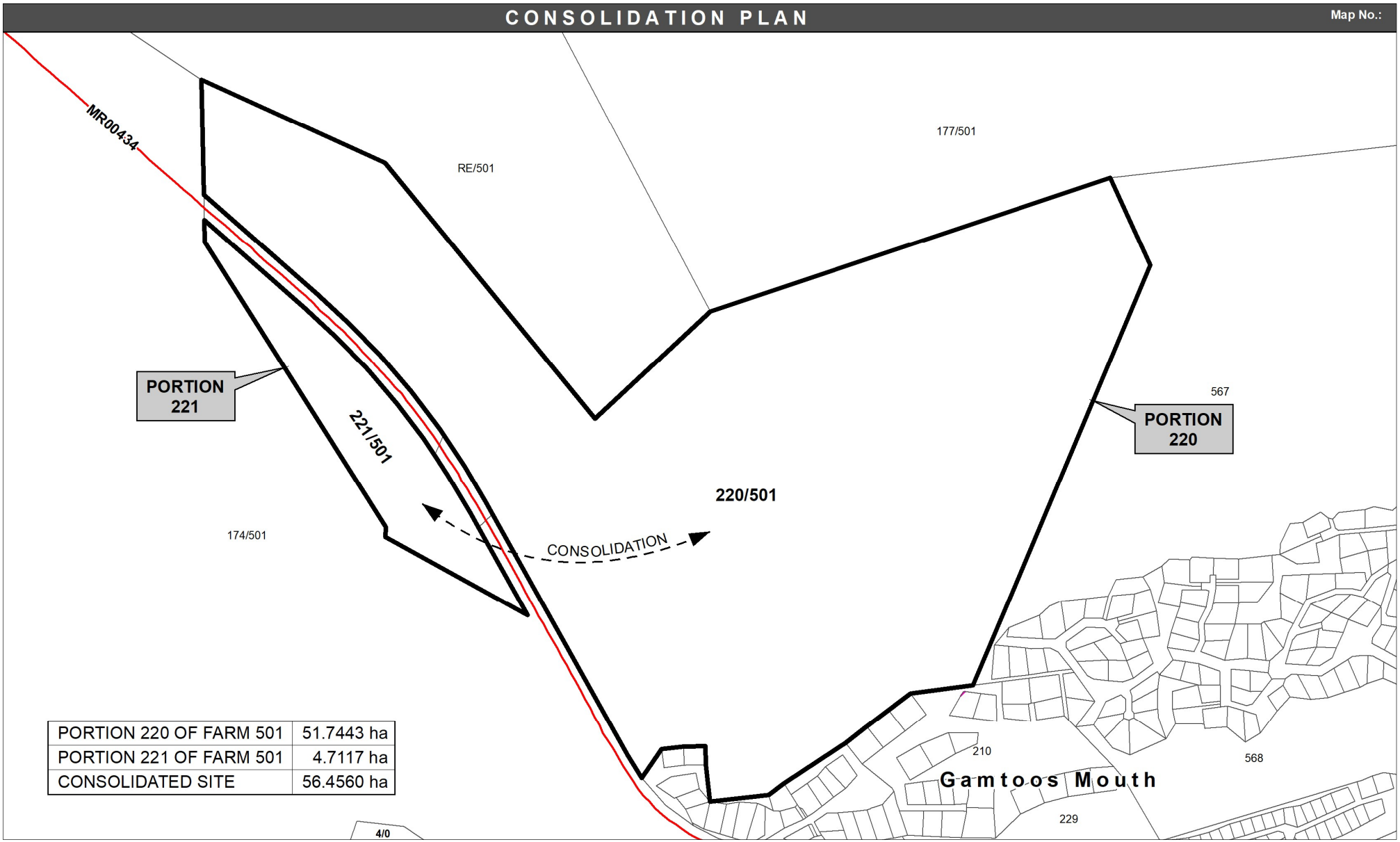
Zoning	Residential Zone 1
Primary Use	**Dwelling Unit** means a self-contained inter-leading group of rooms with not more than one kitchen used for human habitation and includes such outbuildings as are ordinarily used therewith and includes the letting on a permanent basis by the owner, of not more than 1 room of the dwelling unit and/or outbuildings
Coverage	50 %
Street Building Line	3 m
Lateral & Rear Building Line	1.5 m
Height	8.5 m
Parking	2 s / dwelling unit

Zoning	Business Zone 2
Primary Use	**Business & Mixed Use** means the use of a property for mixed use purposes of retail, commercial or professional operation, which may, inter alia, include restaurants, shops, offices, micro manufacturing, community facilities, financial institutions, gymnasiums or any other use which the Municipality regards as General Business, including a shopping mall, but excluding residential uses, warehousing and builders yard **General Residential Building** means a building for human habitation, together with such outbuildings and support facilities relating to the operation and sustainability of the scheme or building, and includes a boarding house, residential rooms, children's home, guest lodging facilities, retirement village, hostel, town housing, dwelling units, flats, but excludes hotels
Coverage	Business : 100 % Residential : 70 %
Street Building Line	0 m
Lateral & Rear Building Line	0 m
Height	11 m
Parking	Business : 4 s / 100 m^2 floor space General Residential Building : 2 s / dwelling unit

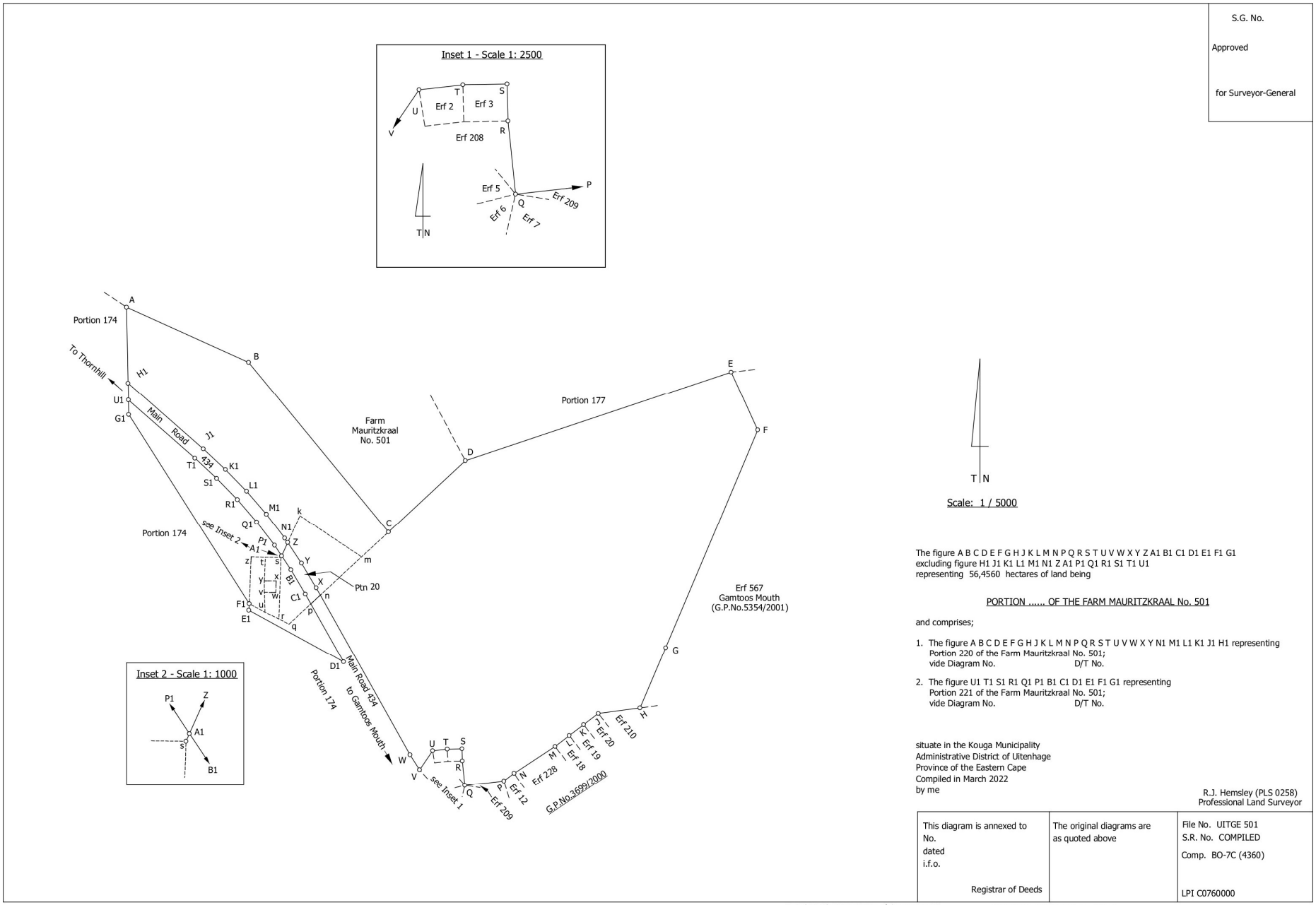
Zoning	Open Space Zone 3
Primary Use	**Conservation Area** means land used or declared for the conservation, biodiversity, archaeological preservation and protection of natural areas, whether publicly or privately owned, or which has been declared a nature park or reserve and includes a game park, reserve for fauna and flora and includes buildings and facilities directly related to management of the conservation area or nature reserve, inclusive of facilities for day visitors, but does not include overnight accommodation and tourist facilities

Zoning	Transport Zone 2
Primary Use	**Private Roads & Parking** means a private land which is reserved exclusively for the parking and movement of vehicles and pedestrians and which is under the control of a private individual or agency

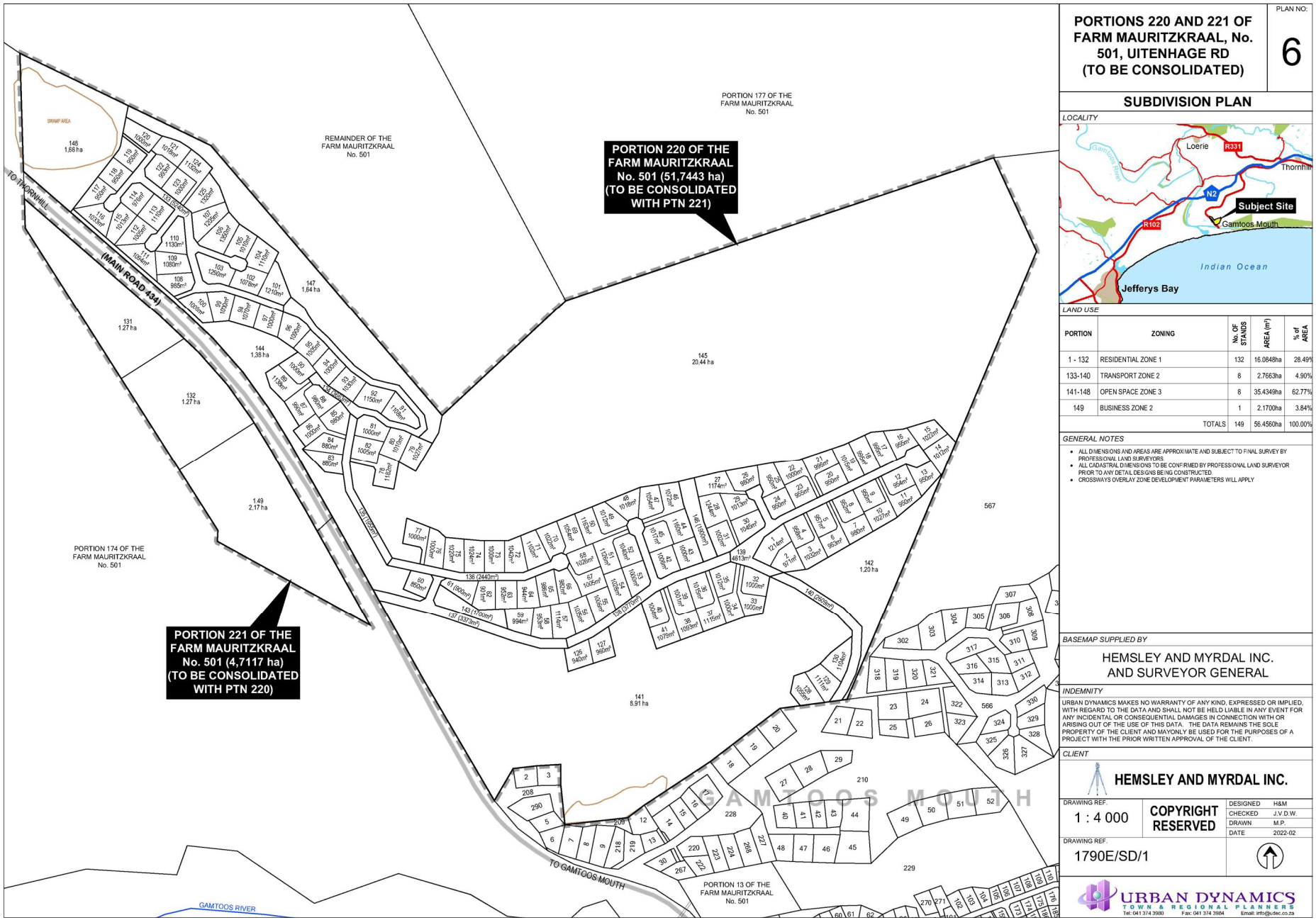
- ***The Layout Plan and Subdivision Plan are subject to final survey and on-site environmental sensitivity verification. A final Subdivision Plan will be submitted for endorsement after survey and prior to submission to the Surveyor General.***



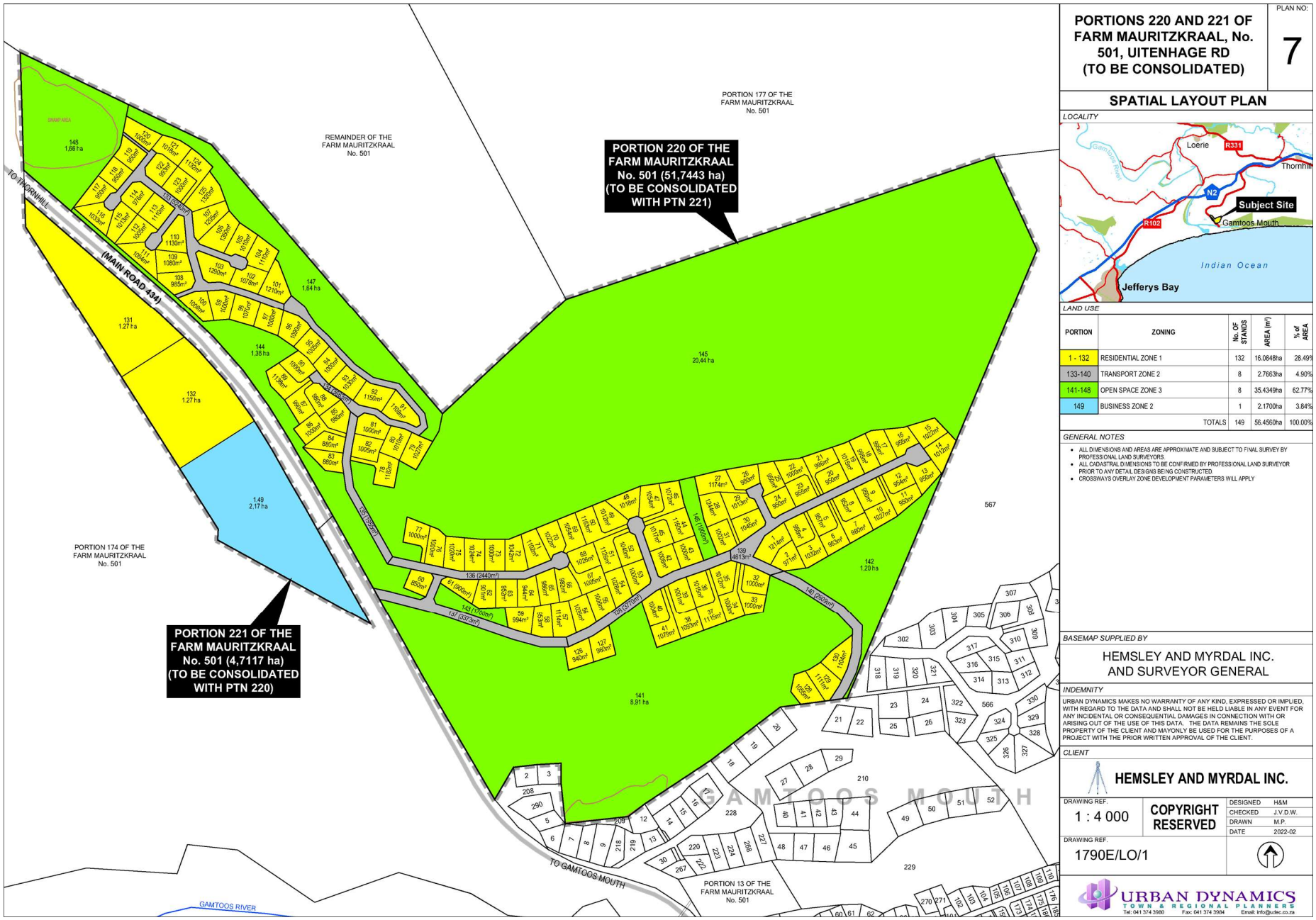
Consolidation Plan



Consolidation Diagram



Subdivision Plan



PORTION	ZONING	No. OF STANDS	AREA (m²)	% of AREA
1 - 132	RESIDENTIAL ZONE 1	132	16.0848ha	28.49%
133-140	TRANSPORT ZONE 2	8	2.7663ha	4.90%
141-148	OPEN SPACE ZONE 3	8	35.4349ha	62.77%
149	BUSINESS ZONE 2	1	2.1700ha	3.84%
	TOTALS	149	56.4550ha	100.00%

Spatial Layout Plan

6. Development Concept & Parameters

- Consolidate Portions 220 and 221 of Farm Mauritskraal No. 501.
- Development of the consolidated portion represents the Gamtoos Mouth Phase 3 development.
- Development of these land portions is a natural expansion of Phases 1 and 2 Gamtoos Mouth.
- Development south of the access road includes a commercial component to specifically serve the residents of the Gamtoos Mouth Phases 1, 2 and 3 Resort.
- Internal layout and single residential erven have been done to accommodate terrain characteristics, sensitive vegetation and contours.
- Access will be obtained, as indicated and proposed by the Traffic Statement, from MR 434 and the road linkage on the southern boundary to Gamtoos Mouth Phase 2.
- The development comprises of :
  - 132 single residential erven north-east of MR 434, ranging in size from 850 m^2 to approximately 1 350 m^2 (average erf size is approximately 1 034 m^2 with an overall development density of approximately 2.5 units / ha)
  - Internal private access roads following contours and provides access to all single residential properties
  - Large tracts of private open space (approximately 35 ha)
  - 2 large single residential properties south-west of MR 434 of approximately 1.27 ha each
  - A commercial component of approximately 2.17 ha south-west of MR 434
- All properties will be freehold with development footprints limited to 50 % of the total erf size (dwelling and any associated infrastructure such as driveways, garages, boathouses, paved areas, porches, etc.).
- The layout design is based on the "*cluster and space*" concept with large tracts of natural vegetation to be preserved.
- The development obtained a positive Environmental Authorisation (EA) and development implementation will be strictly guided by the EA and Environmental Management Programme (EMPr).
- The EA further imposed various conditions relating to development implementation, with specific reference to infrastructure provision, architectural and building guidelines and conditions relating to construction and implementation.
- Detailed specialist studies, confirming services availability have been conducted (internal and external access, storm water, water supply and sewer systems, refer to Paragraph 15 of this report and supporting annexures for detail).

7. Layout Plan & Building Code

Refer to Map 5 : Consolidation Diagram

Refer to Map 6 : Subdivision Plan

Refer to Map 7 : Spatial Layout Plan

The Layout Plan for Gamtoos Mouth Phase 3 comprises of the following land uses :

	Portion 220 (51.7443 ha)			**Portion 221 (4.7117 ha)**	
Portions	1 – 130	133 – 140	141 – 148	131 – 132	149
Zoning	Residential Zone 1	Transport Zone 2	Open Space Zone 3	Residential Zone 1	Business Zone 2
Primary Use	Dwelling Unit	Private Roads & Parking	Conservation Area	Dwelling Unit	Business & Mixed Use AND General Residential Building
Units	130	8	8	2	1
Area (ha)	13.5431	2.7663	35.4349	2.5417	2.1700
% of Area	26.17	5.35	68.48	53.94	46.06

The Gamtoos Mouth Homeowners Association adopted a specific Building Code of Practice on 30 November 2019. The objective of the Building Code is to provide a guideline for the spatial development of the various components of the Gamtoos Mouth Township with the exercise of controls for the benefit of the Association's members.

The Building Code is an adjunct to the conditions stipulated in the Kouga Land Use Scheme, both present and future, for the township and is to be accepted as equally binding on members as any other Land Use Restrictions imposed by the Kouga Municipality.

The intention is :

- to achieve and maintain reasonable aesthetic standards within the township with a degree of homogeneity or uniformity in the architectural style and nature of development within the township
- to this end to exercise control in the style and nature of all structures in the township including the use of exterior materials and colour schemes
- to protect and promote the maintenance of the existing special rural environment and atmosphere with the retention of as much as practically possible of the existing indigenous vegetation both on the erven and on the common areas
- to encourage Members to construct residential units comprising more than one structure rather than a larger single structure, so as to contribute to the retention of indigenous vegetation and the creation of a more pleasing environment with a less-imposing scale of development

It is noted that the Building Code development parameters (building lines, coverage and height) are more restrictive than the development parameters for Residential Zone 1 as per the Kouga Land Use Scheme. All building plans will be submitted to the Association for approval and should adhere to the Building Code parameters. Departures from the Building Code can be permitted by the Association, but it is accepted that these departures will still adhere to the Kouga Land Use Scheme development parameters for Residential Zone 1 properties, i.e. the parameters as outlined in Paragraph 5 of this application.

Refer to Annexure 10 : Home Owners Association Building Code

8. Guidelines for Decision Making

Decision making by the Kouga Municipality should be based, inter alia on legislative guidelines and informants :

- **Sections 7, 22 (1) and 42 (1)** of the Spatial Planning & Land Use Management Act, 2013 (Act 16 of 2013).
- **Sections 53 (1), 53 (4) & 66 (1)** of the Kouga Local Municipality Spatial Planning & Land Use Management By-Laws.
- **Schedule 6 & 7** of the Kouga Local Municipality Spatial Planning & Land Use Management By-Laws.

Although decision making on land use matters is a holistic and multi-disciplinary process, the above legislated criteria should form the basis for well-informed and sound decision making.

8.1 Spatial Planning and Land Use Management Act, 2013 (Act 16 of 2013) (SPLUMA)

Section 7 of SPLUMA stipulates :

The following principles apply to spatial planning, land development and land use management :

- *The principle of spatial justice*
- *The principle of spatial sustainability*
- *The principle of efficiency*
- *The principle of spatial resilience*
- *The principle of good administration*

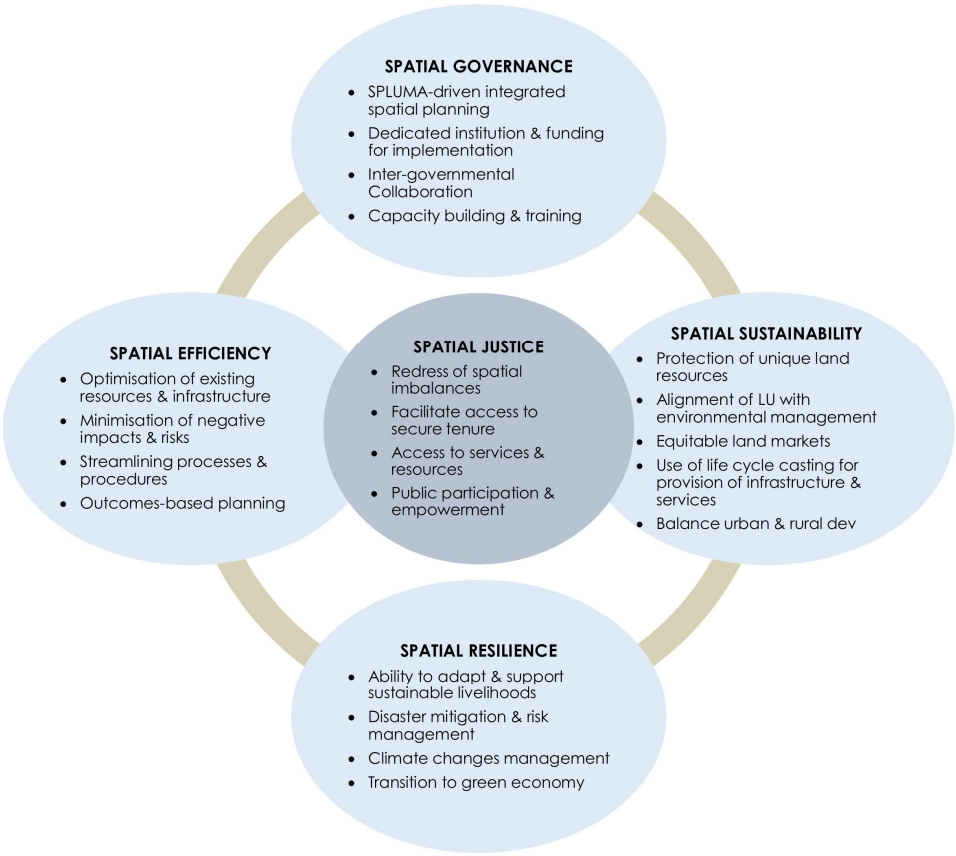
Section 42 (1) of SPLUMA stipulates :

In considering and deciding an application a Municipal Planning Tribunal must –

- *be guided by the development principles set out in Chapter 2*
- *make a decision which is consistent with norms and standards, measures designed to protect and promote the sustainable use of agricultural land, national and provincial government policies and the municipal spatial development framework*
- *take into account –*
  - *the public interest*
  - *the constitutional transformation imperatives and the related duties of the State*
  - *the facts and circumstances relevant to the application*
  - *the respective rights and obligations of all those affected*
  - *the state and impact of engineering services, social infrastructure and open space requirements*
  - *any factors that may be prescribed, including timeframes for making decisions*

9. Spatial Planning & Land Use Management Development Principles

In terms of the provisions of Section 6 and Section 7 of the Spatial Planning & Land Use Management Act, the general principles set out in Chapter 2 apply to all organs of state and other authorities responsible for the implementation of legislation regulating the use and development of land.



The following Development Principles are applicable to spatial planning, land development and land use management and have been addressed accordingly :

▣ The Principle of Spatial Justice

- The development site (consolidated Portions 220 and 221) are situated directly adjacent to and north-west of the existing Gamtoos Phase 2 development.
- The design concept successfully implemented in Phases 1 and 2 are the basis for layout design in Phase 3.
- Single residential properties range in size from 850 – 1 350 m^2, with an average erf size of 1 034 m^2 and a density of approximately 2.5 units / ha.
- The large residential erven and extremely low density is in keeping with the rural character of the area.
- The development is based on the "*cluster and space*" design to minimize environmental impact and support large private open space / conservation areas.
- The development of a portion (approximately 2.17 ha) for commercial purposes will further support the principles of sustainability and ensure implementation of sustainable community principles within the Gamtoos Mouth development and area.
- The small commercial component will support the overall residential development and minimise travelling and implement the principle of integrated services and communities.

▣ **The Principle of Spatial Sustainability**

- The expansion of the existing Gamtoos Mouth Resort on the land directly north and north-west is a natural growth direction with direct road linkage between the existing Resort and the proposed expansion.
- The proposed expansion of approximately 132 residential sites and a commercial is relatively small with extremely low residential densities (2.5 unit / ha).
- Implementation of the Phase 3 development will be subject to the Gamtoos Mouth Homeowners Association Building Code, which generally provides for more restrictive development parameters.
- Specialist reports done by Hatch (Civil Services) and CMB (Electrical Services) confirm that infrastructure is available to implement the project.
- Infrastructure availability has been confirmed through a positive Environmental Authorisation and interaction between the services providers, the Kouga Municipality and the Nelson Mandela Bay Metro.

▣ **The Principle of Efficiency**

- The proposed development will optimize utilisation of the existing services infrastructure.
- The internal infrastructure, including water reticulation, sewer disposal and refuse collection will be managed through the Homeowners Association with very limited or no burden on the Kouga Municipality's service delivery function.
- The development supports the strengthening of existing nodes and their natural extension of the Gamtoos Mouth Resort Phases 1 and 2.
- The commercial node will provide services to the surrounding rural area and the overall Resort.
- The development will create various employment opportunities and other economic benefits such as :
  - Contribute to the municipal rate base
  - Increase property values
  - Expand tourism base and investment opportunities in the greater Kouga
  - Support the overall development principles of the Kouga Municipality
  - Support Local Economic Development

▣ **The Principle of Spatial Resilience**

- The proposed development will make more effective use of existing infrastructure and space.
- The development will strengthen the Gamtoos Mouth Resort node and at the same time, retain the existing rural and historic character of the area.
- Environmental impact has been minimised and Environmental Authorisation issued by the Department of Economic Affairs, Environment & Tourism.
- Implementation will be in accordance with the Environmental Management Programme (EMPr).
- Strict development parameters will be managed through the Homeowners Association's Building Code.

▣ **The Principle of Good Administration**

- Prior to implementation, all relevant legislative approvals will be obtained to ensure legislative compliance.
- The application for rezoning and subdivision supports the principles and policies as outlined in the Kouga Spatial Development Framework.
- Process and procedures for obtaining the relevant approvals in terms of the Spatial Planning & Land Use Management Act and the Kouga SPLUM Bylaws will be followed.
- Application, in terms of SPLUMA, will be submitted, advertised and assessed in terms of the Kouga Spatial Planning and Land Use Management By-Law requirements.
- Implementation will be strictly guided by the EMPr, the Gamtoos Building Code and any conditions that the Kouga Municipality might impose.
- A service level agreement can be entered into between the Gamtoos Mouth Homeowners Association and the Kouga Municipality.
- The development will be managed through the Homeowners Association that will be responsible for day-to-day management and internal infrastructure provision.

10. Existing Planning in the Area & Policies

Any development proposal should support National, Provincial and Local Policies and Guidelines for development and implementation. These specifically refer to the development principles of SPLUMA, the Kouga Integrated Development Plan and the Kouga Spatial Development Framework.

10.1 Kouga Municipality Integrated Development Plan (2020/2021 Review)

The objective of the Kouga Integrated Development Plan is to provide a guideline and framework for developmental Local Government, identify objectives and strategies for growth implementation and stimulation and facilitate development within the Greater Kouga area. The Integrated Development Plan is prepared in terms of the Municipal Systems Act and outlines a 5 year programme for growth and development.

The Kouga Municipality identified the following **key performance areas** :

- Basic Service Delivery and Infrastructure
- Local Economic Development
- Financial Viability and Management
- Good Governance and Public Participation
- Institutional Transformation and Organisational Development

Strategic Goals :

- Provide quality, sustainable municipal infrastructure to consistently maintaining and improving the needs of the people of Kouga.
- Create and facilitate a conducive environment that builds inclusive local economies, sustainable and decent employment.
- Build a financial sustainability of Kouga Municipality by empowering staff to achieve good governance and a clean administration which is committed to prudent management of public funds by promoting accuracy and transparency.

- Create an enabling environment for active public participation and an administrative culture characterised by accountability, transparency and efficiency.
- Provide professional, efficient, people centred human resources and administrative services to Kouga citizens, staff and council for a transformed, equitable and efficient local government services

The proposed development supports the principles of the Integrated Development Plan and strives towards supporting job creation in the Kouga region, with emphasis on sustainable development, expansion of the municipal rate base and support for local economic development and growth.

10.2 Kouga Municipality Spatial Development Framework (2021)

The Kouga Municipality Spatial Development Framework's key objectives are :

- Give effect to the development principles contained in Chapter 2, Section 7 of SPLUMA
- Spatial representation of a five-year spatial development plan for the spatial form of the municipality
- Include a longer term spatial development vision statement for the municipal area which indicates a desired spatial growth and development pattern
- Identify current and future significant structuring and restructuring elements, including development corridors, activity spines and economic nodes where public and private investment will be prioritised and facilitated

The following settlement planning principles adopted for the SDF should inform future land use decisions within the SDF context and within the urban and rural structure :

- Accessibility
- Functional integration
- Socio-Economic integration
- Efficient urban structure
- A logical nodal and settlement and nodal hierarchy
- Compaction and Densification
- Protection and enhancement of the Environment
- Discourage illegal land use
- Efficient Public Participation and Capacity Building
- No one land use is more important than any other
- Security of tenure

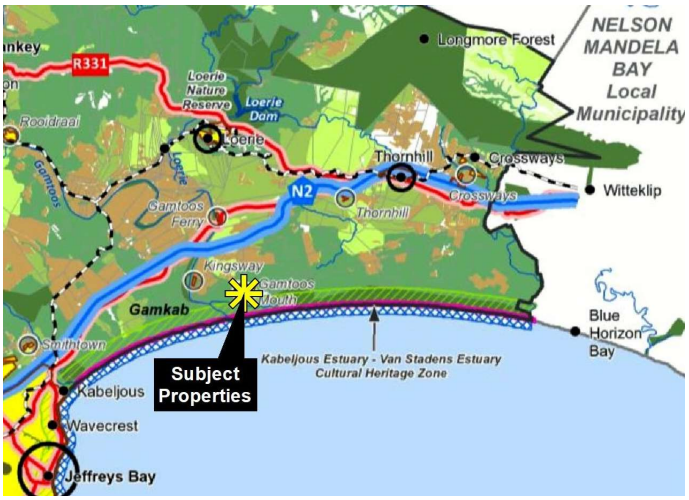
Spatial Strategies and Desired Spatial Form : Rural Development

The Kouga SDF (2021) outline the following, amongst other, spatial strategies for rural development and densities :

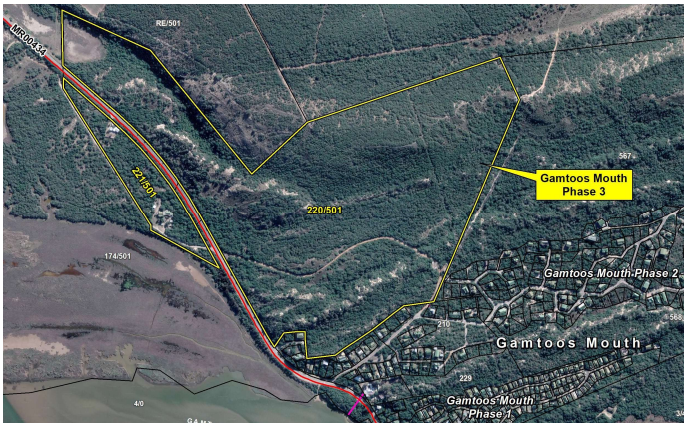
- Development in the rural areas should avoid biodiversity, environmentally sensitive and critical biodiversity areas.
- Development in rural areas should be resourced orientated and aimed at supporting the tourism and rural development economy.
- Rural sustainable principles and the concept of rural livelihoods should form the basis for rural investment.

- Non-residential land uses should promote tourism and service delivery.
- Support local economic development initiatives in the rural area, with emphasis on rural livelihood.
- The SDF indicate Gamtoos Mouth as a rural village.

It is clear from the above that the proposed development on Portions 220 and 221 of Farm Mauritskraal No. 501 supports and promotes the principles of the existing planning vision and proposals applicable to the area and the development is consistent with the SDF objectives for rural development support.



The Kouga SDF refers to "*Preliminary Rural Development Edges*". These edges have been set out in order to firstly highlight the need to determine the development extents and to protect the surrounding natural resources from expansion pressure.



It is noted that the existing Gamtoos Mouth Development (Phases 1 and 2) have been approved as an allotment area. The edges indicated on Figure 45 (Gamtoos Mouth Rural Edge Phase 1 and 2) of the Kouga SDF did not capture the Phase 3 expansion area correctly. The Environmental Authorisation for Phase 3 was issued prior to adoption of the SDF. In addition, previous correspondence from the Municipality confirms Municipal Support for the Phase 3 development. The new Gamtoos Mouth Plan (Phases 1, 2 and 3 Plans, including Environmental Authorisation parameters and Home Owners Association Building Code) should function as the Local Spatial Development Framework for this node, as contemplated in the Kouga SDF.

Future revisions of the Kouga SDF should acknowledge the entire Gamtoos allotment area as the "*Gamtoos Mouth Rural Edge*".

Note that a parallel application has been submitted to amend the Kouga SDF to reflect the Gamtoos Mouth rural edge.

Refer to Annexure 12 : Kouga SDF Amendment Application

10.3 Kouga Land Use Scheme (2021)

Land use and land use parameters applicable to the Kouga Municipality are managed through the Kouga Land Use Scheme. In addition to the Kouga Land Use Scheme, the Gamtoos Home Owners Association adopted a Building Code, which is implemented for all development. This Building Code requires more restrictive development parameters (as contained in the Kouga ILUS).

Refer to Annexure 10 : Home Owners Association Building Code

11. Job Creation & Economic Impact

Development of Gamtoos Mouth Phase 3 will significantly broaden the investment scope of the greater Gamtoos Mouth. It is anticipated that this will accelerate development in the village and attract much needed investment capital. This will ensure increased employment in the area and in the district.

It is anticipated that a number of short term construction jobs will be created during the implementation of services and construction. Longer term and more permanent opportunities will be for general operation and maintenance.

The development on the subject property not only provides employment opportunities but will also :

- Contribute to the municipal rate base
- Increase property values
- Expand tourism base and investment opportunities in the greater Kouga
- Support the overall development principles of the Kouga Municipality
- Support Local Economic Development

12. Public Interest & Participation

Public participation with respect to the application for Subdivision and Rezoning should be conducted by the Kouga Municipality through the normal procedures as outlined in the Kouga Spatial Planning and Land Use Management By-laws. Urban Dynamics EC, as the applicant, will assist the Kouga Municipality with the process and in the unlikely event of any objections received, Urban Dynamics EC and the professional team will respond to any comments received by the Municipality.

As part of the public participation process, the application should be advertised through the relevant media and site notices and referred to possible interested and affected parties, as identified by the Kouga Municipality.

13. Title Deed Conditions

Title Deed T23640/2014 is relevant to Portion 220 and Title Deed T23643/2014 is relevant to Portion 221.

The Deeds Search and Conveyancing Certificate confirm that the Title Deeds do not contain any restrictive conditions that prevent the development proposals, subdivision and layout plan as per this application.

Refer to Annexure 4 : Title Deeds

Refer to Annexure 5 : Conveyancing Certificates

14. Environmental Assessment

On 7 April 2017, and in terms of the National Environmental Management Act, 1998 (Act 107 of 1998), as amended (NEMA), the EIA regulations, 2014 were published in Government Gazette 40772 and came into effect on 7 April 2017. Government Notice R 982, 983, 984 and 985 lists activities that require Basic Assessment or Full Scoping and Environmental Impact Assessment.

A Basic Environmental Impact Assessment (EIA) was conducted and the Department of Economic Development, Environment Affairs & Tourism (DEDEAT) issued a positive Environmental Authorisation (EA) on 18 September 2020, referenced EC08/LN2/M/12-62.

Refer to Annexure 7 : Environmental Authorisation (EC08/LN2/M/12-62 dated 18.09.2020)

The Environmental Authorisation further includes the Environmental Management Programme (EMPr), providing detailed guidelines for project implementation, construction and management.

▣ **Specialist Reports**

The EIA process included the following specialist studies :

- Archaeological Impact Assessment
- Vegetation Specialist Study
- Forestry Survey
- Ground Water Survey
- Services Report
- Electrical Services Report
- Effects of Climate Change
- Gamtoos Mouth Estuary Report
- Environmental Management Programme (EMPr)

The EA includes, amongst others, the following :

- Detailed description of the activity
- Approved Subdivision Diagram
- Listed activities triggered in terms of the EIA regulations
- Duration of the Authorisation
- Standard conditions for implementation
- Project specific conditions in relation to the design and construction phase
- Architectural / building guidelines, including height and coverage restrictions
- Conditions relating to infrastructure provision, with specific reference to the provision of conservancy tanks only
- EMPr Requirements
- Conditions to be implemented during the construction phase
- Provision for the appointment of an Environmental Control Officer (ECO)
- Conditions specific to the ongoing operation and management of the development
- Reasons for the positive decision
- Key factors considering the decision making by DEDEAT

It is therefore clear that, through an extensive environmental assessment and evaluation process, the Gamtoos Mouth Phase 3 development obtained the necessary Environmental Authorisation to proceed with project implementation. Copies of the Basic Assessment reports and specialist studies can be made available to the Municipality on request.

15. Engineering Services

As indicated previously, the Phase 3 expansion of the Gamtoos Mouth will form an integral part of the existing Gamtoos Mouth Phases 1 and 2, with specific reference to estate management and the provision of infrastructure.

Detailed infrastructure assessments were done, confirming that services provision solutions are available.

Refer to Annexure 8 : Engineering Services Report (Hatch dated November 2019)

Refer to Annexure 11 : Kouga LM Correspondence Confirming Water Supply, Solid Waste & Sanitation

The following extracts from the Services Report are relevant to service provision in Phase 3 and confirm services availability. It is noted that these services reports were part of the Environmental Impact Assessment process and services solutions were captured in the Environmental Authorisation, therefore aligning project implementation between the various Authorities.

- ***Roads (Access)***

  Access to the proposed Residential and Commercial developments will be off the existing public road, Main Road 434 and via existing internal roads of the development.

  Traffic volumes will be low and will comprise a few permanent residents; weekend visitor or holidaymakers and it is therefore considered that a Traffic Impact Assessment (TIA) is not necessary. The main intersection that will serve the new extension and the commercial site may need to be designed as a four-way stop to reduce accident potential (this aspect will be discussed with the District Roads Engineer during final design stage).

- ***Roads (Internal)***

  Internal roads will be 4.5 m wide to 5.5 m wide dependent on road category and class and will be surfaced with a bituminous surface treatment and slurry seal.

  The structural design surface treatment of the roads will be in accordance with the TRH4 Specifications : Structural Design of Inter-Urban and Rural Road Pavements.

  The geometric design of the roads will be done so as to accommodate the roads within the Road Reserves provided in the Town Plan layout.

- ***Storm Water***

  Experience gained from Phases 1 and 2 of the development shows that no major visible erosion has taken place and that the Stormwater control measures adopted for these phases is working. It is therefore proposed that these same methods be adopted in the proposed Phase 3 of the development.

  The area to be developed consists mainly of dune sands. With the highly pervious nature of the soils and the expected small quantities of run-off which will be generated from the roads and erven during stormy periods and considering the experience gained from Phases 1 and 2, it is anticipated that Stormwater will soak away quickly.

Considering the above, Stormwater will be controlled within the roadways which will be designed and constructed to accommodate the natural volume and direction of Stormwater runoff. Roads will be provided with a bituminous surface, be 4.5 m to 5.5 m wide (dependent of road class and category) and have a kerb at least on the low side of the road for the control of Stormwater and to prevent erosion.

Outlets into private open spaces will be constructed, where Stormwater will be allowed to soak away into the dunes. Erosion protection will be provided in areas which may be subject to wash away.

The final Stormwater routes and outlet will be identified during the final design of the roads and Stormwater system. It may be necessary to alter the current town plan layout to accommodate outlet positions and soak-aways.

▣ ***Floodlines***

No flood studies have been undertaken in the vicinity of the proposed development, however we make the following observations :

- *All but 2 of the proposed residential sites are located above Main Road 434 well above ny possible flood from the Gamtoos River.*
- *The Commercial Centre and 2 x 1.27 ha residential sites are located below Main Road 434. However, they are all positioned close to the road mostly above the 5 m MSL contour and above the existing gravel road to the slipway. There is no history of these sites being under water during past flood events.*
- *Hemsley & Myrdal's Proposed Town Layout Plan and Aerial View indicate that the proposed buildings on the commercial site and the 2 residential sites below Main Road 434 will be situated above the river flood plain.*
- *The mouth is a highly dynamics environment influenced by upstream dams, ocean waves, long shore drift, wind-blown dunes, a continually migrating mouth and tides, amongst other factors, which would obviously require masses of data and very sophisticated modelling in order to conduct a flood study.*
- *There are no flow gauging stations on the Gamtoos River below Kouga and Loerie Dams (CAPE Estuaries Management Plan : Situation Assessment by Environ-Fish Africa (Pty) Ltd) and therefore no accurate hydrological flow information for the Gamtoos River is currently available.*
- *Because the Commercial Centre and the 2 proposed residential sites is a small development, the high cost to do a sophisticated analysis is not a feasible option – it will be pragmatic to simply raise the sites and/or infrastructure well above any possible floodline.*

▣ ***Water Supply System***

⇨ *<u>Daily Demand</u>*

The Annual Average Daily Demand (AADD) of the proposed development (Phase 3) has been calculated to be 78 kilolitres per day under post-development conditions.

Actual water usage figures for existing developed erven show that the erven in Phases 1 and 2 have an AADD of approximately 250 l/d/erf. This is due to the low number of permanent residents.

Based on the above, we have assumed the following AADD for the development :

- *Phase 1 : 300 l/day/erf*
- *Phase 2 : 450 l/day/erf*
- *Phase 3 : 600 l/day/erf*

The Annual Average Daily Demand (AADD) of the entire proposed development viz. Phases 1, 2 and 3 has been calculated to be 240 kilolitres per day under post-development conditions.

The existing 600 Kl Reservoir is supplied with a potable supply off the Churchill Pipeline which provides a daily peak water demand of 300 Kl/day (attached letter from Kouga Municipality confirms this supply, which is sufficient for the proposed development under normal conditions).

Experience has shown that in coastal resort towns like Plettenberg Bay, Sedgefield, Kenton on Sea, Port Alfred, the summer peak demand may be higher than the average demand factor and may vary between 1.5 and 2.5. The summer peak demand for this development, over the year-end holidays, may therefore be as high as 2.0. Should this in fact happen, in the medium to long term, the main supply to the development will need to be upgraded.

Should the development experience a higher peak demand over this short (approximately 10 day long) period, once all the units are developed (probably within the next 10 to 15 years), then the supply could be upgraded by installing a boost pump at the takeoff point, to accommodate the peak demand. This will be the easiest and cheapest solution.

Alternatively, an additional pipeline (a distance of approximately 1.2 km parallel to the existing supply line) could be installed.

Other methods to overcome this short period are :

- *Alternative water sources such as boreholes or desalination*
- *Additional reservoir capacity*
- *On-site storage (rain water tanks)*

⇨ *<u>Supply to Development</u>*

Water will be supplied via the existing Bulk 200 mm dia. pipeline, serving Phases 1 and 2, connected to the existing 600 Kl Reservoir.

The internal reticulation will consist of main supply uPVC or HDPE pipes not exceeding 200 mm diameter. A ringed water reticulation system of smaller diameter pipes will provide water to the individual erven. The system will be designed to provide the required minimum residual head pressure of 150 KPa under total instantaneous peak demand of 17 l/s design flow and a maximum fire flow of 50 l/s (moderate risk).

The fire hydrants will be the type, captive stopper, London round thread with rising spindle, out, clockwise closing type and the maximum spacing of the fire hydrants will be 180 m in moderate risk fire areas in accordance with SANS 0900 – 1972 and Guidelines for Human Settlement Planning & Design.

▣ ***Foulsewer System***

The possible sewerage disposal systems that could be used on this development are as follows :

- *Small package plant*
- *Conservancy tanks*
- *Septic tank and percolation drains*

Sewage disposal in Phases 1 and 2 is by way of septic tanks and percolation drains. The use of this method of disposal was approved by the authorities at the time, after satisfactory results of percolation tests established that the soil conditions were suitable to dispose of sewage by this method.

The assessment of the various foul sewer system options included a ground water study conducted by SRK Consulting with certain recommendations, i.e. septic tank use should be limited to erven above the 15 m contour.

However, notwithstanding the specialist input, the Department of Economic Development, Environmental Affairs & Tourism's (DEDEAT) Environmental Authorisation resolved as follows :

> "*Initially septic tanks were proposed for sewage disposal, but conditions of this Environmental Authorisation will require that the developer installs conservancy tanks which will be serviced by a private contractor at regular intervals. Effluent will be disposed of at the Fish Water Flats WWTW in Port Elizabeth.*
>
> *All erven of Phase 3 of the Gamtoos Mouth development to be serviced by conservancy tanks only*".

It is noted that the developer / land owner is currently in discussions with the Kouga Municipality and DEDEAT to possibly transport foul sewer to the Humansdorp WWTW site instead of the Fish Water Flats WWTW. This process should be concluded shortly.

▣ ***Solid Waste Disposal***

Solid waste will be managed by the Home Owners Association.

Solid waste from the proposed development will be disposed of at a licenced solid waste disposal site within the Kouga Local Municipal area. It is estimated that once fully developed, the development will produce 75 cubic meters of solid waste annually (attached letter of confirmation from the Kouga Local Municipality confirming that they will accept solid waste from the proposed development).

▣ ***Electrical Supply***

CMB Consulting Engineers assessed availability of electricity to the proposed development. The following extracts from the Electrical Services Report are relevant to service provision in Phase 3 and confirm services availability.

Refer to Annexure 9 : Electrical Services Report (Clinkscales Maughn-Brown dated November 2014)

- *The electricity supply to this development is provided by Nelson Mandela Bay Municipality (NMBM).*
- *The existing electrical reticulation in Phases 1 & 2 comprises underground medium voltage (6,6kV) radial feeds incorporating minisubs in turn feeding underground low voltage cable feeders with distribution kiosks.*
- *Phase 3 will be provided with similar infrastructure, details of which is provided on the attached layout drawings 8336/E/01 and 8336/E/02.*
- *An intake substation was established in Phase 1, which comprises a municipal (NMBM) 22/6,6 kV transformer and switch / meter room as well as a 6,6kV switchroom belonging to Gamtoos Mouth Resort.*
- *Two 6,6kV feeds are currently supplied from the intake substation:*
  - *Feeder 1 to 2 minisubs in Phase 1*
  - *Feeder 2 to 4 minisubs in Phase 2*
- *The intake substation has been designed to accommodate all phases of development and Phase 3 will be fed via a third 6,6kV switch and feeder cable.*
- *The existing load of Phases 1 & 2 is 300kVA and the anticipated additional load of Phase 3 is 250kVA. The total (550kVA) is within the initial application for 1000kVA which was confirmed by NMBM (then Port Elizabeth Municipality) in 1995.*
- *The municipal 22/6,6kV transformer is currently 500kVA and will require upgrading by NMBM. The substation and all other bulk infrastructure has been designed for the full capacity of all phases, so the upgrading will simply involve replacement of the transformer – a relatively simple and quick procedure.*
- *The NMBM has confirmed that they will carry out this upgrading at the developer's cost in accordance with the Metro's policy.*
- *In line with the latest energy efficient policies and legislation, the Gamtoos Mouth Homeowners Association will apply the following energy reducing measures:*
  - *60amp circuit breaker on service connection (25% reduction on NMBM standard)*
  - *Solar, heatpump or gas water heating*
  - *Energy saving lamps*
  - *Load control relays*
  - *Gas stoves*

16. Conclusion

The application has been motivated through Paragraphs 1 – 15 of this report, including annexures, maps and diagrams. The applicant, Urban Dynamics EC, concludes that the development proposal will fulfil the requirements and principles of the Spatial Planning and Land Use Management Act and supporting policies and principles applicable to the area. This enables the Kouga Municipality to take a well informed decision and grant the required development rights.

To conclude, the following highlights the desirability and compliance of the development proposal:

- The development is consistent with the Kouga Municipality SDF and supports the SDF vision.
- The plans and development footprint (Phases 1, 2 and 3) should be interpreted as the LSDF for Gamtoos Mouth.
- The overall architectural vision and development approach for Gamtoos Mouth is supported and maintained.
- The SPLUMA principles are supported.
- The development supports the principles of SPLUMA insofar as it seeks sustainable rural development.
- The development will not be in conflict with the present character of the area.
- Very low residential densities, i.e. 2.5 units / ha.
- The Phase 3 expansion has always been part of the long term growth vision of the Resort.
- Engineering Services can be provided.
- A positive Environmental Authorisation (EA) was issued by DEDEAT.
- Implementation will be managed through the requirements of the EMPr.
- The Gamtoos Home Owners Association Building Code will be enforced.

It is therefore recommended, from a planning point of view, that this application should be supported as it will have a positive impact on development in the area.

"B"

KOUGA local municipality
Good Governance through Service Excellence

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6330

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24 Feb 2023

Land Use Planning Report

PART A: PARTICULARS	
Application Number	JL2122-00130
Reference Number	1790E/01
Brief Proposal	Gamtoos Mouth Phase 3 Development Application for : * Consolidation : Portions 220 and 221 of Farm Mauritskraal No. 501 * Subdivision : Consolidated Portions 220 and 221 into 149 portions * Rezoning from Agriculture Zone : - Portions 1 132 to Residential Zone 1 - Portions 133 140 to Transport Zone 2 - Portion 141 148 to Open Space Zone 3 - Portion 149 to Business Zone 2

PART B: AUTHOR DETAILS	
Name	Elsa van Biljon
Job Title	Town Planner
SACPLAN Registration No	A904/1996
Directorate/Department	Planning & Development
Contact Details	evbiljon@kouga.gov.za

PART C: APPLICANT DETAILS	
First Name(s)	Johan
Surname	van der Westhuysen
Company Name	Urban Dynamics EC
SACPLAN Registration No	A/923/1996
Contact Details	0413743980

Is the applicant authorised to submit this application?	Yes

Applicant obtained a power of attorney from the registered owner, being Gamtoos Mouth Investments PTY (Ltd). Power of attorney is attached hereto as Application Document, Annexure 2.

PART D: PROPERTY DETAILS	
Property 1	501 of Uitenhage RD (Portion 220)
Address	Farm - Uitenhage Rd
Current Zoning	Kouga Municipality Land Use Scheme - Agriculture Zone
Extent	51.7443Ha
Title Deed	T23640/2014 (14 May 2014)
Registered Owners	Gamtoos Mouth Inv Pty Ltd (196901410107)
Property 2	501 of Uitenhage RD (Portion 221)
Address	Farm - Uitenhage Rd
Current Zoning	Kouga Municipality Land Use Scheme - Agriculture Zone
Extent	4.7117Ha
Title Deed	T23643/2014 (14 May 2014)
Registered Owners	Gamtoos Mouth Inv Pty Ltd (196901410107)
Proposed Zoning	Kouga Municipality Land Use Scheme - Agriculture Zone

TITLE RESTRICTIONS - Are there restrictive conditions and/or third party conditions that will prevent/restrict the proposal?	No

Title Deed T23640/2014 is relevant to Portion 220 and Title Deed T23643/2014 is relevant to Portion 221.

The deed search and Conveyancing Certificate confirm that the title deed do not contain any restrictive conditions that prevent the development proposals, subdivision and layout plan as per this application.

PART F: LIST OF APPLICATIONS

Combined Application - Rezoning, Sub-Division, Departure (Into 3 - 250 Erven)

PART G: BACKGROUND

Portions 220 and 221 represent consolidated properties as indicated on Diagrams 1258/2014 and 1286/2012 and Consolidated Title Deeds T23640/2014 and T23643/2014. Previously the land comprised of 9 farm portions, now consolidated.

The overall footprint for the Gamtoos Mouth Development always included the Phase 3 area. The process to plan and obtain the development rights started approximately 10 years ago. The Phase 3 development obtained Environmental approval in September 2020 (Application Document, Annexure 7).

PART H: SUMMARY OF APPLICANT'S MOTIVATION

* The development is consistent with the Kouga Municipality SDF and supports the SDF vision.
* The overall architectural vision ans development approach for Gamtoos mouth is supported and maintained.
* The development supports the principles of SPLUMA insofar as it seeks sustainable rural development.
* The development will not be in conflict with the present character of the area.
* Very low residential density of 2,5 units per hectare is envisaged.
* The Phase 3 expansion has always been part of the long term growth vision of the Resort.
* Engineering services can be provided.
* A positive Environmental Authorisation (EA) was issued by DEDEAT.
* Implementation will be managed through the requirements of the EMPr.
* The Gamtoos Mouth Home Owners Association Building Code will be enforced.

The applicant also motivates for a departure from the SDF provisions to allow the proposed development based on site specific circumstances.(Annexure E).

PART I: SUMMARY OF PUBLIC PARTICIPATION

Newspaper Advertisement	Yes	26 May 2022	27 Jun 2022
Government Gazette Notice	No		
Registered Letters	Yes	26 May 2022	27 Jun 2022
Ward councillor	No		
Site meeting	No		
Public meeting	No		
Municipal Notice Board	No		
Other Notice	No		
Site Notice	Yes	26 May 2022	27 Jun 2022
Affidavit	Yes	26 May 2022	28 Jun 2022
Neighbours Letters - Building Lines	No		
No Participation Required	No		

Total valid comments	None
Total comments and petitions refused	Not applicable
Community Organisation(s) response	No
Ward councillor response	No
Valid petition(s)	No
Total letters of support	None

PART J: SUMMARY OF COMMENTS RECEIVED DURING PUBLIC PARTICIPATION

A full public participation process was followed and no objections or adverse comments were received.

PART K: SUMMARY OF COMMENTS FROM ORGANS OF STATE AND/OR MUNICIPAL DEPARTMENTS

Respondent	Date Received	Summary of Comments	Recommendation
Internal Department - Electricity	23 May 2022	Eskom supply area	Positive

Internal Department - Technical	24 May 2022	The application is supported subject to; 1) An SLA being entered into between the developer and the Council wherein all responsibilities and costs wrt provision of services in terms of demand indicated in the ESDR from HATCH consulting engineers, compliance with the ROD stipulations and requirements, payment of augmentation fees etc. has been clearly recorded and agreed upon. 2) An SDP being prepared and submitted with the ESDR and the SLA 3) Implementation of rainwater harvesting on individual erven being a condition contained in the SLA 3) The SDP approval only being given when the SLA has been finalised. 4) Payment of Augmentation fees being done prior to detail plans being approved and as per policy requirements.	Positive
Internal Department - Community Services (Environmental)	20 Oct 2022	Supported based on authorization dated 10 June 2022 and on condition that letter of consent from Department Agriculture is obtained	Positive

PART L: SUMMARY OF APPLICANT'S REPLY TO COMMENTS

Not applicable

PART M: MUNICIPAL ASSESSMENT OF COMMENTS

A public participation process was followed, which included the following :

- Notice in the local media (Kouga Express - 20 May 2022)
- Notices to abutting property owners via registered mail dated 24 May 2022
- Site notice dated 26 May 2022)
- Affidavit signed on 28 June 2022

Public participation documents are attached hereto as Annexure B.

No objections were received by the applicant or the municipality.

The relevant internal departments, namely Technical Services, Electrical Services, as well as Environmental Management are all in support of the proposal.

The Department of Agriculture, Rural Development & Land Reform is also in support of the proposed development (Annexure C).

PART N: MUNICIPAL PLANNING EVALUATION (REFER TO RELEVANT CONSIDERATIONS GUIDELINES)

Is the application compliant with the Kouga SPLUM ByLaw?	Yes
The Spatial Planning & Land Use Management By-law for Kouga Municipality makes provision for the applications at hand.	
Were investigations or applications carried out in terms of other laws which are relevant to the consideration of the application?	Yes
The developer obtained environmental authorisation for the proposed development (Annexure 7).	
Is the proposal consistent with the SDF, LSDF, Precinct Plan, Guideline/Policy Document?	No

The Kouga SDF refers to "Preliminary Rural Development Edges". These edges have been set out to determine the development extends and also to protect the surrounding natural resources from expansion pressure.

The existing Gamtoos Mouth Phases 1 and 2 have been approved as an allotment area and are included in the SDF, however, Phase 3 is not included in the Gamtoos Mouth Rural Edge. It is accepted that environmental authorisation for the phase 3 development was issued prior to the adoption of the SDF in 2021. In addition, previous correspondence from the Municipality confirms in principle support for the phase 3 development.

Section 22(2) of SPLUMA makes provision for a departure from the provisions of the SDF based on site specific circumstances. In support of Section 22(2) of SPLUMA, the Department of Agriculture, Land Reform and Rural Development as the custodian of the Act, issued guidelines for site specific circumstances and departure from the SDF provisions.

The applicant adequately motivated for the departure from the SDF provisions to allow the proposed development of Gamtoos Mouth Phase 3 based on site specific circumstances. Amended motivation by the applicant is attached hereto as Annexure E.

The Kouga SDF (2021) outline the following, amongst other, spatial strategies for rural development and densities:

- Development in the rural areas should avoid environmentally sensitive and critical biodiversity areas.
- Development in rural areas should be resourced orientated and aimed at supporting the tourism and rural development economy.
- Rural sustainable principles and the concept of rural livelihoods should form the basis for rural investment.
- Non-residential land uses should promote tourism and service delivery.
- Support local economic development initiatives in the rural area, with emphasis on rural livelihood.

The SDF indicates Gamtoos Mouth as a rural village.

It is clear from the above that the proposed development on Portions 220 & 221 of Farm Mauritzkraal No. 501 supports and promotes the existing planning vision for rural development.

Furthermore it is suggested that the Kouga SDF, 2021 be amended to include the development of Gamtoos Mouth Phase 3.

Is there a potential impact on rights and disruption of the environment? - Any the potential impact on immediate neighbours and existing rights as well as the surrounding community? - Potential disruption of or damage to the environment or public nuisance from the proposed utilisation of land and proposed mitigation measures?	No

The proposed development is managed by environmental authorisation granted by DEDEAT. The authorisation aims to minimize the effect of the development on the environment. No development outside the scope of said authorisation is allowed.

The proposed development will not necessarily adversely affect the rights of abutting property owners. No objections were received during the public participation process.

Can the proposed utilisation of the land be considered desirable? - Is the proposed layout, incl. street pattern, density and open space and community facility provision acceptable? - Are the location, accessibility and physical characteristics of the land parcel suitable? - Compatibility with the character and the existing spatial structure of the surrounding area? - Acceptability of external visual impact?	Yes

The proposed development is in line with all relevant planning and environmental legislation.

From a planning perspective the locality and layout of the development is acceptable. The proposed open space areas are to be treated as 'No Go' areas for conservation purposes.

The proposed development is an extension of the existing Gamtoos Mouth Resort and is therefore considered compatible with the spatial structure of the surrounding area.

Is the proposal consistent with the principles referred to in chapter 2 of SPLUMA? (if no, elaborate below): The principle of spatial justice, The principle of spatial sustainability, The principle of efficiency, The principle of spatial resilience, The principle of good administration.	Yes

The application is consistent with the following development principles:

- Spatial Justice
- Spatial Sustainability
- Efficiency
- Spatial Resilience
- Good Administration

Additional Planning Evaluation

Roads (Access):

Access to the proposed development will be off the existing public road, MR 434 and via existing internal roads of the development. Traffic volumes will be low and will comprise a few permanent residents, week-end visitors and holiday makers.

Roads (Internal):

Internal road width will vary between 4,5m and 5,5m. Road surfaces will be treated according to specifications.

Storm water:

Storm water control will be in line with the methods adopted for the existing developed areas. The area to be developed consists mainly of dune sands and relatively small quantities of run-off is expected from roads and erven during stormy periods, which will soak away quickly. Stormwater will be controlled within roadways, which will be designed according to specifications. Outlets into private open spaces will be constructed. Erosion protection will be provided in areas that may be subject to wash away.

The applicant indicated that final stormwater routes and outlets will be identified during the final design of the roads and stormwater system, which may require alteration of the layout plan to accommodate outlet positions and soak-aways.

Floodlines:

According to the applicant no flood studies have been undertaken in the vicinity of the proposed development and the following observations are made by him:

All but 2 of the proposed residential site are located above Main Road 434, well above any possible floodline.

The commercial site and 2 x 1,27ha residential sites are located below Main road 434, however, they are all positioned to close to the road mostly above the 5m MSL contour and above the existing gravel road to the slipway. There is no history of these sites being under water during past flood events.

Hemsley & Myrdal's proposed town layout plan and aerial view indicate that the proposed buildings on the business site and the 2 residential sites below MR 434 will be situated above the river flood plain.

The mouth is a highly dynamic environment, influenced by upstream dams, ocean waves, long shore drift, wind-blown dunes, a continually migrating mouth and tides, amongst other factors, which would obviously require massas of data and very sophisticated modelling in order to conduct a flood study.

Water supply:

The existing 600 Kl Reservoir is supplied with potable water from the Churchill Pipeline, which provides a daily peak water demand of 300Kl/day. The municipality has confirmed this supply, which is sufficient for the proposed development under normal conditions (Annexure E). Should there be a higher demand in future the main supply to the development will need to be upgraded.

Sewer:

The developer/land owner is currently in discussions with the municipality and DEDEAT to possibly transport foul sewer to the Humansdorp WWTW site instead of the Fish Water Flats WWTW. This process should be concluded shortly.

Solid Waste:

Solid waste will be managed by the Home Owners Association. Solid waste from the proposed development will be disposed of at a licensed solid waste disposal site within Kouga Local Municipal area. The latter confirmed acceptance of the solid waste from the proposed development (Application Document, Annexure 11).

Electrical Supply:

CMB Consulting Engineers assessed availability of electricity to the proposed development and confirms services availability to to the proposed phase 3 development).

PART P: CONCLUSION

The application is supported for the following reasons:

* The development is consistent with the Kouga Municipality SDF and supports the SDF vision.
* The overall architectural vision ans development approach for Gamtoos mouth is supported and maintained.
* The development supports the principles of SPLUMA insofar as it seeks sustainable rural development.
* The development will not be in conflict with the present character of the area.
* Very low residential density of 2,5 units per hectare is envisaged.
* The Phase 3 expansion has always been part of the long term growth vision of the Resort.
* Engineering services can be provided.
* A positive Environmental Authorisation (EA) was issued by DEDEAT.
* Implementation will be managed through the requirements of the EMPr.
* The Gamtoos Mouth Home Owners Association Building Code will be enforced.
* No objections or adverse comments were received during public participation.
* The applicant adequately motivated for departure from the Kouga Spatial Development Framework, 2021 in terms of Section 22(2) of SPLUMA, as well as Guidelines issued by Department of Agriculture, Rural Development and Land Reform to allow the proposed development of Gamtoos Mouth Phase 3.

PART Q: RECOMMENDATION AND CONDITIONS

Recommendation:

1. That the application for Consolidation of Portions 220 & 221 of Farm Mauritzkraal No 501 **be exempted** from municipal approval in terms of Section 66 of the SPLUM By-law

2. That the application for Subdivision of the consolidated Portions 220 & 221 into 149 portions **be approved** in terms of Section 108 of the Spatial Planning & Land Use Management By-law: Kouga Municipality, 2016

3. That the Rezoning of the subdivided properties from Agriculture Zone to as follows:

- Portions 1 - 132 to Residential Zone 1 (Dwelling unit)
- Portions 133 - 140 to Transport Zone 2 (Private Roads & parking)
- Portions 141 - 148 to Open Space Zone 3 (Conservation Area)
- Portion 149 to Business Zone 2 (Business & Mixed Use and General Residential) **be approved** in terms of Section 108 of the Spatial Planning & Land Use Management By-law: Kouga Municipality, 2016

Conditions:

1. That the consolidation of Portion 220 & 221 of Farm Mauritzkraal No. 501, Humansdorp RD, be in accordance with the consolidation plan as submitted by the applicant.

2. That the subdivision of the consolidated properties be in accordance with the subdivision plan as submitted by the applicant.

3. That the rezoning be in accordance with the Spatial Layout plan with reference No. 1790E/LO/1, as prepared by Hemsley and Myrdal Inc.

4. That a detailed Site Development Plan (SDP) for the business site, indicating all structures, entrances, parking and services (electricity, water, sewerage, storm water and roads) be submitted for approval. prior to submission of building plans.

5. That the development footprint of each residential erf be restricted to 50% of the total erf size, which will include the dwelling and any associated infrastructure such as driveways, garages/boat houses, paved areas/porches, etc as required by DEDEAT.

6. That the Open Space Zone 3 be treated as "No-Go" zones for conservation purposes, as required by DEDEAT.

7. A Home Owners Association must be established in accordance with Schedule 5 of the Spatial Planning & Land Use Management By-law: Kouga Municipality, 2016 and an owners constitution must be approved by the municipality before transfer of the first land unit.

8. That a Service Level Agreement be entered into between the developer and the Council wherein all responsibilities and costs with regard to provision of services in terms of the demand indicated in the Engineering Services Demand Report by the professional engineer (HATCH Consulting Engineers), compliance with the ROD stipulations and requirements, payment of augmentation fees, etc. is clearly recorded and agreed upon.

9. That a layout plan be submitted with the Engineering Services Demand Report and Service Level Agreement for consideration by Department Infrastructure & Engineering.

10. That the implementation of rainwater harvesting on individual erven be captured as a condition in the service level agreement.

11. That augmentation fees be paid prior to approval of detail plans, as per policy requirements.

12. The consolidation and subdivisions must be submitted to the Surveyor General for approval, as contemplated in Section 61(1)of the Spatial Planning & Land Use Management By-law, Kouga Municipality, 2016.

13. The owner/developer must comply with all conditions of approval as contemplated in Section 62(1) of the said by-law.

14. The owner/developer must obtain registration of the consolidation and subdivision diagrams with the registrar of deeds, as contemplated in Section 63 of said by-

15.That, where the owner/developer has failed to comply with the provisions of Section 63 of the Spatial Planning and Land Use Management By-law: Kouga Municipality, 2016, in relation to the subdivision or part thereof, the approval granted under Section 108 of the said by-law shall lapse.

16. That the rezoning shall lapse if the land concerned is not, within a period of five (5) years from the date on which the approval was granted, utilized as permitted in terms of the zoning granted by the said rezoning.

17. That the Kouga Spatial Development Framework, 2021 be amended to include Gamtoos Mouth Phase 3.

PART R: REASONS FOR RECOMMENDATION

* The development is consistent with the Kouga Municipality SDF and supports the SDF vision.
* The overall architectural vision ans development approach for Gamtoos mouth is supported and maintained.
* The development supports the principles of SPLUMA insofar as it seeks sustainable rural development.
* The development will not be in conflict with the present character of the area.
* Very low residential density of 2,5 units per hectare is envisaged.
* The Phase 3 expansion has always been part of the long term growth vision of the Resort.
* Engineering services can be provided.
* A positive Environmental Authorisation (EA) was issued by DEDEAT.
* Implementation will be managed through the requirements of the EMPr.
* The Gamtoos Mouth Home Owners Association Building Code will be enforced.
* No objections or adverse comments were received during public participation.
*

The applicant adequately motivated for departure from the Kouga Spatial Development Framework, 2021 in terms of Section 22(2) of SPLUMA, as well as Guidelines issued by Department of Agriculture, Rural Development and Land Reform to allow the proposed development of Gamtoos Mouth Phase 3.

PART S: ANNEXURES

Annexure A - Application Document
Annexure B - Public Participation documents
Annexure C - Letter of support from Department of Agriculture, Land Reform & Rural Development
Annexure D - Letter from Department of Transport (District Roads Engineer)
Annexure E - Amended motivation for departure from SDF provisions

PART T: SIGNATURES

Author	Signature
Elsa van Biljon	
Planner	Signature
Elsa van Biljon	
Decision Maker	Signature

KOUGA
local municipality
Good Governance through Service Excellence

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Hankey
Humansdorp
Jeffreys Bay
Loerie
Oyster Bay
Patensie
St Francis Bay
Thornhill

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Website: www.kouga.gov.za

Ref No: JL2021-00130

20 April 2023

Urban Dynamics Town & Regional Planners
117 Cape Road
Mill Park
PORT ELIZABETH
6001

E-Mail: info@udec.co.za

Sir

SUBJECT: APPLICATION FOR REZONING, SUBDIVISION & CONSOLIDATION: ERF PORTION 220 AND 221 OF THE FARM MAURITZKRAAL NO 501, UITENHAGE RD

I refer to your application dated 02 March 2022.

On 24 March 2023, the Municipal Planning Tribunal resolved as follows:

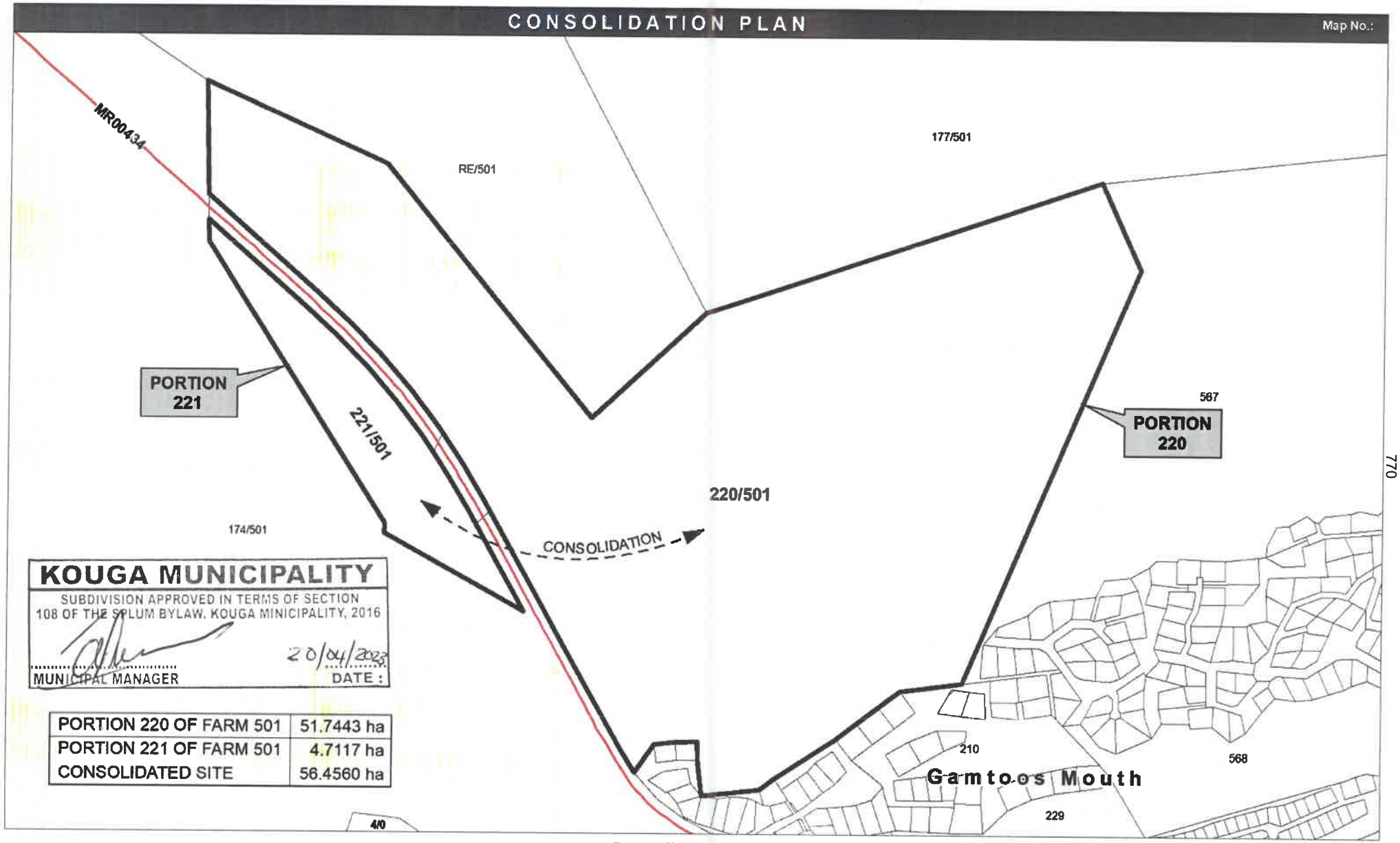
Resolved 24 March 2023:

1. That the Municipal Planning Tribunal considered and is in support of the application in line with Section (13)2 of the Kouga Municipal Spatial Planning and Land Use Management By-Law, 2016 which reads "*The Municipal Planning Tribunal or Authorized Official may support an application what will result in a departure from the municipal spatial development framework, but such support must be made subject to the condition that the Council approved the amendment to the municipal spatial development framework and the application cannot be approved until the amendment of the municipal spatial development framework is approved by the Council*".

Yours faithfully

MS L. OPPERMAAN
ACTING DIRECTOR: PLANNING, DEVELOPMENT & TOURISM

Refer: Binadene Meyer (Admin Officer-Town Planning) Tel 042-2002200



Consolidation Plan